

Analysis Of Rendang IKM Center Development In Payakumbuh

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ABSTRACT



This study aims to analyze the strategy of developing IKM rendang to penetrate the Modern and International markets. This type of qualitative research. The data used are primary data obtained from direct interviews with respondents using a questionnaire in IKM Rendang Padang Kaduduak, North Payakumbuh Regency. Data analysis in this study uses several approaches, namely IFAS and EFAS Analysis, Alternative Strategies, and Priority Strategies. The results of the study explain that the SPACE matrix where the Cartesian diagram is located is in quadrant I where the organization/business is in prime and stable condition, so it is very possible to continue to grow. Based on this, it can be concluded that it can provide strength to take advantage of existing opportunities and support aggressive growth policies.

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1. Introduction

Economic development means improving people's living standards, expanding employment opportunities, providing equal income distribution to local communities, promoting local economic growth, and shifting economic activity from primary to secondary and tertiary sectors. A set of initiatives and policies aimed at transitioning to the next sector rearranges sectors.

A country's economic strength is positively correlated with the contribution of small and medium enterprises (SMEs). In many countries around the world, the development and growth of SMEs are one of the engines of economic growth. For example, Japan is one of the most advanced countries in the world, yet the middle class influences the country's overall performance by 52%. On the other hand, up to 50% of total exports of finished products are produced by SME-level manufacturing (Zulkieflimansyah, 2003). The development of SMEs in Indonesia has been qualitatively improved due to the strong government support for developing SME business activists, which is very important for predicting future economic conditions and maintaining and strengthening the structure of the national economy. It keeps improving.

The agriculture sector is the sector that provides food for the people of Indonesia. Food and nutritional needs can be met with agricultural

products. One of the agricultural sector branches is animal husbandry, and there are many animal product processing industries in Indonesia. One of them is the meat processing industry.

Apart from being seen as a high-quality protein, meat also contains a complete and balanced essential amino acid content. Agroindustry is a value-added subsystem of a primary agricultural commodity. The more downstream products created from these commodities, the more added value will be generated, ultimately providing greater benefit to society as a whole (Kusnandar, 2022).

SMEs are part of the agribusiness that underpins the movement of the local economy and can produce goods using primary raw materials based on local natural resources, talent, and traditional crafts. Continuous development and guidance of small and medium enterprises (IKM) to improve the progress of IKM itself so that it can become a strong enterprise, provide customer satisfaction, and create greater market opportunities. Is required. Payakumbuh City is one of the cities in West Sumatra Province that has contributed to economic growth, including SMEs. Below is the data on the number of SMEs in Payakumbuh City from 2018 to 2020.

Table 1. Number of Payakumbuh City SMEs from 2018-2020

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Type of business	Year		
	2018	2019	2020
Micro business	15.262	16.714	16.770
Small business	5.322	2.565	2.615
Medium business	214	448	458
Total SMEs	20.798	19.727	19.843

Source: (Dinas Koperasi, 2020)

In the table above, the number of SMEs in Payakumbuh City in 2020 has increased by 10% from 2019. Payakumbuh City is known for its various culinary specialties, one of which is rendang. Rendang was ranked first as the most delicious food in the world in the World's 50 Most Delicious Foods (CNN, 2011). Rendang stayed in first place eight times in a row until 2019. In 2018, rendang was officially designated as one of Indonesia's five national culinary delights. This is a great opportunity for the Payakumbuh City Government to develop rendang for various countries. The potential to develop the advantages of SMEs amid the crisis after the occurrence of covid 19 which leads to new changes can help SMEs in developing their business, especially rendang products. Therefore, the Payakumbuh City Government seeks to make Payakumbuh a rendang city. The following is data on the distribution of the number of rendang businesses in 5 Districts in Payakumbuh City in 2020:

Table 2. Number of Rendang Business Units and Location of Distribution in Payakumbuh City

No	Deployment Location	Amount
1	East Payakumbuh	6
2	South Payakumbuh	-
3	West Payakumbuh	11
4	North Payakumbuh	3
5	Lamposi Tigo Nagari	16
	Total	36

Source: (Dinas Koperasi, 2020)

From the table above, it can be seen that the District in Payakumbuh City which produces the most rendang production is Lamposi Tigo Nagari District, which has as many as 16 business units. The image of rendang as the most delicious food in the world is used by the Payakumbuh City Government. Therefore, the Payakumbuh City Government established a rendang IKM incubation center in the Padang Kaduduak Market area, North Payakumbuh Regency. The rendang IKM center was able to bring together 57 rendang-producing SMEs in a cooperative called "Sentra Rendang Payo" and had a joint production house.

The Rendang Production Center is under the control of the Regional Technical Service Unit (UPTD) of Rendang Development and Services (P3R) located in Payakumbuh City, West Sumatra. Based on Rendang-IKM Center UPTD's primary data, only his 33 SMEs are actively participating in Rendang-IKM Center, and all his Rendang-IKM SMEs producing Rendang in Rendang-IKM I am not. Have. RIRY rendang, yolanda rendang, rendang erina, rendang gadih, etc. During the COVID-19 period, there were even Rendang SMEs that never produced Rendang again at Rendang IKM as orders were in short supply, impacting a reduction in income and labor force.

The IKM Center itself has a license to produce nine types of rendang including beef rendang, wet beef lung rendang, dried beef lung rendang, mushroom rendang, shredded chicken rendang, tuna rendang, shredded beef rendang, egg rendang, and rendang pasta. The product is given a trademark by the rendang IKM center "IKOSERO". In addition, the construction of the rendang factory building is also an effort to increase the quantity of production and taste of rendang, where the factory including the manufacture of main kitchens, small kitchens, and rendang equipment has been built since 2017 and has begun to be used in 2019. The Payakumbuh City Government continues to strive for SMEs to produce rendang can use equipment that meets Industry standards at the rendang IKM Center.

A tough challenge for the Payakumbuh City Government in realizing Payakumbuh as a rendang city center in 2021 and the future, of which is due to the incomplete number of equipment such as machines, and furniture so they have not maximized production results effectively and efficiently. Currently, with only a few units of a furnace, they are only able to produce 20 to 30 kg of rendang and only according to local market demand, and even then not every day. The new production is carried out if there is a request from the customer. As well as the lack of manpower or SME producers available in the Rendang IKM center. Coupled with the occurrence of a pandemic event in early 2020 which caused rendang production in IKM to decline almost no production occurred.

The rendang IKM center in Payakumbuh City is an industrial center that is physically weak in capital and management, so it is necessary to develop a rendang IKM center that is competitive and able to penetrate modern and international markets as a step to increase the contribution of the IKM center in the regional and national economy, especially Payakumbuh City. The Rendang Production Center is under the control of the Regional Technical Service Unit (UPTD) of Rendang Development and Services (P3R) located in Payakumbuh City, West Sumatra. Based on Rendang-IKM Center UPTD's primary data, only his 33 SMEs are actively participating in Rendang-IKM Center, and all his Rendang-IKM SMEs producing Rendang in Rendang-IKM I am not. Have. RIRY rendang, yolanda rendang, rendang, rendang erina, rendang gadih, etc. During the COVID-19 period, there were even Rendang SMEs that never produced Rendang again at Rendang IKM as orders were in short supply, impacting a reduction in income and labor force. The benefits of this research are as reference material and input for the Government, especially the Department of Cooperatives, SMEs, Industry, and Trade of Payakumbuh City to develop rendang IKM effectively and efficiently in penetrating Modern and International markets.

2. Literature Review

Strategies are different ways to reach your goals. In addition to developing the concept of strategic management, strategy is not only defined as a way of achieving goals. This is be-

cause the strategy of the management concept itself (through various strategic decisions made by the company's management) is expected to ensure the company's competitive advantage (Solihin, 2012). Meanwhile, Umar (2010) said that the strategy for achieving company goals is based on long-term goals, follow-up programs, and resource priorities. Every organization has its purpose and reason for existence. The nature of a business's vision and mission can explain a company's competitive advantages and disadvantages. A well-crafted vision and mission statement are essential to strategy formulation, execution, and evaluation (David, 2006). According to Philip (2013), strategies can be categorized into three types: management strategies, investment strategies, and business strategies.

Understanding the business environment is central to the strategic planning process. One of the most important tools for facilitating such understanding is a SWOT analysis (Ying, 2010). Analyzing and arranging an organization's resources and environment in the following four areas can help organizations gain better insight into their internal and external business environment when making strategic plans and decisions. Strengths, weaknesses, opportunities, and threats.

A SWOT analysis is a commonly used method for analyzing and locating an organization's resources and environment across four regions. Strengths, Weaknesses, Opportunities, and Threats (Samejima, 2006). Strengths and weaknesses are internal (controllable) factors that help or hinder an organization from fulfilling its mission. Opportunities and threats are external (non-controllable) factors that enable or prevent an organization from achieving its mission (Dyson, 2004). By identifying factors in these four areas, organizations can identify core competencies for decision-making, planning, and strategy-building.

The main advantage of SWOT analysis is its simplicity, and it has been used by both major business and academic communities since its development in the 1960s (Ghazinoory, 2011). Despite its advantages, the traditional SWOT approach has drawbacks, producing a superficial and inaccurate list of factors, relying on the subjective perceptions of the organization's employees participating in brainstorming sessions, and SWOT does not prioritize elements in terms of their importance.

The QSPM is the recommended tool for strategists to objectively evaluate alternative strategic options based on previously identified critical internal and external success factors. Therefore, the conceptual purpose of QSPM is to determine the relative attractiveness of various selected strategies and determine which strategy is considered the best for implementation. Like other analytical tools to formulate strategies, QSPM also requires good intuitive judgment (Umar, 2001).

BPS (2019) SMEs are engaged in the activities of processing basic commodities into work-in-progress or semi-finished goods, activities of processing semi-finished goods into finished goods, or converting low-priced goods into high-value goods. It is defined as a domestic enterprise en-

gaged in the activity of processing. A minimum of 5 employees and a maximum of 19 including entrepreneurs, with a view to selling. One form of Small and Medium Industry that is developing in Indonesia is the food sector. Wirakartakusumah (2009) said the food industry is one of the sectors that play a very important role in the Indonesian economy. According to (Azahary, 2010), agroindustry is an activity that processes agricultural products into other materials, both finished and semi-finished materials. According to (Kasali, 2022) Small and Medium Industries (IKM) which are seen as enduring will look for various ways to survive amid a storm of economic difficulties. Even under certain conditions, Small and Medium Industries that are unable to compete will lose from the business competition, or experience bankruptcy (Saparuddin, 2022). Agroindustry is caused by the fact that the majority of agricultural products are easily damaged compared to industrial production in general, it is necessary to have good processing of agricultural products so that it can be done by processing agricultural products into food (Wibowo, 2000).

Safari (2019) said the study helps SMEs to improve their export performance by systematizing their decision-making in their export activities, improving the key export factors highlighted in this study, and developing the necessary training programs for their teams to increase. As a result of the SWOT analysis conducted by the author, a strategy that can be utilized in developing the knit bag business in Pekanbaru City, that is, an offensive strategy became apparent. The aggressive strategy focuses on the S-O (Strength - Opportunities) strategy (Joesyiana, 2017). Hidayat (2014) said the results show that the small bag industry in the Jati sub-district, Regency Kudus, has the advantage of easy interaction as the center of the bag industry is formed in the Jati district. was done. The weakness is that innovation and product design are still low. Opportunity Owned is located near the marketplace. Meanwhile, product competition from outside the region is looming, both domestically and internationally. Analysis of China's development situation and the current situation of China's modern service industry after the economic crisis, and strategies for developing China's modern service industry (Mao, 2012). Verreyne (2010) said Simplified, participatory, and adaptive approaches to strategy development can have a significant impact on firm performance, but given the impact of industry lifecycle phases, these relationships Meaning and impact change. Our development strategy, derived from data processing by QSPM, is to use additional raw materials to produce alternative products, combine advanced technology in product manufacturing, maintain quality, and demonstrate excellence (Sonia, 2020). The results of this study show that the company's strategic environment has several competitors to consider, ranging from marketing strategies to increasing promotions, talent strategies, further skill development, and overall financial strategies (Apriyanti, 2021).

The study is based on analyzing the internal and external environment and identifying the environment including strengths and weaknesses

(internal factors), opportunities and threats (external factors) that support and hinder the growth of Rendang Small and Medium Enterprises (IKM). To start Padang Kaduduak market area Payakumbuh District North Payakumbuh City. The next step is to include these internal and external factors in your SWOT matrix. This SWOT matrix derives some alternative strategies that can be applied for the development of Rendang Center for SMEs located in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. A quantitative analysis tool used during the strategy/decision stage is the Quantitative Strategic Planning Matrix (QSPM). QSPM enables strategic planners to objectively evaluate alternative strategies.

The flow chart for this study is as follows:

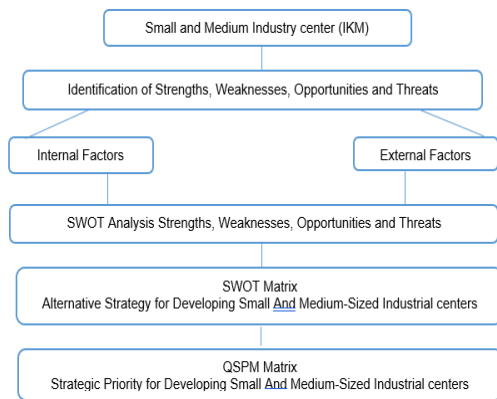


Figure 1. Research Flowchart

3. Methods

Sugino (2017) said qualitative data are data expressed in symbols, sentences, or other forms that are not numeric or that are described in document analysis, interviews, focused discussions, or fields. are obtained from various data collection techniques, such as observations. The data used were qualitative and were obtained as a result of direct interviews using pre-prepared questionnaires with the opinions of SMEs producing rendang in IKM centers. The opinions obtained there are further analyzed in data analysis.

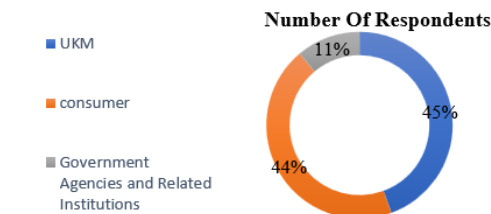
This study used a questionnaire prepared in Padang Kaduduak, North Payakumbuh District, Payakumbuh City, to provide a form of data collection from respondents or SMEs doing rendang through observation, direct observation, and face-to-face interviews. I am using primary data. The survey respondents for this study were 8 business owners or SMEs producing rendang, 8 consumers, 2 government agencies, and other relevant agencies. The data analysis methods used in this study consist of data collected, aggregated, and analyzed from the study. Data analysis in this study uses several approaches, including Prioritization of strategies using IFAS and EFAS analysis, alternative strategies using SWOT matrix analysis, and strategy using QSPM matrix analysis.

The data collection method in this study is observation and interview. In other words, ask and answer questions directly with respondents or other stakeholders using surveys prepared to

complete the data. The questionnaire measurement tool uses a Likert scale and is distributed to 18 respondents who according to the researcher can represent the opinions obtained and will be analyzed further in data analysis.

4. Results and Discussion

Payakumbuh City is a transit city that makes the trade sector a reliable sector. The industries in this city are only small in scale, but the businesses that have been run by business actors can produce to meet market demand to foreign countries, one of which is rendang. This study involved 18 respondents in the rendang Small and Medium Industry (IKM) center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. The details of these respondents can be presented in the following figure:



Source: primary data processed by researchers in 2022

Figure 2. Characteristics of Respondents

The picture above explains that the details of the respondents in this study are rendang producing SMEs as many as 8 people, consumers 8 people, Government Agencies and other related institutions 2 people.

Rendang Small and Medium Industry Center Development Strategy emphasizing increasing productivity, product quality, and total production at production centers in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. Rendang is one of the industrial products that can be seeded in Payakumbuh City and special culinary from generation to generation as one of the unique foods in Payakumbuh. According to the Ministry of Industry, Trade, and Market, superior industrial products, i.e. products or industrial products with market prospects and market demands, whether they meet local market demand, domestic market, or international market. It is suitable for community development due to its nature. of natural resources, human resources, and culture.

IFAS (Internal Strategic Factory Analysis Summary) and EFAS (External Strategic Factory Analysis Summary) analysis, i.e. analysis of internal and external factors of small and medium industrial centers, identify strategic factors leading to strengths and weaknesses, opportunities, and threats. increase. The development will be Rendang SME Industry Center located in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. The following table 3 identifies strengths, weaknesses, opportunities, and threats to the development of IKM Rendang.

Table 3. Identification of Strengths, Weaknesses, Opportunities, and Threats in the Development of Small and Medium Enterprise Center (IKM) in

Rendang, Padang Kaduduak, North Payakumbuh District, Payakumbuh City

Internal Factors	Strengths	Weaknesses
Human Resources	- Availability of energy work	Weak quality of human resources
Marketing	- Quality rendang; - Affordable prices (The result of an agreement between IKM and SME producers)	- Limited production equipment facilities - Limited number of product requests
Production/Operational	- Products with the characteristic taste and aroma of West Sumatran Minang spices; - Various types of products according to market demand; - Easy rendang production	- Less optimal management
Management	- Potential natural resources owned	- Not introducing the area as an industrial center; - Lack of interest in labor participation to join IKM centers
External Factors	Opportunity	Threat
Condition Economy	-	Price of independent producer SME products
Social dan Cultural	- Product demand is increasing; - Close relationship with consumers; - Long lasting rendang; - Rendang has a distinctive taste of Minang West Sumatra	Unexpected environmental conditions
Politics and Law	Government's attention to the development of small and medium rendang industry	Lack of business guidance and supervision from Industry, Trade, Cooperatives, Small and Medium Enterprises
Technology	Advanced technology	-
Competition	-	Consumer confidence in the existence of a long-standing branding

Source: primary data analysis 2022

Below are IFAS and EFAS based on the results of a questionnaire distributed to 18 relevant respondents to deepen their understanding of the Rendang Small and Medium Enterprise (IKM) Center located in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. Table 4 of the survey results, using Microsoft Excel.

Table 4. IFAS and EFAS Factors

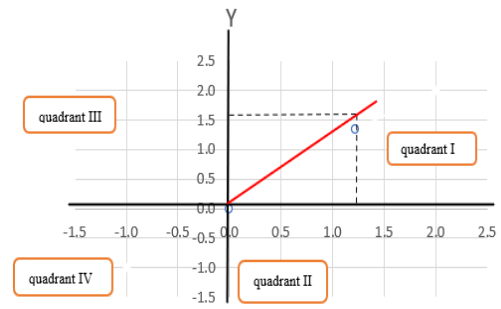
Internal factors/ IFAS	Skor	Grade	Rating
Strength	2,17		
Weakness	0,95		
Total		1,00	39,72
External Factors/ EFAS	Skor	Grade	Rating
Opportunity	2,40		
Threat	1,05		
Total		1,00	34,00

Source: primary data analysis 2022

Based on the table above, the IFAS coefficients are a strengths score of 2.17, a weakness score of 0.95, and a weighted score of each strategy internally considered at 1.00 or 100%. For the EFAS coefficient, the Opportunity Score is 2.40, the Threat Score is 1.05, and the weight value for each strategy is externally rated at 1.00 or 100%.

Based on the results of the IFAS Analysis (Internal Strategic Factory Analysis Summary) and EFAS Analysis (External Strategic Factory Analysis Summary), the SPACE matrix is used in the Rendang Small and Medium Industry (IKM) Center's development strategies. Padang Kaduduak,

North, Preserved Payakumbuh District, Payakumbuh City. Below is an illustration of a Cartesian plot of the SPACE matrix:



Source: primary data analysis 2022

Figure 3. Cartecius SPACE Charts

In the image above, you can see that the position of the quadrants of the Cartesian diagram SPACE is in quadrant I. This quadrant represents a very favorable situation. A company or company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy applied in this state is to support aggressive growth policies (growth-oriented strategies). This is consistent with the theory that quadrant I is highly favorable (David, 2006). The Cartesian chart is in the 1st quadrant, the organization/company is in excellent stability and very capable of business continuity and growth.

A SWOT matrix analysis was used to formulate alternative strategies required for the development of a small and medium enterprise (IKM) center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City. The SWOT Matrix articulates how external opportunities and threats can be combined with internal strengths and weaknesses to create a strategic formulation for the development of Small and Medium Enterprise (IKM) centers. This matrix generates four cells of possible alternative strategies, namely the S-O strategy, WE strategy, WT strategy, and S-T strategy.

After identifying internal and external factors that constitute strengths and weaknesses, opportunities, and threats in the development of small and medium enterprise (IKM) centers in Padang Kaduduak, North Payakumbuh District, and Payakumbuh City, some alternative strategies can be considered. can. Table 5 below is the matrix SWOT strategy for Rendang Small and Medium Enterprise (IKM) Center development in Padang Kaduduak, North Payakumbuh District, Payakumbuh City:

Table 5. Alternative SWOT Matrix Strategy Development of Rendang Small and Medium Industry Center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City

S-O	W-O
2,3 Expired date of old rendang 4,4 Rendang products that have a distinctive taste of West Sumatra Minang	2,1 Improvement of facilities and infrastructure 6,5 Counseling on IKM centers for independent producer SMEs
S-T	W-T
3,1 Maintaining the quality of the ingredients	5,3 It is necessary to develop business from industry, trade, cooperatives, small and medium enterprises

Source: primary data analysis 2022

Table 5 above shows the priority strategies for the development of Small and Medium Enterprise (IKM) Rendang in Payakumbuh City, with 2 elements for the S-O strategy, 2 elements for W-O, 1 element for S-T, and 1 element for W-T. It shows that there is one element.

This study is consistent with the research (Joesyiana, 2017) that the strategy applicable to the development of the Rendang IKM Center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City is positive. The proactive strategy focuses on the S-O (Strength Opportunities) strategy, the expiration date of old rendang and rendang products with the unique taste of West Sumatra Minang.

Rangkuti (2001) said an aggressive strategy is a highly beneficial situation. The company has the opportunity and strength to capitalize on existing opportunities. The strategy applied in this situation is to favor aggressive growth policies. This strategy is designed to achieve growth in sales, assets, profits, or a combination of both. This is achieved by developing new products, improving the quality of products and services, or increasing access to broader markets.

According to (Jatmiko, 2004) an aggressive strategy or expansion strategy is a situation where it is time for an effort to make growth to ensure the continuity of a business or organization in the long term in other words the organization must grow if it wants to survive.

Determining strategic priorities in the development of the Rendang Small and Medium Enterprise (IKM) Center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City using QSPM matrix analysis. The QSPM matrix is used to evaluate and select the optimal strategy that best fits the external and internal environment. After receiving the IFAS and EFAS results and the subsequent SWOT analysis, a priority strategy is determined. Table 6 below shows a matrix of QSPM priority strategies for Small and Medium Enterprise Centers (IKM) Rendang using Microsoft Excel.

Table 6. QSPM Matrix Priority Strategy for the Development of Rendang Small and Medium Industry Centers (IKM) in Padang Kaduduak, North Payakumbuh District, Payakumbuh City

	Strategy					
	1	2	3	4	5	6
	Expired date of the old rendang	Rendang product that has a distinctive taste of West Sumatra Minang	Improvement of facilities and infrastructure	Counseling on IKM centers for independent producer SMEs	Maintaining the quality of the ingredients	It is necessary to develop business from industry, trade, cooperatives, small and medium enterprises
	TAS	TAS	TAS	TAS	TAS	TAS
Strength						
Weakness						
Opportunity						
Threat						
Total	6,37	6,01	7,83	6,66	6,63	6,114

Source: primary data analysis 2022

Based on table 6 of the QSPM matrix above, the priority strategies for the Development of Small Industry Centers can be ranked and Medium (IKM) rendang in Padang Kaduduak, North

Payakumbuh District, Payakumbuh City as shown in table 7 below:

Table 7. Strategi Prioritas

STRATEGY	7,83	Improvement of facilities and infrastructure
	6,66	Counseling on IKM centers for independent producer SMEs
	6,63	Maintaining the quality of the ingredients
	6,37	Expired date of the old rendang
	6,114	It is necessary to develop business from industry, trade, cooperatives, small and medium enterprises
	6,01	Rendang product that has a distinctive taste of West Sumatra Minang

Source: primary data analysis 2022

Table 7 above shows the main priority strategies implemented by IKM Rendang. Improving facilities and infrastructure, then advising on his IKM center for independent manufacturing SMEs, then maintaining Rendang's quality, Rendang's old expiry date. Develop a cooperative trade industry of small and medium enterprises and rendang products with the unique taste of Minang West Sumatra.

The Rendang Small and Medium Industry Center (IKM) is an incubation program that was built by the Payakumbuh City Government to embrace all SMEs producing rendang in Payakumbuh City to produce their rendang in a joint production house, to create the Payakumbuh City Government's goal of making Payakumbuh a city of rendang or "city of rendang". The rendang IKM center Padang Kaduduak, North Payakumbuh District, Payakumbuh City can produce nine types of rendang including beef rendang, beef lung rendang, beef lung rendang, dried beef rendang, mushroom rendang, shredded chicken rendang, tuna rendang, shredded beef rendang, egg rendang, and pasta. rendang. The production results are given a trademark by the rendang IKM center "KOSERO" or "Cooperative Sentra Rendang Payo".

From the results of the analysis, it is possible to derive a sustainable competitive advantage strategy: 1) Improvement of facilities and infrastructure: In increasing maximum production, rendang Small and Medium Industry (IKM) centers must improve facilities and infrastructure in the form of production sites, production equipment, furniture and other physical capital related to the production of rendang. So if there are quite a lot of orders with the number of rendang SME members increasing, the production house can accommodate all orders received by rendang SMEs. 2). Counseling on IKM centers to independent producer SMEs: In increasing membership in the rendang Small and Medium Industry (IKM) center in Padang Kaduduak, North Payakumbuh District, Payakumbuh City, there is a need for counseling about the IKM center itself, where the IKM center is a forum for SMEs producing rendang to produce rendang in a joint production house, then market together, so that the achievement of the Payakumbuh Government's goal of making Payakumbuh City a "city of rendang" or "city of rendang". This, makes consumers both domestic and foreign feel curious to visit the IKM center of Payakumbuh City and the

increasing demand for the rendang. The benefits of things that will happen in addition to the famous area, regional income will also increase, and the demand for such products can penetrate modern and international markets. 3). Maintaining the quality of rendang: When consumers want to buy a type of product, what will be considered is the quality of the raw materials of the goods. The Small and Medium Industry Center (IKM) for rendang in Payakumbuh City must prioritize the quality of the raw materials used to produce the rendang, such as beef. For meat and processed meat products, the quality of meat is determined by the quality of its nutritional content, its lean meat-to-fat ratio, and its palatability, including its appearance, texture (juiciness and tenderness), and flavor. Visually, meat quality is judged by color, marbling, and water-holding capacity. Thus, rendang meat can be exported to international markets. 4). Expired date rendang long: Rendang is a dish that is known to be durable. With a cooking process that takes a long time, a mixture of spices used as food preservatives and equipped with packaging sterilization technology which is heated in a vessel at a temperature of 121.1 degrees Celsius for 30 minutes making rendang last longer for up to two years. 5). It is necessary to develop business from industry, trade, cooperatives, and small and medium enterprises: The government needs to carry out business development for independent rendang SMEs that are less operational so that they are interested in becoming members of the rendang IKM center so that the increasing number of members of the IKM center will increase the number of products produced by the rendang IKM center, Padang Kaduduak, North Payakumbuh District, Payakumbuh City. 6). Rendang product that has a distinctive taste of West Sumatra Minang: In maintaining the existence of rendang in Payakumbuh in modern and international markets, the spices used as ingredients for making rendang must be maintained because the taste of these spices is what attracts consumers to make requests for rendang. The same is true of consumer demand in the International market, where more demand for rendang pasta because for them the quality of domestic meat is different from that of foreign countries.

As a result of this study In the SPACE matrix, the Cartesian diagram is in quadrant I, and the organization/company is in excellent stability, so in this case, the business will likely continue to grow and expand. Some strengths can take advantage of opportunities and opportunities. The strengths and opportunities are the results of the expiry date of old rendang and rendang products with the unique taste of West Sumatra Minang and the priority strategy analysis using the QSPM matrix revealing the main priority strategies to be implemented by IKM. Rendang, facilities, and infrastructure improved, advice on IKM Center for independent manufacturing SMEs, maintenance of Rendang quality, expiry date of old Rendang, industrial, commercial, cooperatives, SMEs and enterprises need Rendang products Promoted, having a unique taste of West Sumatra Minang.

Contributions or proposals for the development of Rendang Center for SMEs (IKM) in Padang Kaduduak, North Payakumbuh District, Payakumbuh City are as follows:

- a. In the development of the Rendang Center for SMEs (IKM), by first paying attention to the human resource (HR) element and providing continuous guidance to both business owners/SME producers and workers, skills and skills should be improved. Improve the quality of human resources;
- b. To support the success of business development, the Government should improve facilities and infrastructure or other physical capital related to production in the Rendang IKM center so that a conducive business climate can be created;
- c. Rendang Small and Medium Enterprise (IKM) Center located in Padang Kaduduak, North Payakumbuh District, Payakumbuh City to maintain existing strengths, minimize weaknesses, seize existing opportunities, and counter future business threats. It is recommended that you become Penetrate the modern market. internationally as well;
- d. SMEs producing rendang should make more use of the IKM center which was established by the Payakumbuh City Government and aims to introduce the region to the modern market to the international market by producing quality rendang products, as well as having a distinctive Minang West Sumatran taste.

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