

Networking Factor of Topeng Malangan (Malangan Mask) Industry for the Business Sustainability (Case Study on Gunung Sari Craft Malang)

Putri Ayu Setya

Universitas Negeri Malang, Indonesia

Email: rahardiputri@gmail.com

Ery Tri Djatmika

Universitas Negeri Malang, Indonesia

Suharto

Universitas Negeri Malang, Indonesia

DOI: 10.6007/IJARBS/v7-i5/2932 URL: <http://dx.doi.org/10.6007/IJARBS/v7-i5/2932>

Abstract

Topeng Malangan (Malangan mask) is one of the very important cultural products that has been developed to preserve the culture and is possibly be a business opportunity for Malangan Mask for Malang people. The focus of the study is to examine the networking strategies (partnership) on the Malangan Mask industry to sustain a business for Malangan Mask industry. The data collection is taken through interview, observation and documentation involving entrepreneurs, business partners, employees, customers, and researchers. Interviews, observation, and documentation were analyzed and developed with the SWOT matrix resulting in the formulation of strategies which support the networking strategy on Malangan Mask Industry. Analysis that has been used in this study is matrix IFAS and EFAS that were also conducted to sharpen the formulation of the strategy to be more effective in its implementation. The research have found that the final formulation in industrial networking strategy of Malangan Mask concentrates more on SO (Strength-Opportunities) strategy in which it focuses on the use of the power that the Malangan Mask industry in taking advantage of opportunities to the fullest.

Keywords - Networking, Malangan Mask, Home Industry, SWOT

I. Introduction

In the current era which is likely can be called as globalization, large industries and small industries can be easily fit into the society. All major and small industries, both in urban and in rural areas have a role in local economic development. One that has a significant role to regional economic development is home industry or can be called domestic industry. Home Industry is home businesses or small companies. Understanding small business is clearly stated

in Law No. 9 of 1995, which states that small business is a business with the highest net assets of Rp 200 million (excluding land and buildings) with the maximum annual sales of Rp 1 billion. Other criteria in Law No. 9 of 1995 are: citizen-owned, stand-alone, affiliated directly or indirectly with a medium or large businesses and individual business entity, whether directly incorporated or not. The number of home industry in Malang city that has grown and one of them is Gunung Sari Craft Malang (GS Craft) home industry. GS Craft engages itself in handicrafts business which has its product in form of Malangan mask.

The impact of globalization on local wisdom especially in the mask crafting now a days is the lack of interest of young people and society in general to strive to maintain and further develop the cultural values and traditional arts that have been there before. Not to mention about the stream of the inclusion of Westernization in Indonesia to make local wisdom that has transited in Indonesia earlier requires to have more bargaining value in the society, especially to the younger generation, so that they can survive and stay alive amid the development of western culture as well as business competition is increasingly fierce. As described by Sulistyo (2011) in his research, traditional art condition at this time began to be abandoned by the younger generation and society in general. It became a challenge for local culture conservationists named Gunung Sari Craft (GS Craft).

GS Craft was founded in late 1998 by Mr. Heri who presents the mask concept of Kedungmonggo (Pakisaji). The intended mask concept here is the character traits of the mask or the mask itself (sculpture, engraving, and color) which actually consists of four areas, namely Jabung, Jambuer (Mount Kawi), Glagahdowo (Tumpang) and Kedungmonggo (Pakisaji). The purpose of establishing this business actually is to maintain the tradition, preserving the art and culture of the city in the form of a Malangan Mask to survive. Products produced has diverse masks. Ranging from key chains mask, mask frame contents, the vandle contained masks, wooden masks and many more. Rates prices given by GS Craft also quite affordable. To be recognized by the public, GS Craft has made various efforts to introduce their products such as through direct sale to the public or be able to establish cooperation with many business partners that are similar to craft *Malangan Mask*. This is done so that products can be widely known. And also the company must know the strengths and opportunities of the company for its strength and opportunities for the company is very important in the sustainability of a company's business, as described by Hastanti, et al (2009) that the strategy SO is a strategy that can be done because it is able to accommodate the opportunity and the power to change the function indigenous community-based land use while maintaining sustainability.

One of the strategies of business done by GS Craft for business continuity is to build networking (partnership) with several companies that handle a similar business. Thorelli (in Sofyan, 2006) assumed that networking (partnership) is part of the development paradigm of the network knows that increased global competition occurs between networks of companies. Meanwhile, according to Mu (2013) found a new effort to build and use the network to manage the business is run and innovate to develop and create business value of good cooperation. In accordance with government regulations Indonesian Government Regulation No. 17 of 2013

concerning the implementation of law No. 20 of 2008 on micro, small, medium and large, in business development can be done by using the business model of partnership. Selection of the partnership business model will greatly influence the company's strategy in business development and maintaining the sustainability of the business. Partnership business model is a business model that is based on mutual trust between the company and its business partners.

II. THEORETICAL BASIS

2.1 SWOT Analysis

SWOT analysis is a method of preparation of the strategy for company or organization that is a single business unit. The scope of a single business can be either domestic or multinational. SWOT itself is an acronym of Strength (S) Weakness (W), Opportunities (O) and Threats (T) which are systematically able to assist in identifying factors outside the company (O and T) and the factors within the company (S and W). Below is an explanation of Strength (S) Weakness (W), Opportunities (O) and Threats (T):

1) Strength (S)

Situation or condition which is a picture of the strength of an organization or company at this time. That should be done in using this analysis is any company or organization needs to assess the strengths and weaknesses are then compared with its competitors.

2) Weaknesses (W)

Weaknesses is a way to analyze the weaknesses that exist within a company or organization. Which of these weaknesses can be a serious obstacle in the progress of a company or organization.

3) Opportunity (O)

Opportunity is the analysis used to seek opportunities or breakthrough that allows a company or organization can thrive. Kinia good future or the future.

4) Threats (T)

Threat is a way to analyze the challenges or threats that must be faced by a company or organization in the face of a wide variety of environmental factors that are not profitable. Which of these threats can cause deterioration of a company. If not soon be overcome, then the threat would be a hindrance for a business to be run.

According to Ranguti (2016: 19) SWOT analysis is used to identify the various factors systematically to formulate the company's strategy. This analysis is based on the relationship or interaction between the internal elements, namely the strengths and weaknesses, the external elements are the opportunities and threats. To obtain accurate information in this study, the researchers first analyzed the problem of internal and external company with a SWOT analysis before examining in depth the networking strategy for business continuity for *Malangan Mask* at GS Craft Malang.

The analysis of external strategic factors focuses on the existing conditions and trends emerging from the outside, but it can influence the performance of the organization. After knowing the external strategy factors, further stacking tables Strategic External factors (External Strategic Factors Analysis Summary / EFAS), with the following steps:

1. Developing opportunities and threats factor in column 1.
2. Providing the weight of each factor in column 2, ranging from 1.0 (extremely important) to 0.0 (not important). The weights of all strategic factors such as opportunities and threats that this should be number 1.
3. Calculating the rating (in column 3) for each factor to give a scale ranging from 4 (excellent / outstanding) to 1 (very bad / poor) based on the influence of these factors on the condition of the organization. Scoring rating for opportunities is positive, it means greater opportunities unrated +4, but if small chances rated +1. As for the threat rating is the opposite, that is, if the value of the threat is large, then the rating -4 and if the value of the threat is small, then the value -1.
4. Multiplying the weight factor in column 2 with a rating in column 3. The result is a weighted score for each factor.
5. Calculating the weighting total score. This value is to map the organization's position on the diagram SWOT analysis.

Table 2.1 External Strategic Factors (External Strategic Factors Analysis Summary / EFAS)

Extern Factor	Weight	Rating	Weighting Score
			(weight x Rating)
Opportunities			
Total O	A		B
Threats			
Total T	C		D
TOTAL	(a+c) = 1,00		(b+d)

Source: Rangkuti (2016)

Internal strategic factor analysis is an analysis that assesses the achievements / performance factor strengths and weaknesses to achieve organizational goals. As well as the External Strategic Factor Analysis, then in the same way tabulated Strategic Internal factors (Internal Strategic Factors Analysis Summary / IFAS). Tabular IFAS is a case shown in Table 2.2.

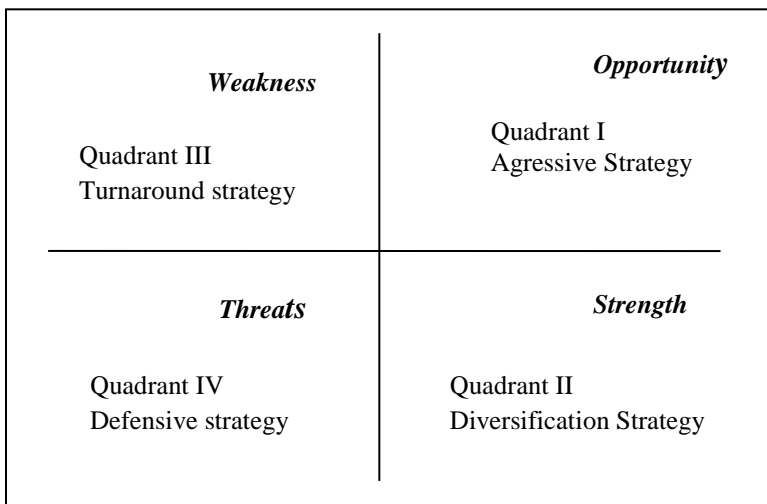
Table 2.2 Internal Strategic Factors (Internal Strategic Factors Analysis Summary / IFAS)

Intern Factor	Weight	Rating	Weighting Score (weight x Rating)
Strengths			
Total O	A		B
Weaknesses			
Total T	C		D
TOTAL	(a+c) = 1,00		(b+d)

Source: Rangkuti (2016)

The SWOT analysis is used to compare the extern and intern factors. Extern factor consists of opportunity and threat while intern factor consists of strength and weakness (Figure 2.2)

Figure 2.2 SWOT Analysis Diagram



Quadrant I:

This is a favorable situation. The company has the opportunity and the power that can take advantage of existing opportunities. The strategy applied in these circumstances is to support aggressive growth policy.

Quadrant II:

Despite facing various threats, the company still has strength in terms of internal. The strategy should be applied is to use force to take advantage of long-term opportunities by way of diversification strategy (product / market).

Quadrant III:

The company faced enormous market opportunities, but on the other hand faces several constraints / internal weaknesses. The focus of this strategy is to minimize the company's internal problems so that it can seize the market better (turn around).

Quadrant IV:

This is a very unfavorable situation, the company was facing various threats and internal weaknesses. The focus of the strategy is to do a rescue act so that apart from a greater loss (defensive).

In a SWOT analysis, a comparison between the strategic factors internal and external to acquire strategies against each of these factors, and then do the scoring. Based on the results obtained and determined focus on strategy.

The tools used in preparing the strategic factors of the company is the SWOT matrix. This matrix illustrates clearly how the opportunities and threats faced internally can be adjusted with the internal strengths and weaknesses possessed. The matrices can produce four sets of the possibility of strategic alternatives, as shown in table 2.3 below:

Table 2.3 SWOT Matrix

IFAS	STRENGTH (S) (determine 5-10 of intern strength factors)	WEAKNESSES (W) (determine 5-10 of intern weakness factors)
EFAS		
OPPORTUNITIES (O) (determine 5-10 of intern opportunity factors)	SO Strategy Listing the strength to take advantage of existing opportunities	WO Strategy Listing the weakness to decrease the weakness by taking advantage from the existing opportunity
THREATS (T) (determine 5-10 of extern threat factors)	ST Strategy Listing the strength to avoid threat	WT Strategy Listing for minimizing the weakness and avoid threat

Source: Rangkuti (2016)

Based on the SWOT matrix above, it obtained 4-step strategy that is:

1. SO Strategy

This strategy is based on the company's way of thinking, it is to utilize all the power to seize and exploit opportunities as much as possible. SO strategies uses the company's internal strengths to take advantage of external opportunities.

2. ST Strategy

This strategy uses the power of the company to overcome the threat. ST strategies using internal power company to avoid or reduce the impact of external threats.

3. WO Strategy

This strategy is based on the utilization of existing opportunities in ways that minimize weaknesses. WO strategy aims to improve internal weaknesses to exploit external opportunities.

4. WT Strategy

This strategy is based on activities that are defensive and seeks to minimize weaknesses and avoid threats. WT strategy aims to reduce internal weaknesses by avoiding external threats.

SWOT is an important matching tool to help managers develop four types of strategies: SO Strategy (Strengths-Opportunities), WO Strategies (Weaknesses-Opportunities), ST Strategy (Strengths-Threats), and WT Strategies (Weaknesses-Threats).

There are 8 steps in preparing the SWOT matrix which are:

1. Write the internal decisive strength of the company.
2. Write down the company's decisive internal weaknesses.
3. Write external decisive opportunities of the company.
4. Write the decisive external threats.
5. Matching internal strengths with external opportunities and record the resultant strategy SO proper cells.
6. Matching internal weaknesses with external opportunities and record the resultant strategy WO proper cells.
7. Matching internal strengths with external threats and record the resultant strategy of ST in the right cells.
8. Matching internal weaknesses with external threats and record the resultant strategies WT proper cells.

2.2 Networking (Partnership)

Networking (partnership) according to Hafsah (2000: 43) is a business strategy that is carried out by both sides or more in a given time period to achieve mutual benefit with the principle of mutual need and mutual rearing. Meanwhile, according to Morgan, et al (in Sofyan, 2006) argues that the development of the actual marketing is in the network functional organization realized that its internalization is based on norms, jointly managed and coordinated by a market driven organization. Explanation networking (partnership) is also set in the government regulation No. 17 of 2013 concerning the implementation of law No. 20 of 2008 in chapter 3 of article 10 which states that the first partnership between micro enterprises, small businesses, and medium-sized businesses with great effort carried out with attention upholding the principle of partnership and business ethics. Second, the partnership has principles which include mutual need, mutual trust, mutually reinforcing and mutually beneficial. Thirdly, in implementing the partnership, the parties have equal legal footing and for them to Indonesian law. Fourth, partnerships between micro, small

business or medium-sized businesses to large enterprises implemented with assistance and reinforcement by big business.

Rusdianti (2000) argues that this form of networking (partnership) is strongly influenced by how far the partnership needs to be controlled and how much interest will be flexibility. When the higher level of flexibility while controlling the lower level, the partnerships implemented with a longer contract. When the low flexibility and control level is very high, then the appropriate partnership is with full ownership. In a networking strategy (partnership) are mutual trust, loyalty, and the alignment of cooperation the two sides is very important and necessary. Baga(in Gutama, 2000: 9) states that the partnership strategy essentially has several advantages such as:

1. Merger synergies occur in various forces in the respective companies.
2. Accelerate the operating system.
3. Transfer of technology between companies.
4. Enter the market another company without spending much money to compete.
5. Expanding market reach with new distribution channels.
6. Make it easy to adjust with the new technology for their access to wider markets.

Weakness in networking strategy (partnership) generally occurs due to mismanagement. The weakness and difficulty in networking (partnership) is often the case if the company does not have a clear and firm agreement on cooperation.

III. RESEARCH METHOD

This research uses descriptive qualitative approach. Bogdan and Taylor (in Moleong, 2014: 4), describes the qualitative method is a procedure that produces descriptive data in the form of words written or spoken of people and behaviors that can be observed. Descriptive data is the data that the form of words, pictures and not numbers (Moleong, 2014: 11). Descriptive data obtained in a qualitative study whose results are described based on objective research. This research is a case study because researchers carefully investigate an event, activity, and process, against a group of individuals.

Data collected in qualitative research, under natural conditions, the primary data source, and data collection techniques more on observations, participate in field activities, in-depth interviews, and documentation (Sugiyono, 2010: 401). Researchers in this study using the technique of collecting data through observation, interviews, and documentation. In qualitative research among existing data field with the data reported researchers will be declared invalid if there is no difference when checking the validity. The technique is done to check a validity of the data is to use the research findings of the qualitative research methods, among others, is a test of credibility, transferability test, test confirmability, and the most commonly used in checking the validity in qualitative research is triangulation techniques.

IV. RESEARCH FINDINGS

Based on the interviews, observation, and documentation conducted by researchers, it discovered several internal and external factors of GS Craft companies. Here is an explanation and elaboration of internal factors external GS Craft companies:

4.1 Strength factors of GS Craft Company

- a. Networking between companies is very good.
Networking or cooperative relationship among GS Craft company with its business partners is strictly maintained from year to year. GS Craft Company is in cooperation with some *Malangan Mask* galleries like Griya Kriya, Ki Rangan, Malangdotcom and Asmoro Bangun Studio. Cooperation by way of sale and purchase of products or pattern *Malangan Mask* general trade.
- b. Marketing the products that are popular in the community.
Marketing of products carried through modern WOM or word of mouth that is an online marketing, and marketing cooperation with business partners or mask galleries in Malang.
- c. The product prices are affordable.
We offer very affordable prices with good quality. GS Craft Company provides affordable rates to its business partners in order to be resold by the business partners.
- d. The results of a satisfactory product.
Results are satisfactory product is very beneficial for the sustainability of a company, because consumers will go to make a purchase if the results obtained are satisfactory.

4.2 Weakness Factors of GS Craft Company

- a. Time constraints on the production process.
Constraints in the production process is the time, due to a lack of craftsmen who become permanent employees of the GS Craft Company. In case of booking *Malangan Mask* with large numbers would take a long time.
- b. Lack of promotion.
Lack of promotion becomes one of obstacle for popularization and offer of *Malangan Mask* to the public. Useful promotional attracts consumers to buy the product.
- c. Lack of human resources.
Lack of human resources is very influential in the company of *Malangan Mask* like GS Craft Company, when the mask-making requires a very long time then the company needs to add skilled human resources to alleviate the obstacles or problems of time there.
- d. The wage rate that does not meet the standard minimum wage.
The wage rate that does not meet the standard very influential on employee comfort and statutes. Often employees want higher wages for the crops.
- e. The company's location is less strategic.

The company is located in a residential area that is not suitable for marketing of *Malangan Mask*.

4.3 Opportunity Factors for GS Craft Company

- a. The addition of new business partners.
The addition of a new business partner for the GS Craft company strongly supports the efforts for the sustainability of the *Malangan Mask* to keep it running as the flood of Western culture to Indonesia.
- b. The prospect of the products in the future.
Good prospects *Malangan Mask* determine the sustainability efforts in the future.
- c. Sales of the current holiday season or particular event.
Malangan Mask product sales will be greatly increased in the holiday season or events, educational institutions, government agencies, and other private companies.
- d. Segmentation in various circles.
There is no specific segmentation for this Malangan Mask product offerings, all including segmentation and target market Malangan Mask.

4.4 Threat Factor of GS Craft Company

- a. Complaints from consumers.
Complaints from consumers is a problem that really needs to be fixed, consumer complaints of companies GS Craft usually about the process or workmanship *Malangan Mask* which takes a very long time.
- b. Extinction of Malangan Mask art and traditions.
Cultural extinction can occur in Indonesia, and extinction can be inhibited if the company or especially *Malangan Mask* craftsman working with government agencies and education in order to both preserve the culture of Malangan Mask.
- c. Cultural Shift.
The coming of western culture to Indonesia becomes an obstacle for entrepreneurs or craftsmen who manufacture products for the maintenance culture Indonesian culture that has existed earlier in Indonesia (local wisdom).

4.5 IFAS (Internal Strategic Factor Analysis Summary)

Based on the interviews, observation, and documentation of the researcher, it is found that there is some internal factors of the Malangan Mask.

Table 3.1 Matrix IFAS

No	Internal Factors	Weight	Rating	Score
Strength				
1.	<i>Networking</i> among companies is really good.	0,20	4	0,80
		0,10	3	0,30
2.	The product promotion is well-	0,15	4	0,60
3.	accepted by the public.	0,15	4	0,60
4.	Affordable product price. A good final product.			
TotalStrength		0,60		2,30
Weakness				
1.	The production time problem	0,10	1	0,10
2.	Lack of promotion.	0,05	2	0,10
3.	Human resource limitation.	0,15	1	0,15
4.	The underpaid salary.	0,05	2	0,10
5.	Strategic company's location.	0,05	2	0,10
TotalWeakness		0,40		0,55
TOTAL		1		2,85

Source: processed data by the researchers

Results of analysis using IFAS matrix in Table 3.1 provides a score value of 2.30 for the power factor and the score value of 0.55 for the value of weakness. Difference between the two scores is 1.75.

4.6 EFAS (Eternal Strategic Factor Analysis Summary)

From interviews, observation and documentation of researchers discovered several external factors mask this misfortune.

Table 3.2 Matrix EFAS

No	Internal Factor	Weight	Rating	Score
Opportunity				
1.	Adding the partnership.	0,20	4	0,80
2.	Prospected product in the future.	0,12	3	0,36
3.	Selling during <i>holiday season</i> or <i>spesialevent</i> .	0,25	4	1
4.	Segmentation on various public	0,15	3	0,45
Total Opportunity		0,72		2,61
Threat				
1.	Customers' Complaint.	0,08	2	0,16
2.	Art and Malangan Mask tradition extinction	0,15	1	0,15
3.	Cultural shift.	0,05	2	0,10
Total Threat		0,28		0,41
TOTAL		1		3,02

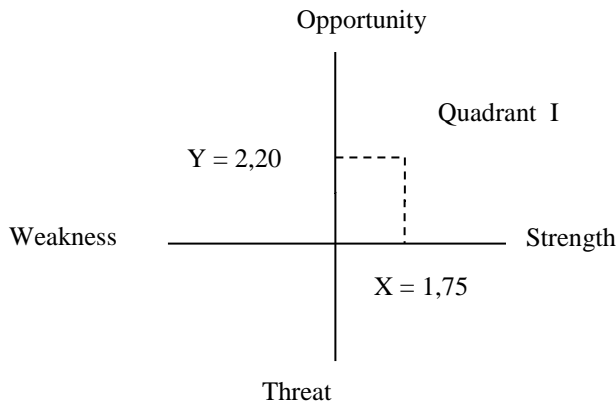
Source: Processed data by the researcher

Results of analysis using EFAS matrix in Table 3.2 resulted in a score value of 2.61 for the factor of chance and score value of 0.41 for the threat factor. Of the two scores is obtained a difference of 2.20.

4.7 SWOT Cartesian diagram

The analysis results of using IFAS matrix in Table 3.1 provides a score value of 2.30 for the power factor and the score value of 0.55 for the value of weakness. Difference between the two scores is 1.75. Meanwhile analysis using EFAS matrix in Table 3.2 resulted in a score value of 2.61 for the factor of chance and score value of 0.41 for the threat factor. Out of the two scores is obtained a difference of 2.20. The second difference value is then plotted in Cartesian diagram SWOT as the value of X and Y. Plotting these values on a Cartesian diagram as shown in Figure 3.1, which resulted in a point which is located in quadrant I. It is clear that the strategy of networking industry will *Malangan Mask* more concentrated on the growth of the organization or in other words the strategy will prioritize SO strategy that strategy by using all the power of the organization to take advantage of existing opportunities.

Chart 3.1 SWOTCartesian diagram



Source: Processed data by the researcher

4.8 SWOT Matrix

Table 3.3 SWOT Matrix

IFAS	STRENGTH (S) 1) Well Networking among companies. 2) Good marketing. 3) Affordable product price. 4) Satisfying product result.	WEAKNESSES (W) 1) Production time problem. 2) Lack of promotion. 3) Limited human resource. 4) Underpayment. 5) Not strategic business location.
EFAS	SO Strategy a) Adding partnership with various parties. b) Market expansion. c) Maintain the product quality. d) Using technology in marketing the product.	WO Strategy a) Increasing the income for the mask artists. b) Human resource recruitment (mask artist) c) Managing organization and management.
THREATS (T) 1) Customers' complaint. 2) The extinction of art and tradition of Malangan Mask. 3) Cultural Shift.	ST Strategy a) Preserving effort of Malangan Mask b) Increasing a new business partnership. c) Giving training for the young generation in creating Malangan Mask.	WT Strategy a) Adding Malangan Mask into extracurricular education at schools. b) Placing (location) the strategic business center and its gallery. c) Adding the promotion in selling.

Source: processes data by the researcher

The last analysis is organizing SWOT matrix to determine alternative strategies that can support business continuity of Malangan Mask. The matrix was prepared by a factor of strengths, weaknesses, opportunities and threats are factors making internal and external strategic factors. The result can be formulated as follows SO strategy which is a blend of power and opportunity factors are 1) adding the expansion of cooperation with new business partners; 2) the expansion of the market; 3) maintain the quality of the product; 4) Utilizing technology in product marketing. WO strategy is a combination of factors weaknesses and opportunities of factors; 1) Increase revenues mask artisans; 2) Recruitment HR (craftsmen mask); 3) Designing the organization and management. ST strategy which is a blend of force and threat factors are: 1) Efforts to preserve the *Malangan Mask*; 2) Addition of new business partners. 3) Provide training opportunities for young people in making Malangan mask. And WT strategy is a combination of factors weaknesses and threats factors: 1) Inserting the *Malangan Mask* the local content of education in schools; 2) placement (location) of production and strategic mask gallery. The addition of the sales promotion.

Based on the plotting results in the Cartesian diagram as shown in Figure 3.1, which resulted in a point which is located in quadrant I. It is clear that the strategy of industrial networking of Malangan Mask will mainly concentrate on the growth of the organization, or in other words, the strategy will be prioritized in the strategy SO the strategy by using all the power of the organization to take advantage of existing opportunities.

Based on the weighting of the internal and external factors, internal factors have a lower total score of variables (2.85) compared to external factors (3,02). Both of these strategic factors further generating ordinate Cartesian diagram (1.75 to 2.20) which is in quadrant I (see Figure 3.1). Quadrant 1 is SO strategy which is a key strategy that very need to be developed to support the networking strategy for business continuity Malangan Mask industry. The strategies are: 1) the expansion of cooperation with new business partners; 2) the expansion of the market; 3) maintain the quality of the product; 4) utilizing technology in product marketing.

Expansion of cooperation with various business partners that is very effective for the sustainability of a business due to their business partners, marketing Malangan Mask would be more comprehensive. Market expansion needs to be done also for the expansion of the market, the addition of sales volume and the addition of new customers. Maintaining product quality is a strategy to maintain the loyalty of consumers in the purchase of products in the company'sof Malangan Mask. Utilizing technology in marketing is very effective for the expansion of the market, adding new customers in order to introducethe products to a broader community.

V. Conclusion

After identifying the internal and external factors of *Malangan Mask* industry and analyzing it by using IFAS matrix, EFAS, and SWOT, then the result of SO strategy can be applied to maintain the business continuity industry of Malangan mask. The results of the analysis of IFAS and EFAS displayed in the coordinates in SWOT Cartesian diagram recommends a focus on a strategy of industrial growth efforts of Malangan mask. It explains that the strategy of networking industry of Malangan Mask will mainly concentrate on the growth of the organization, or in other words

the strategy will prioritize SO strategy that strategy by using all the power of the organization to take advantage of existing opportunities. In the future, it would be required a studies to formulate further discuss networking strategies in more detail and implement them in in real field.

References

- Arthur,D. (2006). "Authenticity and consumption in the Australian Hip Hop culture", *Qualitative Market Research: An International Journal*, 9(2):140-156. doi.org/10.1108/13522750610658784 access 28/10/2016, 11:40
- Chen ,S. (2016). "Cultural technology" A framework for marketing cultural exports – analysis of Hallyu (the Korean wave), *International Marketing Review*, 33(1):25-50.
- Cheng,C., & Elsebeth Holmen,E. (2015). "Relationship and networking strategy tools: characterizing the IMP toolbox", *IMP Journal*, 9(2):177-207.
- Creswell, J.W. (2010). *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Yogyakarta: Pustaka Pelajar.
- Creswell,J.W. (2014). *Penelitian Kualitatif dan Desain Riset (memilih diantara lima pendekatan)*. Yogyakarta: Pustaka Pelajar.
- Fillis,I., & Lee,B. (2011). "Internationalisation of Korean performing arts", *European Journal of Marketing*, 45(5):822-846.
- Gutama,I.B.K. (2000). *Pola Kemitraan Antara Petani Jahe Gajah Dengan Perusahaan Jahe Asinan di Kabupaten Bangli*. Skripsi. Jurusan Sosek Pertanian UNUD: Denpasar. access 21/11/2016, 15:50
- Hafsah, J.M. (2000). *Kemitraan Usaha Konsepsi dan Strategi*. Pustaka Sinar Harapan. Jakarta
- Hastanti,B.W., & Yeny,I. (2009). Strategi Pengelolaan Cagar Alam Pegunungan Arfak Menurut Kearifan Lokal Masyarakat Arfak di Manokwari Papua Barat. *Puspipjak.org*. (online) access 02/03/2017, 02:56
- Khodabandehloo, A. (2014). "Networking for regional development: a case study", *EuroMed Journal of Business*, 9(2):149–163.
- Lee, S.F., & Ko,A.S.O. (2000). "Building balanced scorecard with SWOT analysis, and implementing "Sun Tzu's The Art of Business Management Strategies" on QFD methodology", *Managerial Auditing Journal*, 15(1/2):68–76.
- Lin,Y. Li,Y. Zhao,S., & Armstrong,S. (2016). "Political networking strategy and firmperformance: a moderated mediation model", *International Journal of Conflict Management*, 27(4):570–590.
- Madhavan,R. Caner,T. Prescott,J., & Koka,B. (2015). "Bringing the firm back in: Networking as antecedent to network structure" *In Network Strategy*.
- Martinez,M.A., & Aldrich.H.E. (2011). "Networking strategies for entrepreneurs: balancing cohesion and diversity", *International Journal of Entrepreneurial Behavior & Research*, 17(1):7–38.
- Mighfari,I.A. (2016). Model bisnis kemitraan budidaya ikan lele burma (*Clarias Gariepinus*) untuk menghasilkan usaha yang berkelanjutan. access 20/11/2016, 18:49

- Miller,N.J. Besser,T.L., & Weber,S.S. (2010). "Networking as marketing strategy: a case study of small community businesses", *Qualitative Market Research: An International Journal*, 13(3):253–270.
- Moleong, L. J. (2014). *Metodologi Penelitian Kualitatif*. Bandung: PT. Remaja Rosdakarya.
- Morgan,R.M., & Hunt,S.D. (1994), "*The commitment-trust theory of relationship marketing*", *Journal of Marketing*, 58(3):20-38.
- Mu,J. (2013). "Networking capability, new venture performance and entrepreneurial rent", *Journal of Research in Marketing and Entrepreneurship*, 15(2):101–123.
- Pranata,S. (2015). Strategi kemitraan dalam supply chain management untuk meningkatkan kinerja organisasi (studi pada perusahaan rotan kabupaten cirebon).
- Rangkuti,F. (2016). *Teknik Membedah Kasus Bisnis Analisis SWOT*. Jakarta: PT Gramedia.
- Republik Indonesia. (1995). *Undang-Undang Nomor 9 Tahun 1995 Tentang Usaha Kecil dan Koperasi*. Access 21/11/2016, 15:45
- Republik Indonesia. (2013). *Peraturan pemerintah Republik Indonesia Nomor 17 tahun 2013 Tentang Pelaksanaan Undang-Undang Nomor 20 tahun 2008 tentang usaha mikro, kecil dan menengah*. Access 21/11/2016, 15:47
- Rusdianti,E. (2000). Analisis pengaruh strategi kemitraan terhadap kinerja perusahaan (analisis empiris strategi kemitraan pada usaha persuteraan alam PT Brama Karya Utama). access 20/11/2016, 18:46
- Rowley,T.J., & Baum.J.A.C. (2015). "The dynamics of network strategies and positions" *In Network Strategy*. Published online: 08 Mar 2015; 641-671.
- Sofyan,A. (2006). Strategi Kemitraan dalam Saluran Distribusi untuk Meningkatkan Kinerja Bisnis. <http://dokumen.tips/download/link/ahmadsofyan> access 11/01/2017, 23:45
- Sugiyono. (2010). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2010). *Metode Penelitian Bisnis*. Bandung: Alfabeta.
- Sulistyo,W.D. (2011). *Peranan Sanggar Bima Dalam Upaya Melestarikan Kesenian Tradisional Wayang Kulit*. <https://eprints.uns.ac.id/id/eprint/9772> access 20/11/2016, 18:45
- Thoreli,H.B. (1986). Network : Between Markets and Hierarchies. *Strategic Management journal* 7 : 37-51
- Universitas Negeri Malang. (2012). *Pedoman penulisan karya ilmiah*. Malang: UM.
- Widiyanto,D. Handoyo,J.P., & Fajarwati,A. (2008). Pengembangan Pariwisata Perdesaan (Suatu Usulan Strategi Bagi Desa Wisata Ketingan). *Jurnal Bumi Lestari*. Access 02/03/2017, 02:54