

The Strategic Architecture to Facilitate Small and Medium Enterprise Growth “Raja Abon Makmur Lestari” Pangkal Pinang City

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Abstract-Small and medium enterprise was form business which support the economic development of society because it could create the business growth in accordance with market demand and create the job opportunities. Raja AbonMakmur Lestari was one of the SMEs in Pangkal Pinang City,producing egg floss. Strategic architectural design wasneeded to support the growth and development of SMEs. The study aimed to analyze the internal and external factors that affected the development of egg floss business in SME Raja AbonMakmur Lestari; to formulate the strategies that could be implemented by Raja AbonMakmur Lestari; to create an architectural strategydesign for Raja AbonMakmur Lestari. An in-depth interview using questionnaires was held to reveal internal and external factors of Raja AbonMakmur Lestari. Respondentshis research were the SME owner, one employee in production department, one employee in marketing department, food and agriculture departemet Pangkalpinang city, industry and trade department the province Bangka Belitung Island and thirty consumers. SWOT analysis was used to analyze the internal and external factors of Raja AbonMakmur Lestari. The result of the study showed that Raja AbonMakmur Lestari was in the fifth position of the SWOT quadrant, where there was a great opportunity to develop its business with the support of its internal strength. Raja AbonMakmur Lestari could be managed with a growth strategy and concentrated in horizontal integration by maintaining the existing business and penetrating the market and product development. Strategic architectural design was created to support strategies implementation that have been formulated for 2018-2022.

Keywords: *SME, Chicken Egg Floss, Strategic Architecture*

I. INTRODUCTION

Recent economic growth that mostly depended on trade and industrial sector could not be seperated from the role of small and medium enterprises (SMEs). SMEs was one of the front booster in economic growth [1]. The activities of SMEs were very important for the economic growth and to create job opportunities, as well. SMEs was quite flexible and could easily adapt in the ups and downs and the changing direction of the market demand [2]. Province of Bangka Belitung Islands was one of Indonesia’s regions which had natural potentials in farm, fishery, husbandry and industrial sectors. Based on data from Farm, Plantation and Husbandry Office of Bangka Belitung Islands Province, in 2015 the province produced chicken eggs as much as 582.784 kilograms, with Air Kepala Tujuh Village in Gerunggung Subdistrict, Pangkalpinang City as the area which played important role in the fulfilment of chicken eggs need in the city.

Eggs were husbandry products that gave biggest support in meeting the society nutrition adequation [3]. An egg had nearly complete nutrition because it contained healthy substances and was easily digested, thus it was a suitable food for children who needed much protein and mineral to grow. Eggs were also suggested for patients to fasten the healing process. Through special treatments, a kind of food could be made into various products with even different taste from the origin. One of the product was egg floss.

One of the companies which implemented an inovation in food processing was “Raja Abon Makmur Lestari”. Since the beginning, it had some obstacles such as limited main raw materials in

Pangkalpinang City and production decreased during 2014 to 2016; from 66.919kg/year to 39.980 kg/year. In the production process, the company used semi-modern tools; while in packing process they used traditional ones. At the moment, production capacity of “Raja Abon Makmur Lestari” was about 420 chicken eggs per month. This was still considered low because of the increasing demand of chicken egg floss in the market. From the management side, there was an over-lap job share, where the owner of the company acted as company leader, production manager and quality control manager in all time. This various functions gave the owner bigger tasks and responsibilities. Chicken egg floss production needed a suitable development strategy design to improve, to be able to survive in the changing environment and to face the present problems.

A suitable development strategy was a strategy formulated accurately for the egg floss company so it would be able to make use of the opportunity and to avoid threats, and also to highlight its strengths and to fix the weakness [4],[13]. This research aimed to design a Strategic Architecture in Developing Chicken Egg Floss Enterprise in SME “Raja Abon Makmur Lestari” Pangkalpinang City.

II. MATERIALS AND METHODS

This research was done in SME “Raja Abon Makmur Lestari” Pangkalpinang City, Bangka Belitung Islands Province. Respondents were people who are considered experts in the business, knowing the development dynamics in SME “Raja Abon Makmur Lestari” Pangkalpinang City, Bangka Belitung Islands Province. Respondents were the owner, a person in the production department, a person in marketing department, food and agriculture department Pangkalpinang city, industry and trade department the province Bangka Belitung Island and 30 regular customers.

Data collection technique used in this research was direct observation, indepth interview and questionnaire filling. Another data collection method was literature study: finding other data sources to be used as references in the report, especially about problems faced. Data analysis method done in the research consisted of general environment analysis, SMEs environment analysis and value chain analysis. While analysis tools used were IE matrix (IFE matrix, EFE matrix), SWOT matrix and Strategic Architecture Approach.

General Environment Analysis covered SMEs’ external environment which had a wide scope and beyond the SMEs’ operational space. This environment could form an opportunity and a threat which directly affected the SMEs’ continuity. Some factors included in this environment were

government policy, economic, social culture and technology. SMEs’ Environment Analysis was a leveling of SMEs’ external environment which generated components that normally had a more specific and direct implication to SMEs’ operational activity. Based on five force Porter (5’P) analysis, SMEs’ environment was divided into four: new comer threats, supplier bargaining power, buyer bargaining power, producer bargaining power and substitute product threat [5]. Value Chain Analysis was a systematic point of view, a series of activities done by the manufacturer to serve the customers. Value chain differentiated enterprises into some strategically important activities. The activities were divided into two general groups. The main activity was related to physical creation, marketing, distribution and after-sale support. The second group of activities were supportive activities providing infrastructure and inputs that enabled the continuity of main activities.

IFE and EFE matrix were a method to add key success factor into matrix EFE (*External Factor Evaluation*) and IFE (*Internal Factor Evaluation*). IFE and EFE matrix were used to summarize and evaluate opportunities and threats and also the strength and weakness of the company/industry [6]. SWOT analysis was applied to systematically identify various factors in order to formulate the strategy. This analysis was done to maximize strength and opportunities, and to minimize weaknesses and threats. Decision making process was always related to the development of missions, aims, strategies and policies. Thus, strategy design had to analyze factors of activity strategies (strengths, weaknesses, opportunities and threats) based on the current condition [7]. SWOT matrix consisted of nine cells. There were four cells of key factors, four cells of strategies and one cell that has always been left empty (top left cell). The four strategic cells were named as SO, WO, ST and WT, that were developed after finishing the four key factor cells, which were named as S, W, O, T. Therefore, there were eight steps that should be taken to make SWOT matrix.

Strategic architecture was a design which was useful for the company to formulate its strategies into a roadmap to achieve its vision and mission [8]. With the strategic architecture, choices that would be implemented could be mapped to ease executor to read, comprehend, apply and evaluate them. Strategic architecture was chosen as an analysis tool because it was easier to understand. The strategies chosen were described in pictures [9]. Therefore, it would be easier for the company to interpret the changes and the consequences related to the chosen strategy. Besides that, the company, so far, has not had a strategic architecture design, thus the strategic design the researchers made would be very useful to the company [10].

III. RESULT

A. Internal and External Factors Identification

a. Internal Factors (Strength and Weaknesses)

There were some internal factors identified to be the strengths to design the strategic architecture of Chicken Egg Floss Enterprise Development in SME “Raja Abon Makmur Lestari”, namely : 1) owner’s persistence in maintaining the product, 2) the owner did not have any debt or duty to banks or other parties, 3) the good relationship between owner and the employees, 4) the good relationship between the owner and the raw material supplier, 5) the good relationship between the owner and the consumers, 6) the high nutrition content in egg floss, 7) the simple and easy production process, 8) experinced employees who lived nearby the company, 9) the plan to add the flavour varian of the egg floss, 10) the various inovation of the product, 11) the availibility of various flavour of the product.

The identification revealed that there were also weaknesses from the internal factors in designing the strategic architecture of Chicken Egg Floss Enterprise Development in SME “Raja Abon Makmur Jaya”, namely : 1) too simple financial report, 2) low/ limited product availability, 3) low educated employees, 4) expensive raw materials, 5) in-optimum promotion, 6) limited capital, 7) enterprise management was the owner’s authority, 8) the enterprise was still considered as a side-product enterprise.

b. External Factors (Opportunities and Threats)

External factors which became the opportunities to design the strategic architecture of Chicken Egg Floss Enterprise Development in SME “Raja Abon Makmur Jaya” were : 1) population growth, 2) increasing people’s income, 3) the owner was the leader in UP2K (Family Income Raise Enterprise) in Pangkalpinang City, 4) information technology development, 5) government grant, 6) reducing unemployment, 7) increasing trend in egg consumption, 8) the product was acceptable in all level of society, 9) Bangka Belitung Islands Province or Pangkalpinang City was potential as a tourist destination.

While threats in designing the strategic architecture of Chicken Egg Floss Enterprise Development in SME “Raja Abon Makmur Jaya” were : 1) increasing price of the raw material, 2) competitors in the same area, 3) uncertain availability of the raw material, 4) the far distance of the SME from the raw material source, 5) the product was easily imitated by other SMEs.

B. IFE, EFE and IE Matrix Analysis

a. IFE (Internal Factors Evaluation) Matrix

Based on the identification on the SME’s internal factors namely strengths and weaknesses which

affected the development of the egg floss enterprise, a set of questionnaire could finally be made that included internal factors identification as the succes key factors. Internal factors weighing and leveling/rating result could be seen in Table 1.

As seen in Table 1, the highest score of the strength factor was the easy process of production and the use of simple tool in the production process, as much as 0,244. Then followed by the experienced employees with its score of 0,205. The main weaknesses of the SME Raja Abon Makmur Lestari were the low production capacity, with 0,110 in score, and the assumption that the enterprise was only a side-product enterprise with the score of 0,108. Therefore, the easy production processs and the use of simple tools were the strength keys for the enterprise continuity in the future.

TABLE 1. IFE MATRIX

Internal Factors			
Strengths	Weight	Level	Score
	Means	Means	
The owner’s persistence in maintaining the product	0,056	3,3	0,184
The owner did not have any debt or duty to banks or other parties	0,047	3,3	0,155
The good relationship between owner and the employees.	0,049	4	0,196
The good relationship between the owner and the raw material supplier	0,056	3,3	0,184
The good relationship between the owner and the consumers	0,057	3,3	0,188
The high nutrition content in egg floss	0,053	3,6	0,190
The simple and easy production process	0,061	4	0,244
The experinced employees who lived nearby the company	0,057	3,6	0,205
The plan to add the flavour varian of the egg floss	0,051	3,6	0,183
The various inovation of the product	0,053	3,3	0,174
The availability of various flavour of the product	0,050	3,3	0,165
Weaknesses			
The too-simple financial report	0,053	1,6	0,084
The low/ limited product availability	0,055	2	0,110
The low educated employees	0,049	2	0,098
The expensive raw materials	0,048	1,3	0,062
The in-optimum promotion	0,049	1,6	0,062
The limited capital	0,058	1	0,058
Enterprise management was the owner’s authority	0,047	1,6	0,075
The enterprise was still considered as a side-product enterprise	0,054	2	0,108
Total			2,725

b. EFE (External Factors Evaluation) Matrix

Based on the SME external factors identification namely opportunity and threats that influenced the development of chicken egg floss enterprise, a questionnaire was set by including the external factors

as the success key factors. The weighing and leveling result was as shown in Table 2.

Based on the calculation shown in Table 2, the highest opportunity score was on government grant, 0,234 which was the main opportunity or a must-used chance for SME Raja Abon Makmur Lestari and followed by the increasing trend of egg consumption factor with the score of 0,231. The main threat of the enterprise was the competitor factor, 0,174. Thus it could be mentioned that government grant and increasing trend in egg consumption were the main opportunity to develop the enterprise.

c. IE (Internal-External) Matrix

IE matrix was made of the information combination from the Table IFE and Table EFE to figure out the right position of the SME in order to suggest the strategy alternatives [15]. Based on the previous IFE and EFE analysis, the position of the SME was seen in the IE Matrix. IFE matrix score of 2,725 showed that chicken egg floss enterprise had medium capability in using its strengths to deal with the internal weaknesses. While EFE matrix score of 2,490 was a signal showing that the egg floss enterprise had medium capability in using the opportunity and avoiding the threats.

Total of IFE Weighted Average

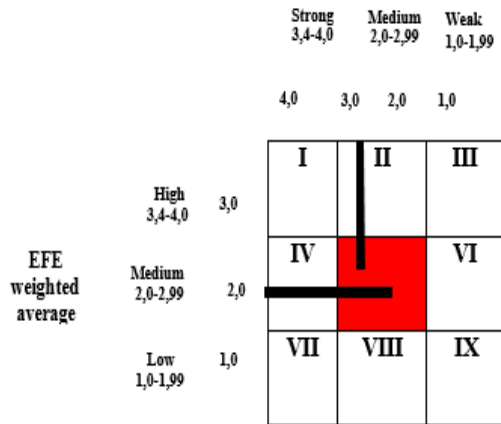


Figure 1. Sme Raja Abonmakmur Lestari Iematrix

The relative position of SME Raja Abon Makmur Lestari could be seen in Figure 1. Each total score of internal and external factors was mapped in the matrix, and the position of the SME was in quadrant V (colored in red). In this position, the SME could be managed with strategy of holding and maintaining; such as an intensive market penetration by increasing promotion, quality and innovation of the egg floss, and market development. The two ways were mostly implemented to formulate the strategy in the similar situation [6]. This was in line with the other research on BANISI product development enterprise [14].

TABLE 2.EFE MATRIX

External Factors			
Opportunities	Weight	Level	Score
	Means	Means	
The increasing trend in egg consumption	0,077	3	0,231
The increasing people's income	0,078	3,6	0,208
The owner was the leader in UP2K (Family Income Raise Enterprise) in Pangkalpinang City	0,068	3,3	0,224
The government grant	0,071	3,3	0,234
The information technology development	0,076	2,6	0,197
Reducing unemployment	0,078	2,3	0,179
The population growth	0,062	2	0,124
The product was acceptable in all level of society	0,063	3,6	0,226
Bangka Belitung Islands Province or Pangkalpinang City was potential as a tourist destination.	0,050	1,6	0,080
Threats			
The increasing price of the raw material	0,063	2,6	0,163
The uncertain availability of the raw material	0,061	2,3	0,140
Competitors in the same area	0,058	3	0,174
The far distance of the SME from the raw material source	0,063	2,6	0,163
The product was easily imitated by other SMEs.	0,064	2,3	0,147
Total			2,490

C. SWOT Analysis

SWOT Matrix was compiled by combining internal and external succes key factors [6]. The result of the strategy formulation could be seen in Table 3.

Table3. SWOT Matrix		
<p>Internal</p> <p>Eksternal</p>	<p><i>Strength</i></p> <ol style="list-style-type: none"> 1. The owner's persistence in maintaining the product 2. The owner did not have any debt or duty to banks or other parties 3. The good relationship between owner and the employees 4. The good relationship between owner and the raw material supplier 5. The good relationship between owner and the consumers 6. The high nutrition content in egg floss 7. The simple and easy production process 8. The experinced employees who lived nearby the company 9. The plan to add the flavour varian of the egg floss 10. The various inovationof the product 11. The availability of various flavour of the product 	<p><i>Weakness</i></p> <ol style="list-style-type: none"> 1. The too-simple financial report 2. The low/ limited product availability 3. The low educated employees 4. The expensive raw materials 5. The in-optimum promotion 6. The limited capital 7. Enterprise management was the owner's authority 8. The enterprise was still considered as a side-product enterprise
<p><i>Opportunities</i></p> <ol style="list-style-type: none"> 1. The increasing trend in egg consumption 2. The increasing people's income 3. The owner was the leader in UP2K (Family Income Raise Enterprise) in Pangkalpinang City g 4. The govenment grant 5. The information technology development 6. Reducing unemployment 7. The population growth 8. The product was acceptable in all level of society 9. Bangka Belitung Islands Province or Pangkalpinang City was potential as a tourist destination. 	<p>Strategi S-O</p> <ol style="list-style-type: none"> 1. Maintaining good relationship with suppliers, employee, consumers and related offices/stakeholders (S2, S3, S4, S5, S8, O1, O3, O4, O5, O6, O7, O9) 2. Actifying product promotion intensively (S2, S3, S4, S5, S8, S9, S10, S11, O2, O1, O3, O4, O6, O7, O8, O9) 3. Optimizing existing resources (S1, S2, S3, S4,S7, S8, S9, S10, O1, O5,O4, O8) 4. Increasing production capacity with new inovation (S1, S6, S7, S9, S10, S11, O1, O2, O4, O5, O8, O9) 	<p>Strategi W-O</p> <ol style="list-style-type: none"> 1. Colaborating with stakeholders to develop the product(W1, W2, W3, W4, W5, W6, W7, W9, O1, O2, O3, O4, O5, O6, O7, O8, O9). 2. Developing intensive information and production technology (W2, W3, W4, W5, W6, W9, O1, O2, O3, O4, O6, O8, O9). 3. Improving enterprise management system (W1, W2, W5, W7, W9, O1, O5, O9). 4. Increasing product development using grants/loans from related offices (W2, W3, W4, W6, O1, O8, O9).
<p><i>Threats</i></p> <ol style="list-style-type: none"> 1. The increasing price of the raw material 2. The uncertain availability of the raw material 3. Competitors in the same area 4. The far distance of the SME from the raw material source 5. The product was aesily imitated by other SMEs 	<p>Strategi S-T</p> <ol style="list-style-type: none"> 1. Creating new marketable product inovation (S1, S3, S4, S8, S9, S10, S11, T2, T3, T5) 2. Optimizing brand image(S1, S4, S9, S11, T1, T2). 3. Optimizing the development using the existing raw material (S1, S3, S4, S5, S7, S8, T1, T2, T4) 	<p>Strategi W-T</p> <ol style="list-style-type: none"> 1. Building colaboration with other SMEs (W2, W3, W4, W5, W6, W7, W8, T2, T3, T5) 2. Finding main raw material alternatives (W2, W3, W8, T1, T2, T3, T4, T5).

D. Strategic Architecture Approach

Strategic architecture was established by using inputs from vision, mision and aims of the SME, strategies from the SWOT analysis result, chalenges faced by SME and certain the range of time [11]. Vision, mision and the aims have previously been explained, and also the strategies yielded from the combination of strength, weakness, opportunity and threat in SWOT analysis, while the range of time was set based on the references from previous researches.

Strategic architecture approach was a strategic blue print to actualize vision, mision and aims of the enterprose by implementing the strategies from SWOT analysis. The strategies executed in a certain range of time to face the chalenges. Strategic architecture spproach of chicken egg floss in SME Raja Abon Makmur Lestari was shown in Figure 2.

The X axis (horizontal) was the range of time set by the researcher and Y axis was strategies established from SWOT analysis. The SME moved forward toward vision, mision and aims while also facing the problems. The first strategy applicated was optimizing human resource in the production process, then increasing the production capacity with the newest inovation. The next step was optimizing the product through brand imaging because a good brand image would stimulate creativity in term of taste, flavor or other things so the product would be easily accepted in the market, then the raw material should be developed into other products.

The next strategy implemented was increasing the production capacity by utilizing capital loan from related parties such as Industrial and Trade Office of Bangka Belitung Islands Province, as SMEs have employed infrastructure grant in producing the chicken egg floss. Capital loans were offered by many banks or other offices. In the meantime, strategy of improving profesionalism in managment could also be applicated; the SME development now could be arranged with the stakeholders rather than done by the owner himself. The next strategy was improving production technology and information which was more effective for the development of the SME. Then a strategy in increasing an effective and efficient promotion of the product should also be executed.

Strategy which should be implemented continously was a strategy in maintaining good relationship with raw material suppliers, employees and consumers and also related offices/stakeholders. The last strategy that needed to be applicated was establishing coloboration pattern with other SMEs and finding solution on raw materilas problems, forinstance having another kind of egg as the main material, such as quail eggs. The strategies set in the strategy architecture were recomendations from the researcher to SME Raja Abon Makmur Lestari. In

the application, those strategies could change in accordance with the SME environment.

E. Activities Program Recommendation

To ease the SME and to implement the recommended strategic architecture, researcher extracted the strategies gained from the SWOT analysis (input from strategic architecture) to an activities program recommendation [12]. The program was an addition, while in the application it could be modified by adding or reducing the points to be suitable with the current environment in SME Raja Abon Makmur Lestari. The extracted strategies formulation from SWOT analysis could be seen in Table 4.

In table 4, there were 26 recommended activities, derived from thirteen strategies in SWOT analysis. The twenty-six activities had different responsibilities in each program. Owner, production department and marketing department were responsible for the programs.

TABLE4. ACTIVITIES RECOMMENDATION

Strategi S - O	Activities Program Recommendations	Person in Charge
Maintaining good relationship with suppliers, employees, consumers and related offices/stakeholders	<ol style="list-style-type: none"> 1. Regularly visiting the raw material supplier to maintain good relationship 2. Giving discount or bonus to regular consumers 3. Giving reward and gift to diligent employees 	Owner, Production Manager, Marketing Manager
Actifying product promotion intensively	<ol style="list-style-type: none"> 1. Holding Bazaar or product exhibition 2. Building coloboration with both electronic and printed media 3. Designing effective promotion strategies 	Marketing Manager
Optimizing the existing resources	<ol style="list-style-type: none"> 1. Implementing Labor Relationship sytem 	Production Manager, Marketing Manager
Increasing production capacity with new inovation	<ol style="list-style-type: none"> 1. Lengthen the working schedule (working days and hours) 2. Asking opinions ideas about the product to loyal consumers. 	Production Manager
Strategi W - O		
Colaborating with stakeholders to develop the product	<ol style="list-style-type: none"> 1. Building colaborations with stakeholders/ investor both on capital and infrastructure 	Owner
Developing intensive information and production technology	<ol style="list-style-type: none"> 1. Using internet to advertize the product 2. Building a website about the SME 3. Providing modern machinary to increase production 	Owner, Production Manager

Improving enterprise management system	<ol style="list-style-type: none"> Following training or seminars held by related offices Building strong management Taking employees to also participate in the activities 	Owner
Increasing product development using grants/loans from related offices	<ol style="list-style-type: none"> Make a good use of the existing tools in production department 	Owner
Strategi S - T		
Creating new marketable product inovation	<ol style="list-style-type: none"> Trying new and unique recipe Combining the existing recipes 	Production Manager
Optimizing brand image	<ol style="list-style-type: none"> Registering the product to HAKI (Intellectual Property Rights) Adding product attributes in every promotion 	Marketing Manager
Optimizing the development using the existing raw material	<ol style="list-style-type: none"> Carefully preparing the raw material before production process 	Owner, Production Manager
Strategi W - T		
Building collaboration with other SMEs	<ol style="list-style-type: none"> Maintaining good relationship with other SMEs Doing comparative study about management with other 	Owner
Finding main raw material alternatives	<ol style="list-style-type: none"> Making combination using other material in producing chicken egg Improving market research on product acceptance 	Owner, Production Manager

IV. CONCLUSION

Based on the SWOT matrix analysis, there were thirteen strategies recommended for the development of chicken egg floss production in SME Raja Abon Makmur Lestari in Pangkalpinang City. The thirteen programs were then derived into twenty six activities. The programs were divided into two big groups; routine and gradual programs.

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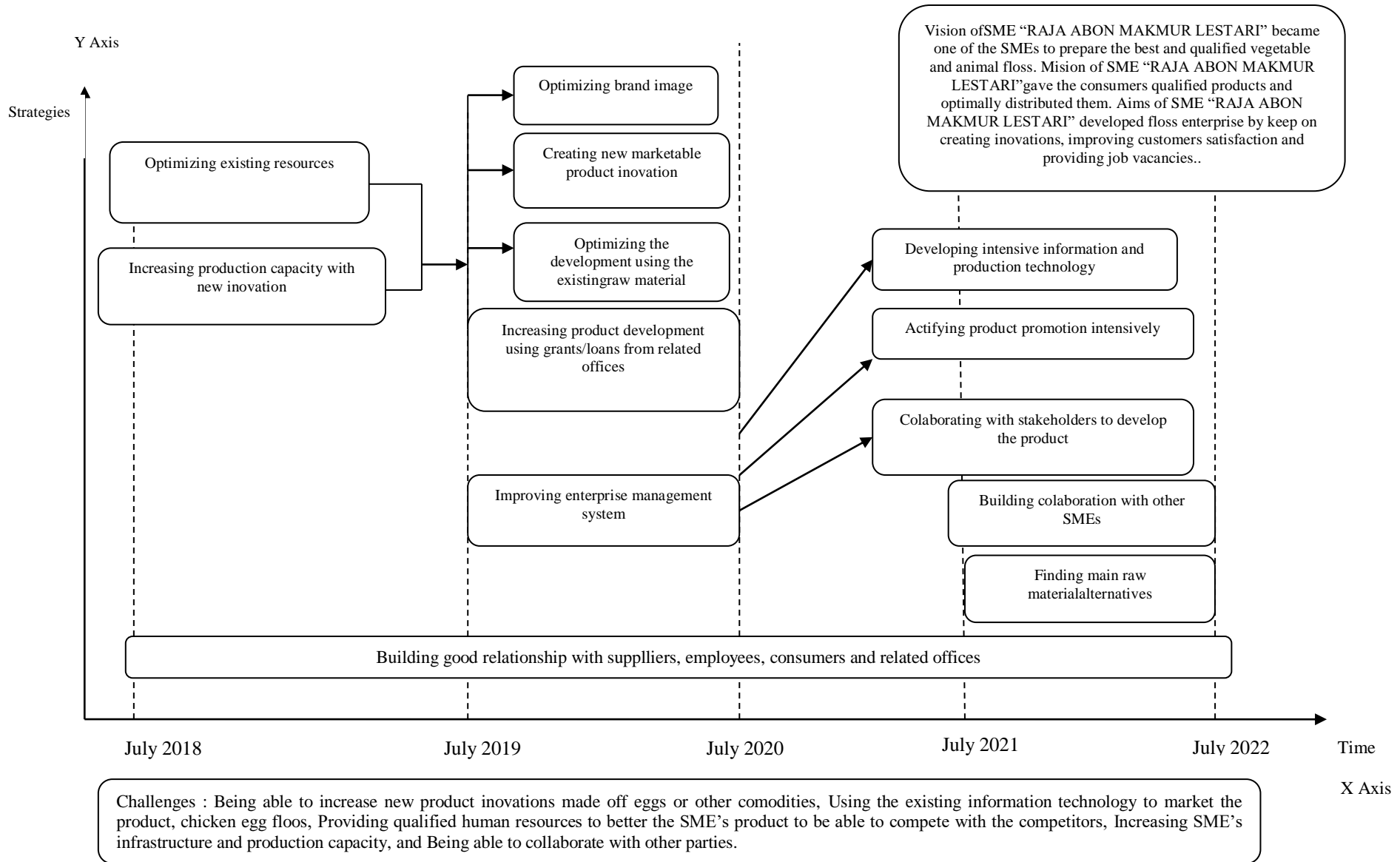


Figure 2. Stategic architecture sproach of chicken egg floss in SME Raja Abon Makmur Lestari