

Strategy of Agribusiness Development of Chrysanthemum Flower in Pancasari Village, Sukasada District, Buleleng Regency

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Abstract

This study aims to identify and analyze internal and external factors on the development of chrysanthemum agribusiness in Pancasari Village, and to formulate alternative strategies and to determine the priority of agribusiness development strategy of chrysanthemum flowers in Pancasari Village. Determination of the location of the study using the method "purposive sampling", the basic method in this study is descriptive analysis, namely research based on actual problems that exist in the present. The results showed that the identification and analysis of internal factors on influencing variables of strength is the suitability of land and climate, the mastery of chrysanthemum flower technology, chrysanthemum agribusiness is a profitable business, chrysanthemum agribusiness is the main business of agricultural extension workers availability, cooperation between farmers in groups and experience of chrysanthemum agribusiness. While the identification and analysis of internal factors in the variables of weakness that influence the human resources of farmers are still low, the dependence of seedlings from Java/outside, limited land ownership/narrow, limited funds, limited facilities/infrastructure, lack of market information and poor farm management. Identification and analysis of external factors on the variables of opportunity that influence the availability of technology, the availability of markets, the availability of production facilities and equipment, agribusiness enterprises have bright prospects, regional autonomy, government policy and the availability of manpower. While external factors on threat variables that influence the unavailability of seeds at any time, pest and disease attacks, competition from Java/outside Bali, residential population, capital dependence on loan sharks, high land prices, and the lack of a pattern of partnership system. Chrysanthemum agribusiness development strategy in Pancasari Village is: General strategy is a growth strategy and stability. Alternative strategies are aggressive strategies and alternative strategies resulting from SWOT matrix analysis are: 1) Improve the quality and quantity of chrysanthemum flower production. 2) Improve farmer cooperation in groups, to minimize costs. 3) The use of production facilities and equipment. The strategy that should be implemented based on QSPM analysis is an intensive growth strategy.

Keywords: agribusiness, chrysanthemum flower, high economic value commodity

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1. Introduction

The economic crisis that developed into a multidimensional crisis between 1997 and now, provides a lesson for us that a development orientation that is only based on the goal of economic growth, will make it difficult to create equity. This causes all sectors of life also collapsed both at the center and in the region. In a state of prolonged crisis, there is a discourse of the need to return to the agricultural sector (back to basic), which means building a foundation of economics that requires little imported materials and great potential for export. For that it is expected to occur a revival of agriculture sector oriented agribusiness and agro-industry. This expectation will come true if there is a genuine effort from all components of government, entrepreneur and farmer community. To face the above challenges, reorientation of development policies and programs is required by applying the concept of agribusiness-oriented agricultural development. Agribusiness-oriented agricultural development requires that

agricultural products to be developed must be market-oriented, meaning that market needs are the main basis for developing a commodity. In realizing it requires better planning, among others, by considering the potential resources, agro-climate conditions and agro-ecosystem in a region.

One of the agricultural sectors that have bright prospect of agribusiness value is chrysanthemum [1]. Chrysanthemum flower is one of the sub-sector of floriculture commodity (ornamental plants) which has high economic value and potential to be developed commercially because it has bright marketing prospect. Besides, the development of chrysanthemum flower agribusiness also attracts upstream industry growth and drives downstream industry growth which contributes substantially to economic growth, and spurs the economy of rural communities, opens employment opportunities and increases the country's foreign exchange. According to [2] stated that the feasibility parameter of the chrysanthemum flower agribusiness based on the ratio of Output / input is equal to: 1.611. This means that every Rp. 1.00 the cost incurred by a chrysanthemum flower farmer will get Rp. 1,611, thus chrysanthemum flower agribusiness is feasible. Research [3] on five years of the application of cultivation technology innovation in high chrysanthemum economic value community in Yogyakarta Special Region, reported that the results of the feasibility study of chrysanthemum cut flower business in June 2009, obtained an R / C ratio of 1.647. Means that chrysanthemum cut flower farming is feasible and has good prospects,

Agroclimatic Pancasari village has a potential location for the development of chrysanthemum flower as a mainstay commodity [4, 5]. As one of the centers of chrysanthemum production in Bali, from the initial observation was impressed, that the farmers of chrysanthemum flowers Pancasari Village faced many problems in developing chrysanthemum agribisbis including low knowledge of farmers about the cultivation of chrysanthemum flower, the low knowledge of farmers about post-harvest handling and transportation flowers, improper use of drugs, seeds that are not clear source, do not rotate planting crop varieties, planting spacing, minimal amount of funds, and lack of market information. The threats are: low knowledge of farmers on chrysanthemum cultivation technology, dependence of seeds from outside, presence of leaf rust disease, influx of competitors from Java / outside Bali, population development, farmers' dependence on moneylenders, higher land prices, irrigation infrastructure, and the absence of a system of partnership patterns In order to capture the existing opportunities, it is necessary a study of "Strategy Development of Chrysanthemum Agribusiness in Pancasari Village" is expected to provide solutions to solve the problem

2. Material and Methods

Research Sites and Time of Study

The object of this research is about Chrysanthemum Agribusiness Development Strategy in Pancasari Village, Sukasada District, Buleleng Regency, especially on Wana Sari Ornamental Plant Group. This area is selected by purposive sampling method with the consideration that (a) this area is one of the centers of chrysanthemum production in Bali Province, (b) in 2008 was awarded a National award in managing the Community Direct Capital Assistance for ornamental plants, especially chrysanthemum cut flowers, and (c) no similar research has been done regarding the agribusiness development strategy of chrysanthemum flowers in this area. This study was conducted for 4 months from June to September 2016.

Type and Source data

The types of data collected to support this research are quantitative and qualitative data. While the

data source collected comes from the primary data and secondary data.

Population

The population of chrysanthemum farmers belonging to the Wanasari ornamental farming group is 18 people, thus the sampling of farmers will be conducted by census, which means that all populations will be used as research samples [6, 7]. In addition to farmers, also taken as a sample is a policy maker for the development of chrysanthemum flower agribusiness, in this case is the District Government of Buleleng, Bappeda Buleleng District, Head of Department of Agriculture and Husbandry Buleleng District, and Florist.

Sampling Method

In this research there are two types of respondents namely Pertani and key informant. Sampling of farmers as respondents is done by census, which means that all farmers population of chrysanthemum flower is used as research sample. The external respondents of the strategy research are chosen by purposive sampling, ie the stakeholders involved in the development of chrysanthemum agribusiness in Pancasari Village, which is considered as key informants, which aims to obtain more in-depth data on certain aspects, with regard to the purpose of this study

Data analysis method

Data analysis in this research use some analysis method that is: Analysis of IFAS and EFAS matrix, SWOT Analysis by using SWOT diagrams and matrices, and QSPM analysis, each of which can be explained in Table 1 as follows:

3. Results and Discussion

Analysis of Chrysanthemum Farming

The average farm area of respondent farmers is 4.06 acres, the average total cost of chrysanthemum business agribusiness consisting of fixed cost and variable cost that is Rp 10,780,908.33; per planting season, with an average total revenue of Rp 17,419,200; per planting season, then the profit received by farmers of chrysanthemum flowers per planting season (four months) amounted to Rp 6,638,291.67

Table 1
Ilustrasi Matrik SWOT [8]

	STRENGTH (S)	WEAKNESS (W)
IFAS	Determining factors- internal strength factor	Determining factors internal weakness
EFAS		
OPPORTUNITY (O)	STRATEGI SO	STRATEGI WO
Determining of external opportunity factors	Create a strategy that using strength to utilize opportunity	Create a strategy that to minimize weaknesses to utilize opportunity
THREAT (T)	STRATEGI ST	STRATEGI WT
Determining of external threat factors	Create a strategy that using strength to overcome threat	Create a Strategy to minimize weaknesses and avoid threats

Note: IFAS (Internal Strategic Factors Analysis Summary),

EFAS (External strategic Factors Analysis Summary)

Thus the business of chrysanthemum flower agribusiness is feasible cultivated, because it gives the value of R / C greater than one, that is equal to 1,616 .

The financial benefits of chrysanthemum agribusiness business in Pancasari Village, Sukasada District, Buleleng Regency, are presented in Table 2 as follows:

Internal and External Factors of Agribusiness Development of Chrysanthemum Flowers

To know the strengths and weaknesses that are internal factors as well as threats and opportunities that are external factors, it is necessary to analyze the internal resources and external resources through observation. The identification of internal and external factors derived from the observations is described as follows.

Table 2
The profit of chrysanthemum agribusiness business in Pancasari Village,

No	Description	Amount (Rp)
1	Total acceptance	17,419,200.00
2	Total cost	10,780,908.33
3	Financial benefits	6,638,291.67
4	R/C	1.616

Internal Factors of Chrysanthemum Agribusiness

The internal factors of chrysanthemum agribusiness development in Pancasari Village, Sukasada Subdistrict, Buleleng Regency consist of elements such as Table 3 and 4 as follows:

External factors of Chrysanthemum Agribusiness

External factors of agribusiness development of chrysanthemum flowers in Pancasari Village, Sukasada District, Buleleng Regency consists of elements such as Table 5 and 6.

Formulation of a common strategy

Matrix of Strategic Factors Internal Environment

Table 3
Elements of Internal Factors of The Strength Aspect

No	Strength (S)
1.	Land and climate suitability
2.	Mastery of chrysanthemum flower
3.	Chrysanthemum agribusiness is a profitable business
4.	Chrysanthemum flower agribusiness is the main business
5.	Save agricultural extension workers
6.	Cooperation among farmers in groups
7.	Chrysanthemum agri-business experience.

Source: Processed from primary data

Table 4
Elements of Internal Factors of The Weakness Aspect

No	Weakness (W)
1.	The quality of human resources of farmers is still low
2.	Seed dependence from Java/outside Area of arable
3.	Area of arable land for narrow chrysanthemum flowers
4.	Limited funds
5.	Limited facilities / infrastructure
6.	Lack of market information
7.	Improper farm management

Source: Processed from primary data

From the identification of internal strategic factors determined through observation method, then from the internal strategic factors it was selected factors that are the strengths and weaknesses in the development of agribusiness business of chrysanthemum flowers in Pancasari Village, Sukasada

Table 5
Elements of External Factors of The Opportunity Aspects

No	Opportunity (O)
1.	Available technology
2.	Market availability
3.	Availability of production facilities and equipment
4.	Agribusiness has a pretty bright prospect
5.	Regional autonomy
6.	Government policy
7.	Availability of manpower

Source: Processed from primary data

Table 6
Elements of External Factors of The Threat Aspects

No	Threats (T)
1.	Unavailability of seeds at all times
2.	Pest and disease attacks
3.	Competition from Java/outside Bali
4.	Population settlement
5.	Capital dependence on loan sharks
6.	High land price / rent
7.	The development of partnership pattern system

District, Buleleng Regency. After that, weighting is done using Paired Comparison method to the strength and weakness factor. The rating of strengths and weaknesses is derived from the average rating chosen by all respondents for these internal factors. Internal strategic factor score is derived from the multiplication of weight and strength rating and weakness. The result of the evaluation of the internal environmental strategic factors is as complete as in the following Table 7.

Summary Factor Analysis (1FAS) above, then for the development of chrysanthemum flower business which is the main strength factor or very strong is the suitability of land and climate, with a score of 0.304. Besides that profitable business is a strength factor with strong category, with score 0.222. Another factor that has a strong influence is the mastery of chrysanthemum flower technology, chrysanthemum agribusiness is the main business, sexual agricultural extension workers, and cooperation in groups, each with a score of 0.148, 0.132, 0.152 and 0.114. This situation illustrates the agribusiness effort of chrysanthemum flowers in Pancasari Village Sukasada District Buleleng Regency can be done well because it is supported by adequate potential, namely the suitability of land and climate for the growth of chrysanthemum flowers and chrysanthemum business agribusiness is a profitable business, and supported by other factors such as mastery of chrysanthemum flower technology, chrysanthemum agribusiness is the main business, agricultural extension workers sexual, and farmer cooperation in groups.

But in addition to the strength that exists, also found weaknesses that should be considered. The main weaknesses and weaknesses are very strong and strong is the factor of human resources are still low farmers and dependence of seeds from Java / outside, each with a score of 0.320 and 0.225. Other factors that have a strong influence are the area of arable land for narrow chrysanthemum flowers, limited funds and infrastructure each with a score of 0.120, 0.108 and 0.114. This situation provides an

Table 7
Weight, Rating and Score from Internal Factors

No.	Internal Factor	Weight	Rating	Skor
Strength				
1	Land suitability and climate	0.076	4	0.304
2	Mastery of chrysanthemum flower technology	0.074	4	0.148
3	Chrysanthemum agribusiness is a profitable business	0.074	3	0.222
4	Chrysanthemum agribusiness is the principal business	0.066	3	0.132
5	Availability of PPL	0.076	4	0.152
6	Cooperation among farmers in the group	0.057	2	0.114
7	Chrysanthemum agribusiness business experience	0.076	1	0.076
Weakness				
1	Quality of the farmers' human resources is still low	0.08	4	0.320
2	Seed dependence from Java / outside	0.075	3	0.225
3	Area of arable land for narrow chrysanthemum flowers	0.060	4	0.120
4	Fund limitations	0.054	2	0.108
5	Limitations of facilities / infrastructure	0.057	3	0.114
6	The lack of market information is minim	0.095	3	0.095
7	Improper farm management management	0.025	1	0.025
Total		1.00		2.89

Source: Processed from primary data

overview of the above weaknesses can hinder the realization of the development of chrysanthemum agribusiness business. The low interest rate of the farmers and the dependence of seedlings from Java / outside, the area of arable land for narrow chrysanthemum flowers, limited funds and facilities can lead to cessation of production process and the dissolution of marketing network due to the absence of continuous supply of chrysanthemum both in quantity , as well as quality.

However, based on the total score of internal environmental strategy factors, the value of 2.89. This value is categorized as "strong" because it is above the average of 2.50 [9]. This situation shows that the internal position of chrysanthemum agribusiness development in Pancasari Village, Sukasada District, Buleleng Regency is able to maximize the strength factors and overcome the existing weakness factors to gain profit.

Matrix of External Environmental Strategic Factors

Identification of external strategic factors of agribusiness development of chrysanthemum flower in Pancasari Village, Sukasada District, Buleleng Regency, is also determined through observation method. From the results of these observations can be determined factors that are opportunities and threats that affect the development of chrysanthemum agribusiness business. In the same way as in the IFAS matrix, an external Strategic Factors Analysis Summary (EFAS). From the results of EFAS matrix calculation as shown in Table 7 for chrysanthemum agribusiness business shows that the availability of technology, the availability of the market, the availability of production facilities and equipment, the business of agribusiness has a fairly bright prospect, regional autonomy, government policy, and the availability of labor is an opportunity factor supporting the success of chrysanthemum flower agribusiness, this opportunity should be responded well by Wana Sari ornamental farming group in Pancasari village, Sukasada sub-district, Buleleng regency, each with a score of 0.304, 0.284, 0.192, 0.207, 0.219 and 0.114. While the most powerful threat factor or very threatening the development of chrysanthemum agribusiness business is the unavailability of seeds at all times, capital dependence on loan sharks, and the presence of pests and diseases each with a score of 0.320, 0.222, and 0.183. Besides competition from Java / outside Bali, the development of residential, high price / rent of land, and the development of partnership pattern system can also threaten chrysanthemum agribusiness business in Pancasari Village, Sukasada Sub-district, Buleleng Regency, this is indicated by the scoring of each -these factors are respectively: 0.063, 0.162, 0.134 and 0.152.

Therefore, the elements that threaten the impact should be eliminated and strived handling so as not to potentially thwart the development of chrysanthemum business agribusiness so that the development of chrysanthemum flower agribusiness can work well. Total score of external strategy factor of agri-business development of chrysanthemum flower is 2.664. According to [9] criterion, the total external factor score score is high because it is above the average of 2.50. This shows that the external factors of agribusiness business development of chrysanthemum flowers in Pancasari Village Sukasada District Buleleng Regency able to take advantage of opportunities and avoid threats.

Formulation of General Strategy with Internal-External

Matrix The total internal environmental strategic factor score of 2.89 is included in the "moderate" category, while the total external environmental strategic factor score of 2.664 is classified as "medium", so the grand strategy chosen is V strategy, ie growth strategy, and Stability, need not be collapsed let alone liquidated his means that chrysanthemum agribusiness in Pancasari Village, Sukasada District, Buleleng Regency, is possible to be developed. These developers can be achieved by increasing flower

production, creating competitive prices, developing new varieties of chrysanthemum flowers, minimizing costs or increasing access to wider markets.

Formulation of alternative strategies

Formulation of Alternative Strategies with SWOT Matrix

Based on the EFE and IFE matrix, it is known that the chrysanthemum agribusiness business is in quadrant I (2.89; 2.664), in Grand Strategy Matrix, which supports aggressive strategy (Table 1). With regard to this aggressive strategy according to the concept of [9, 10], firms in quadrant I have superior strategic positions and are encouraged to choose alternative strategies such as intensive growth strategies, integrative growth and diversification growth or a combination of all three, in an effort to develop further to achieve higher returns.

After the SWOT diagram is formed, a SWOT matrix is created that explains possible alternatives to help develop four types of strategies or formulated alternative strategies based on the SWOT matrix analysis model. The advantage of this model is that it is easy to formulate a strategy based on a combination of internal and external factors.

Four main strategies suggested are SO, ST, WO, and WT strategies. This analysis uses information obtained from the above IFAS and EFAS matrices. The synthesis of SWOT elements with a high score results in an alternative strategy. The alternative strategy that can improve the development of chrysanthemum agribusiness business is generated from the SWOT matrix.

Based on the results obtained from internal factor evaluation (IFE) and external factor evaluation (EFE). there are 10 possible strategic alternatives to the development of chrysanthemum agribusiness in Pancasari Village, Sukasada District, Buleleng Regency. Of the ten alternative strategies, three strategic alternatives are taken, which have the highest total score, which will be an alternative strategy in developing chrysanthemum agribusiness in Pancasari Village, Sukasada District, Buleleng Regency. The three recommended alternative strategies for use in the development of chrysanthemum agribusiness in Pancasari Village, Sukasada District, Buleleng Regency are:

Strategy I: Increase the quantity and quality of chrysanthemum production, supported by the availability of technology, market, for chrysanthemum farming, with a score of 2.572.

Strategy II: Improve farmer cooperation in groups, to minimize costs, with a score of 2.279.

Strategy III: The use of production facilities and equipment is supported by land suitability and climate, mastery of cultivation technology, availability of PPL, and availability of manpower, with a score of 1.996.

Selection of Alternative Strategies with QSPM (Quantitative Strategic Planning Matrix)

Based on the result of the formulation of general strategy with the internal-external matrix, the grand strategy chosen in the development of chrysanthemum agribusiness business is strategy V, namely growth strategy and Stability and SWOT analysis diagram, get the position of chrysanthemum agribusiness are in quadrant I, which supports aggressive strategies. According to [9], firms in quadrant I have superior strategic positions and are encouraged to choose alternative strategies such as intensive growth strategies, integrative growth and diversified growth or a combination of all three, in an effort to develop further to achieve higher returns.

To select one of the best, then the three recommended alternative strategies will be analyzed further with QSPM analysis (Quantitative Strategic Planning Matrix). The QSPM matrix analysis aims to establish the relative attractiveness of the varied strategies that have been selected and to determine which strategy is best considered to be implemented. Then these alternative strategies, arranged in the QSPM matrix and strategy selection are based on relative attractiveness, and on the basis of the researcher's view. Factors that have the attractiveness of each internal and external factors are rated 1 (one) unattractive, 2 (two) interesting enough, 3 (three) interesting and 4 (four) very interesting. In QSPM, weights for internal and external factors are derived from internal and external strategic factor analysis. Further analysis of QSPM in this study, obtained the description that the value of TAS (Total Attractive Score), each alternative strategy is as follows: intensive strategy that is equal to 6.360, integrative strategy that is equal to 6.344, and diversification strategy that is 4.540. Thus Intensive Strategy was chosen to be implemented in order to develop chrysanthemum agribusiness business in Pancasari Village Sukasada District, Buleleng Regency, because it has the highest TAS value.

4. Conclusion

Identification and analysis of internal factors on the variables that influence the strength of the land and climate suitability with a score of 0.304, the mastery of chrysanthemum flower technology with a score of 0.148, chrysanthemum agribusiness is a profitable business with a score of 0.222, chrysanthemum agribusiness is a principal business with a score 0.132, availability of agricultural extension workers with score 0.152, cooperation between farmers in group with score 0.114 and chrysanthemum agribusiness business experience with score 0.076. While the identification and internal factor analysis on the variables of weakness that influenced the farmers are still low with a score of 0.320, dependence of seeds from Java/outside with a score of 0.225, limited land ownership / narrow with a score of 0.120, limited funds with a score of 0.108, limited facilities/ with a score of 0.114, the lack of market information with a score of 0.095 and poor farming management with a score of 0.025.

Identification and analysis of external factors on the variables of opportunity that influence the availability of technology with a score of 0.304, the availability of the market with a score of 0.284, the availability of production facilities and equipment with a score of 0.192, agribusiness business has a fairly bright prospect with a score of 0.207, regional autonomy with a score of 0.219, government policy with a score of 0.074 and the availability of labor with a score of 0.144. While external factors on the variables of the threat that influence the unavailability of seeds at any time with a score of 0.324, pest and disease attacks with a score of 0.184, competition from Java / outside Bali with a score of 0.063, residential population with a score of 0.162, capital dependence on loan sharks with a score of 0.222, price / rent of land with a high score of 0.134, and not yet the development of partnership pattern system with a score of 0.152.

Chrysanthemum agribusiness development strategy in Pancasari Village, Sukasada District, Buleleng Regency, namely: (1) The general strategy (grand strategy) resulting from the internal-external matrix is the growth strategy (growth strategy) and stability. (2) The alternative strategy generated from the SWOT diagram is to support the aggressive strategy and alternative strategies resulting from SWOT matrix analysis in accordance with the scoring achievement is the program: a) Improving the quality and quantity of chrysanthemum production, supported by the availability of technology, market, for chrysanthemum farming, b) Improve farmer cooperation in groups, to minimize costs, c) The use of production facilities and equipment supported by the suitability of land and climate, the mastery of

cultivation technology, the availability of agricultural extension workers, and the availability of manpower. (3) The strategy that should be implemented in the development of chrysanthemum agribusiness in Pancasari Village, Sukasada Sub-district, Buleleng Regency based on QSPM analysis is an intensive growth strategy, with programs that are feasible to implement one of them is to develop existing products and markets by seeking to gain ownership or increase control over competitors.

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