



## Strategies for Increasing Internationalization In Furniture Smes In Lamongan Regency

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### ABSTRACT

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This study discusses the opportunities, challenges, strengths and weaknesses of furniture SMEs in Lamongan Regency. The results of the Assessment will be used as a basis for developing an internationalization improvement strategy. The analysis used in this research is SWOT analysis and external internal matrix. The results showed that furniture SMEs in Lamongan Regency had strengths and good opportunities in improving their international performance. Based on the existing environment, these SMEs are in a determined position (carefully). Therefore, a suitable business strategy to be developed is a product development strategy by focusing on developing product diversification, differentiating, branding of products, maximizing cooperation in shipping goods, and increasing the number of alternative suppliers, in order to improve international quality..

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## 1. Introduction

Small and Medium Enterprises (SMEs) have an important and strategic role in advancing the national economy (Moloud et al., 2016; Ayandibu and Houghton, 2017; Chimucheka, 2013). The important and strategic role of SMEs can be seen clearly through their contribution in expanding and equalizing business opportunities, absorbing labor, and accelerating regional and national economic growth (Okpara, 2011; Chandrarin et al., 2018; Tricahyadinata, 2013). SMEs with their various advantages have also grown deep in foreign markets by investing in the development of their own brands (Chelliah et al., 2010). Therefore, SMEs deserve to be taken into account in the international market (Cahyadi, 2015). Internationalization also allows SMEs to survive in the midst of intense competition (Assaf et al., 2012; Click and Harrison, 2000; Goerzen and Beamish, 2003; Hsu and Pereira, 2008).

One of the well-known and recognized SME's in the international market is the furniture SME in Lamongan Regency, East Java Province (Nina, 2014). Currently, furniture SMEs in Lamongan Regency not only sell their products domestically, but also sell their products to many countries. The countries that are the export destinations of Lamongan Regency's furniture products include the Malaysia, Singapura, Sweden, Australia, France, Canada, England, and several other countries (Gayatri and Setiawina, 2016).

Although the contribution of SMEs to development is generally recognized, but entrepreneurs are always faced with many obstacles that limit the growth and viability of their business (Garcia et al., 2018; Okpara, 2011; Tang and Hull, 2012; Nieto et al., 2015; Gentry et al., al., 2013). Evidently, based on information from preliminary research by conducting interviews with four furniture SME businessmen in Lamongan Regency, information was obtained that currently furniture SMEs in Lamongan Regency have experienced a decline in the level of internationalization which is reflected in the decline in export sales.

The success or failure of internationalization for SMEs is certainly caused by many factors (Zhang et al., 2016; Knight and Liesch, 2016; Dimitratos et al., 2016). These factors consist of the company's external and internal factors (Arsic et al., 2017; Budi et al., 2016; Verjel and Schmid, 2015). External factors can provide opportunities and vice versa can be a threat. Internal factors can be a source of strength or even a



source of company weakness (Khatri and Metri, 2016; De et al., 2018; Bhamra et al., 2018; Frese et al., 2016). Based on opportunities, threats, strengths and weaknesses, companies can develop suitable business strategies in order to improve performance achievements, especially increasing internationalization (Carlsen, 2011; Antony, 2012; Helms et al., 2011).

Studies on business strategy formulation based on SWOT analysis have been widely studied by previous researchers, including (Rangkuti, 2014; Zhang et al., 2016; Knight and Liesch, 2016; Dimitratos et al., 2016; Khatri and Metri, 2016; De et al., 2018; Bhamra et al., 2018; Frese et al., 2016). According to Rangkuti (2014) SWOT analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats and can be used to formulate corporate strategy. Based on these problems, the purpose of this study is to identify opportunities, threats, strengths, and weaknesses, which are owned by furniture SMEs in Lamongan Regency and to develop suitable business strategies to increase the internationalization of furniture SMEs in Lamongan Regency.

SWOT analysis is an analysis that discusses the strengths, weaknesses, opportunities, and threats that are most often used in strategic planning (Rangkuti, 2014; Zhang et al., 2016; Knight and Liesch, 2016; Bhamra et al., 2018; Frese et al., 2016; Helms et al., 2011; Babaesmailli et al., 2012; Busaidi, 2014). Researchers in strategic management agree that SWOT analysis provides the basis for realizing the desired alignment of organizational problems (Evans and Wright, 2009; Rangkuti, 2014; Zhang et al., 2016; Bhamra et al., 2018; Frese et al., 2016); Helms and Nixon, 2010; Antony, 2012; Wang and Ma, 2018; Yuksel, 2012). The strategic formulation process is carried out through three stages of analysis, namely the input stage, the analysis stage, and the decision-making stage.

According to Weihrich (1982), revealed that the magic of SWOT is the matching of specific internal and external factors, which creates a strategic matrix, which makes sense; internal factors are within the control of the organization and external factors are beyond the control of the organization. The four combinations are called SO (Strength-Opportunity), WO (Weakness-Opportunity), WT (Weakness-Threat), and ST (Strength-Threat).

External Factors Analysis Summary (EFAS) and Internal Factors Analysis Summary (IFAS). According to Hannah et al. (2011), External Factor Analysis Summary relates to social, technological, economic, environmental, and political perspectives that can be identified through brainstorming among strategy makers in the company. The external factors that are favorable to the organization are the opportunities and those that are not favorable are the threats. According to Hannah et al. (2011), Internal Factor Analysis Summary, relates to the company's internal weaknesses or strengths that can be changed, controlled, or manipulated by the company. An IFAS matrix can be made to find out which internal factors are considered relatively important and less important which are the company's strengths and weaknesses and should be prioritized in considering strategic decisions.

Internationalizing allows SMEs to survive in the midst of intense competition (Assaf et al., 2012). Internationalization is defined as the degree to which a company engages in international business. These include exports, the presence of foreign subsidiaries, share ownership by foreigners and the appointment of foreigners in the organizational structure (Chelliah et al., 2010). The reach of internationalization for SMEs refers to the extent to which the area can be reached by SMEs around the world (Lu and Beamish, 2001).

Internationalization comprises many activities including exports, licensing, and Foreign Direct Investment (FDI). Seeking opportunities and selling in foreign markets are the most frequent and important activities of companies that are just starting to internationalize (Filatotchey et al., 2001; Zhou et al., 2009, Hashim and Hassan, 2008).

Exports are an important means or as a way to increase the internationalization and globalization of companies (Zhao and Zou, 2002; Wang and Ma, 2018). Exporting is a relatively easy and fast way for SMEs to enter foreign markets because companies do not have to deal with the complexities of setting up foreign subsidiaries (Lu and Beamish, 2006). Through exports, companies not only gain quick access to foreign markets at very little capital cost but also have the opportunity to gain valuable international experience that can be used as a springboard for future international expansion (Dikova et al., 2016). To carry out export activities, of course, still pay attention to the right business strategy. Business strategy has many options.

## 2. Method

This research was conducted on furniture SMEs in Lamongan Regency. The sample consists of four SMEs that have internationalized their business, at least exporting. Respondents are managers and strategic decision makers in these SMEs. Collecting data using a questionnaire with an answer column containing a size of 5 levels of the Likert Scale. Analysis of the internal environment uses a variable approach to the marketing mix, namely product, price, place and promotion, while the analysis of the external environment is by observing the macro and industrial environment. The data analysis technique used is SWOT analysis, the results of which are summarized in the External Factors Analysis Summary (EFAS) table and the Internal Factors Analysis Summary (IFAS) table. Respondents as business strategists provide their perceptions of the weight (the magnitude of the influence of each factor) and provide a rating to describe the type of influence, and calculate the total weighted value which is used as a basis for determining opportunities or threats from the results of the external environmental analysis (EFAS). and the strengths or weaknesses of the results of the internal environmental analysis (IFAS).

## 3. Result and Discussion

Respondents consist of four furniture SMEs in Lamongan Regency who are represented by business owners who are also business strategic decision makers. The location of SMEs is spread in various areas in Lamongan Regency including: Paciran, Maduran, Ngimbang, Mantup and Lamongan city. Countries that are export destinations include Malaysia, Singapore, and Australia. The internal and external factors owned by Furniture SMEs in Lamongan Regency are as shown in Table 1 and Table 2. Based on the IFAS - EFAS matrix, the total IFAS score is 3.65 and the EFAS score is 3.54 and is transferred to the IE matrix. Its position can be seen in table 1.

**TABLE 1**  
STRENGTHS AND WEAKNESSES OF FURNITURE SMES IN LAMONGAN DISTRICT

No.	Internal Strategic Factors	Weight	Rating/Rating	Weighted Value	Information
1	Diversity of products sold	0.07	3	0.21	Weak
2	Quality of products sold	0.12	4	0.48	Strong
3	Product design	0.13	4	0.52	Strong
4	Product branding	0.05	2	0.10	Weak
5	Price flexibility	0.10	4	0.40	Strong
6	Payment system flexibility	0.10	4	0.40	Strong
7	Maximizing the use of information technology	0.05	2	0.10	Weak
8	Direct selling	0.10	4	0.40	Strong
9	Store location	0.10	4	0.40	Strong
10	Have many sales intermediaries	0.10	4	0.40	Strong
11	Collaborating on delivery	0.08	3	0.24	Weak
		1.00		3.65	

Source: Data Processing Results

**TABLE 2**  
STRENGTHS AND WEAKNESSES OF FURNITURE SMES IN LAMONGAN DISTRICT

No.	External Strategic Factors	Weight	Rating/Rating	Weighted Value	Information
1	There is a new competitor	0.09	3	0.27	Threat
2	There are substitute products	0.09	3	0.27	Threat
3	Market demand development	0.15	4	0.60	Opportunity

4	Number of suppliers	0.13	3	0.39	Threat
5	Lamongan government regulations regarding exports	0.15	4	0.60	Opportunity
6	Currency exchange rate stability	0.15	4	0.60	Opportunity
7	Information technology development	0.09	4	0.36	Opportunity
8	Transportation (convenience in sending goods)	0.15	3	0.45	Threat
		1.00		3.54	

**TABLE 3**  
STRENGTHS AND WEAKNESSES OF FURNITURE SMES IN LAMONGAN DISTRICT

		Very strong 4.00-5.00	Strong 3.00-3.99	Weak 2.00-2.99	Very weak 1.00-1.99
<b>Total External Strategy Score</b>	Very Chance 4.00-5.00	I GROWTH (Concentration through vertical integration)	II GROWTH (Concentration through horizontal integration)	III STABILITY (with internal concentration)	IV RETRECHMENT (Turn around with Down sizing)
	Odds 3.00-3.99	V GROWTH (Quickly)	VI GROWTH (Careful)	VII STABILITY (With internal integration)	VII RETRECHMENT (collapse)
	Threatening 2.00-2.99	IX GROWTH (Concentric diversification)	X GROWTH (Concentric diversification)	XI STABILITY (Conglomerate diversification)	XII RETRECHMENT (Bankruptcy and liquidation)
	Very Threatening 1.00-1.99	XIII GROWTH (Concentric diversification)	XIV GROWTH (Concentric diversification)	XV STABILITY (Conglomerate diversification)	XVI RETRECHMENT (Bankruptcy and liquidation)

Based on table 3 (Internal–External Matrix) it can be stated that the furniture SMEs in Lamongan Regency are in a growth position (with caution). The growing position is certainly supported by the internal conditions of SMEs which have several strengths. These strengths include being able to sell quality products, having unique product designs and Lamongan characteristics, being very flexible in price agreements and payment systems so that it is very possible for buyers to bargain prices. Another strength is that this SME is in a strategic location that allows for direct direct sales on a regular basis, further boosted by having many sales intermediaries that can increase sales. Of course, these forces are able to improve the performance of internationalization so that it is in a position of growth.

The growth experienced by furniture SMEs in Lamongan Regency is still classified as a cautious phase. This is due to weaknesses that must be addressed in order to improve internationalization performance. The weaknesses are that the products sold are still less diverse and even tend to be similar and the same as their competitors, the majority of SMEs do not do branding on their products, and do not make maximum use of information technology, especially for marketing activities, and have not maximized cooperation in shipping goods. Therefore, it is undeniable that the weaknesses of SMEs are what make them in a phase of cautious growth. In the future, furniture SMEs in Lamongan Regency should promote through social media.

Furniture SMEs in Lamongan Regency must be able to increase their growth by taking advantage of existing opportunities. As for these opportunities, namely the development of demand in the market where the products that consumers want are not only limited to artistic handicraft products, but also wood products for daily activities. Other opportunities are government regulations that encourage the increase and ease of



export of goods, stability of currency exchange rates, the rapid development of information technology that can be used to support businesses such as in the marketing sector. Of course, these opportunities must be utilized to improve internationalization performance. The growth phase (caution) experienced by furniture SMEs in Lamongan Regency is also caused by the threats it faces. The threats include the emergence of new entrants and the spread of substitute products, the number of suppliers is sometimes limited, and access to delivery of goods is still not maximized. Of course this is a threat and a sign of caution for SMEs in order to anticipate existing threats. Based on the (cautious) growth position experienced by furniture SMEs in Lamongan Regency, it is very necessary to develop strategies that can support better growth which of course also encourage increased internationalization performance.

#### **4. Conclusion**

From the description above, the researcher concludes that Islamic economics has many advantages because the legal basis comes from the Al-Qur'an and Hadith, even in some cases Islamic economics is able to survive in the midst of multi-crises that befall Indonesia. Apart from that, in the process of monopolistic practice and unfair business competition there are also many arguments which basically prohibit monopolistic practices and unfair business competition, this should be of particular concern to several parties such as; government, KPPU, academics or even researchers so that Islamic economics can be recommended as a superior instrument in minimizing monopolistic practices that are detrimental to society. Researchers also believe that if the Islamic economic instrument is applied, public trust (trust) will increase, because it is part of the potential of the majority of religions adhered to by the Indonesian population. The existence of law number 5 of 1999 has certainly provided a sense of security to business actors from monopolistic practices and unfair business competition, the form of law number 5 of 1999 also gives a message that the government through an authorized institution (KPPU) is present in an effort to control its existence. all kinds of violations that intimidate many people and benefit a few, such as monopolistic practices and unfair business competition. Researchers are also grateful to Ristekdikti for funding this research, this support is certainly very meaningful for researchers in the development of research related to the development of the Islamic economy, to the rectorate and LPPM Unisda who have supported this research. We also thank you. Hopefully all of this support can become a spirit and motivation to be able to do better research and dedication.

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