

Your Business Network Depends on Your Business Analysis Ability



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ABSTRACT: Indonesia is an agricultural country. The Central Bureau of Statistics recorded that the farming profession reached 9,749,093 people. Particularly in Tuban district, East Java, dominated by rice commodity farmers with a total of 134,263 people, followed by corn commodity farmers with 81,974 people. Thus, of course, it will create a distribution chain that supports the development of the rice and secondary crops distribution business. One of the many rice and secondary crops companies is UD. Plain Bajag . Distribution companies such as UD. Bajag Polos prioritizes large turnover and volume of goods. Because the number of margins is not large, efficient management is needed so that the company can continue to grow by conducting a SWOT analysis. The method used in this study uses qualitative research, a phenomenological approach with model methods Simple Research Design with triangulation theory . The research subject is the owner of UD. Bajag Polos, with a research locus in Temayang Village , Kerek District, Tuban Regency. In this study it was found, the method of UD. Bajag Polos to maintain the company so that it continues to grow, namely in a special way, such as providing capital loans to supplying farmers , buying all agricultural products without exception, having substitute products , embracing similar competitors and marketing both retail and wholesale on a large scale. By taking a family approach to supplier farmers and embracing competitors, it will generate business opportunities or strengths, coupled with substitute goods and widespread marketing, making UD. Bajag Polos survives and thrives.

KEYWORDS: Distribution, Management, SWOT, Rice and Palawija Business

I. INTRODUCTION

Apart from being a maritime country, Indonesia is an agricultural country. Why is that so, because Indonesia's population working in the agricultural sector is indeed quite large The Central Bureau of Statistics recorded in its publication regarding the condition of workers in Indonesia who work as farmers reaching 9,749,093 people. So do not be surprised if the agricultural sector is able to create jobs and provide livelihoods. The Central Bureau of Statistics noted that the performance of agricultural exports in June 2022 experienced an increase of 23.30 percent calculated on a monthly basis and 11.69 percent calculated on an annual basis. (BPS, 2023).

Especially in Tuban district, East Java. Dominated by rice commodity farmers with a total of 134,263 people, then corn commodity farmers 81,974 people. Meanwhile, the rice plantation area is 143,236 hectares and corn is 155,571 hectares (huda, 2022). Of course with such a large number it will create a large agricultural commodity distribution chain. One of the companies engaged in the distribution of rice and secondary crops is UD. Temayang , which is located in Temayang Village , Kerek District, Tuban Regency, East Java.

UD. Bajag Polos according to the criteria based on law number 20 of 2008 concerning micro, small and medium enterprises. Referring to article 6 paragraph (2) is included in the small business category (Zahra, 2022). This family company is engaged in the distribution of rice and secondary crops located in Tuban district. What is meant by palawija are non-rice crops, such as corn, green beans, peanuts, soybeans, tubers. This rice and secondary crops distribution business has quite high profit potential, because the food industry requires raw materials from distributors of these agricultural commodities. Farmers' interest in growing corn influenced by the selling price of its substitute, namely, the type of (Kadir and Kes, 2022). So the substitution of corn is generally of this type nuts. The grain distribution business is quite a business venture profitable. This is because, the second characteristic the industry.

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Wilayah Kecamatan	Luas Panen Palawija (Hektar)											
	Jagung		Kedelai		Kacang Tanah		Kacang Hijau		Ubi Kayu		Ubi Jalar	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Kenduruan	2164	3082	-	-	29	20	22	-	252	170	6	23
Bangilan	2787	3558	45	-	-	-	38	25	-	-	-	-
Senori	3775	4279	26	2	-	-	8	2	17	25	-	-
Singgahan	4237	3784	233	66	5	-	3	-	19	27	-	-
Montong	14115	16215	-	-	3545	7838	-	-	408	434	-	-
Parengan	9849	9114	1	-	-	7	80	21	150	175	25	6
Soko	6606	7534	3	7	8	17	183	270	34	27	30	30
Rengel	5096	3904	4	2	52	-	110	85	65	48	2	3
Grabagan	7630	7517	-	-	289	238	13	-	141	175	-	-
Plumpang	1990	2865	473	20	96	43	20	7	2	15	10	9
Widang	2138	1268	-	-	59	-	-	-	15	16	-	-
Palang	4535	5206	-	-	2874	2737	-	-	-	-	-	-
Semanding	11040	11716	227	1	4351	5325	60	50	-	-	-	-
Tuban	820	803	-	-	231	171	-	-	-	-	-	-
Jenu	5456	8076	-	-	1881	755	21	36	53	316	24	-
Merakurak	6271	6821	-	-	2425	3282	27	5	194	59	-	-
Kerek	13721	14013	-	-	1800	765	-	13	192	-	-	-
Tambakboyo	6241	5556	-	-	1188	690	163	102	199	279	-	-
Jatirogo	1849	5085	65	-	-	29	125	100	-	453	115	190
Bancar	2314	2596	-	-	817	1194	7	-	51	84	-	-
Kab. Tuban	112634	122992	1077	98	19650	23111	880	716	1792	2303	212	261

Source: BPS, 2023

The food industry is an industry that always needed by everyone so that rotation the goods are quite fast and the profit margins are good large enough. Meanwhile, the distribution industry in general prioritizing the turnover of goods and sales volume, but the distribution business requires efficient management because the margin is not big. Hence, the combination both of these industries produce a turnover of goods that are fast and big enough margin (Kumar and Sharman, 1992).

The distribution business prioritizes large turnover and volume of goods, but with not large margins, so it requires efficient management, by carrying out UD's typical business methods. Bajag Polos, so that supply farmers remain loyal in selling their agricultural products to UD. Bajag Polos .

Management is the process of working with people and resources to accomplish organizational goals. Manager both do things effectively and efficiently. Effective is to achieve organizational goals. Efficient means achieving goals with minimal wastage of resources (Bateman and Snell, 2019). Accomplish organizational goals through planning, (Nearchou et al., 2018). Strategic Management is the art and science of making, implementation, and evaluation of inter-functional decisions enable an organization to achieve its goals. In accordance definition of strategic management focus on integrated management, marketing, finance/accounting, production/operations, research and development, and information systems for achieving organizational success (David, 2011).

Strategic Management is a collection of decisions and actions which produces the formulation and design plan implementation to achieve company goals (Nuntamanop et al., 2013). Internal analysis is a way to see capabilities the company's strengths and weaknesses. According to David, (2011) All organizations have strengths and weaknesses in the functional areas of business The process for conducting an internal analysis is collect, assimilate, and evaluate from management finance, marketing, production, and research and development.

Therefore internal analysis is used functional analysis which consists of four functions, namely: function marketing, finance function, production and operations function, and human resource function. External analysis is a way to see the environment organization. There is a tool to view the organizational environment comprehensively using Five Porter Analysis. According to David, (2011) external analysis is to develop a limited list of opportunities that can provide benefits to organizations and threats which should be avoided. Limited list means analysis externals do not target painstaking developments but identify the key variables that can provide active response.

This study aims to describe the management company, analyze the situation and internal conditions and external, make a SWOT analysis, and formulate alternative strategy for development of grain distribution business at the UD. Bajag Polos Tuban Regency, East Java.

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II. THEORITICAL REVIEW

A. Internal Analysis of Management Functions in Business Functions

Internal analysis Yang et al., (2022) uses the overall business function analysis method. In analyzing its business functions, the company is divided into four business functions, namely:

1. Marketing Function

The activities of the marketing function consist of various activities, namely: planning, products, market share and segmentation, customer analysis, customer service, customer loyalty, pricing strategies, sales techniques (promotions and Ways of selling), the effectiveness of sales techniques, market research, distribution channels, communication and supervision.

2. Finance Function

Activities in the financial function, namely: budget planning, investment planning, long-term debt management, cash flow management, short-term funding, tax payments, communication and supervision.

3. Operational Function

Activities are planning goods quality standards, work process flow, work capacity, communication, inventory control, work process flow control, and quality control.

4. Human Resources Function

Activities in human resources are the recruitment process, job design (job specifications and jobs description), compensation, loyalty, employee turnover, training, delegation, work standards, motivation, communication, supervision and feedback.

B. External Analysis

External analysis Vining, (2011) using the Five method forces Porter The analysis consists of 5 parts, namely:

1. Threat of New Entrants

Indicators of economies of scale, product differentiation, capital requirements, access to distribution channels, government regulations and advantages other than economies of scale.

2. Similar Competition Intensity

Indicators for the intensity of similar competition are the number of similar competitors, industry growth, product characteristics sold, diversity of competitor and entry strategies and exit barrier.

3. Bargaining Power of Suppliers

Bargaining power indicators of suppliers are the number of suppliers, supplier products and the cost of changing suppliers.

Bargaining Power of Buyers

Indicators of buyers' bargaining power are the products bought by buyers, the level of information buyers have, and the cost of replacing buyers.

4. Substitution

An indicator of the threat of substitution is existence substitutes and advantages.

C. Strength Analysis Weaknesses Opportunities and Threats

Strength Analysis Weaknesses Opportunity and Threat (SWOT) Hay and Castilla, (2006) is carried out by looking at the data that has been obtained from the company's external and internal analysis. SWOT analysis is carried out by creating a SWOT matrix consisting of SO, WO, ST, and WT. Every good thing in the internal analysis will be turned into a strength and every weakness in the internal analysis will be turned into a weakness. Likewise with external analysis, every good thing will be turned into an opportunity and every bad thing will be turned into a threat.

D. Strategy Formula

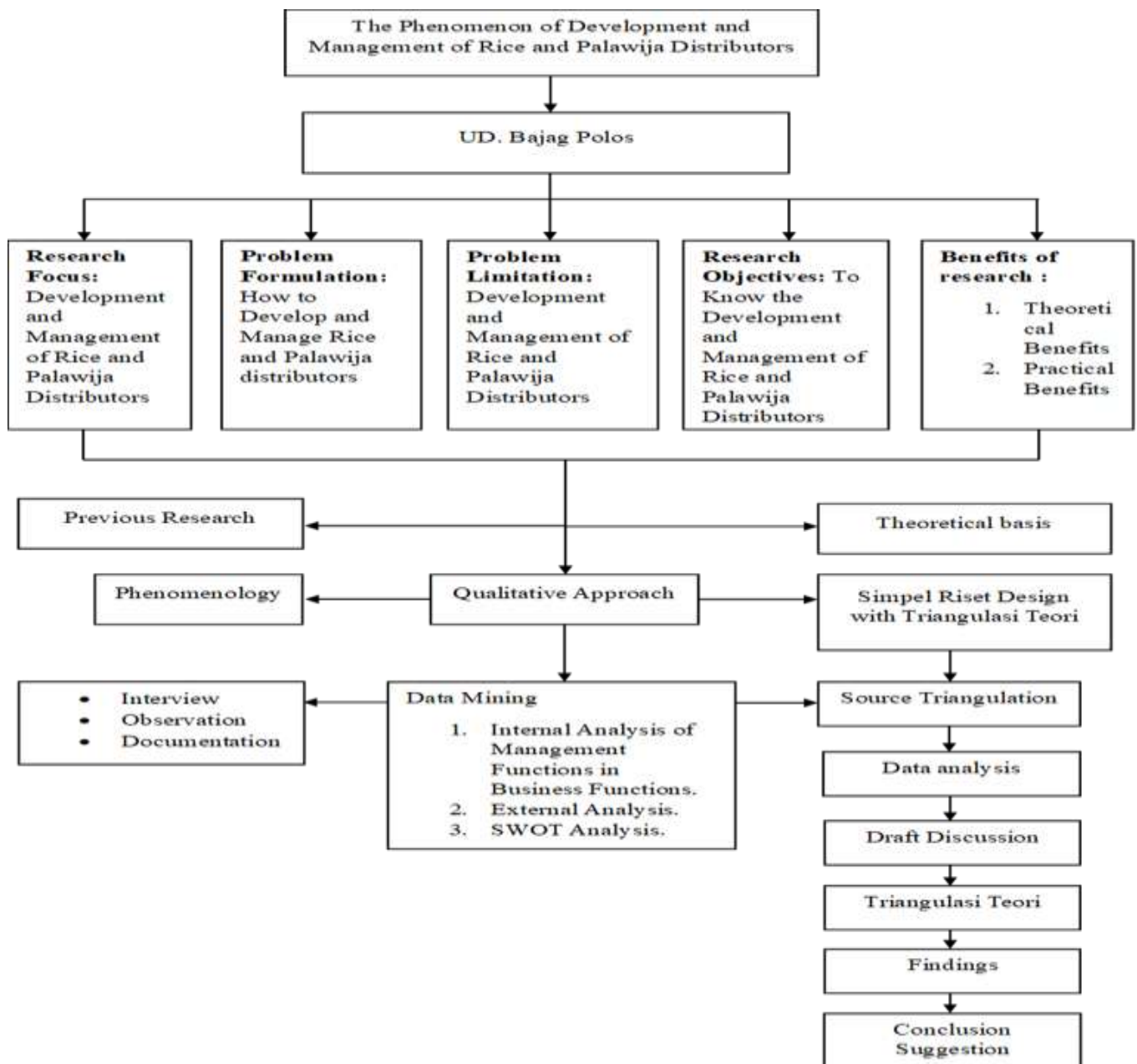
Strategy formulation using Porter generics strategy, Akan et al., (2006), after seeing the results of the Strength matrix Weaknesses Opportunity and Threat (SWOT), the strategy formulation is made using Porter's model generics strategy. In Porters generics strategy strategy is divided into three overalls cost leadership, differentiation, and focus.

III. RESEARCH METHODS

In this study, the research method used by researchers is using qualitative research (Rukajat, 2018), a phenomenological approach (Rahardjo, 2017). With the Methods model Simple Research Design With triangulation theory. Simple qualitative research can still be compiled without having to carry out lengthy discussions but can still be accounted for (Rofiah and Bungin, 2021). When modifying a model from a simple design, to a simple design model with theoretical/ simple triangulation research design with triangulation theory (Bungin, 2018). There are 7 main steps, namely:



Source: (Rofiah and Bungin, 2021) Simple Design Research Model with Theory Triangulation



Picture: Research Thinking Flow

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IV. ANALYSIS UNITS

The unit of analysis in this study is to use purposive snowball sampling, namely determining the sample with consideration of certain criteria that have been made for the object in accordance with the research objectives. Analysis unit from study This is UD owner. Bajag Polos as taker decision, section distribution, Farmers supplier rice, farmer supplier palawija .

V. LOCUS AND RESEARCH TIME

Research activities were carried out in January – May 2023 for about 6 months. The research locus is UD. Bajag Polos in Temayang Village, Kerek District, Tuban Regency. The location of the research was done purposively. The considerations for choosing UD. Bajag Polos, because it is a distributor of crops and rice which has been operating for more than 20 years, since early 2000.

VI. RESEARCH SUBJECT

Research subjects are described as people who are observed as research targets (van der Bend et al., 2022). Moleong, (2010) defines research subjects as informants who have backgrounds in accordance with research backgrounds that are used to provide information about situations and conditions. Based on this description, the researcher determined Owner UD. Bajag Polos, distributor section, farmers supplying crops, farmers supplying rice.

VII. INFORMANT DETERMINATION TECHNIQUES

Purposive technique is a technique for taking sources where the researcher selects valid sources who according to him have in-depth information that can be used as research data and can be trusted. The sources consist of:

Key Informants: The key informant is someone who participates directly inside or outside the company, which will later have an influence on the running of the company's business. The first informant in this study was the owner of UD. Bajag Polos, Masdar. The second key informant is Tumiyati . The third informant is Yoni Thomas Dedi Setiawan.

1. Owner UD. Bajag Polos, Masdar
2. Manager UD. Bajag Polos, Tumiyati .
3. Warehouse, Yoni Thomas Dedi Setiawan.

Participant: Participants are subjects who have the ability to provide information related to the research topic (Moleong , 2013), namely: information from consumers and suppliers of rice and pulses commodities in the company impartially, so that information is not made for or by the company owner or also called real information. Participants to strengthen data or saturated data, will add actual data from parties outside the scope of UD. The Polos Bajag are participants: Mr. Masdar from UD. Bajag Polos and sellers/depositors of rice or crops to UD. Bajag Polos, as complementary data to obtain saturated data.

1. Supply farmer, Haris.
2. Farmer supplying crops, Warsio .

VIII. DATA ANALYSIS METHOD

According to Sugiyono (2016) data analysis is critical in the qualitative research process. In analyzing qualitative data, there is no single approach to data analysis. Activities in qualitative data analysis are carried out interactively and continuously until complete, so that the data is saturated. The measure of data saturation is indicated by the absence of new data or information.

In this study, the data analysis used was the Procedure Data Analysis Manual (MDAP) by Rofiah, (2023). According to Rofiah, (2023) the proposed data analysis method is comprehensive and systematic but not rigid; provide space that designs intuition and creativity as optimally and maximally as possible. This method takes the researcher out of isolation and the analysis process is seen as a team activity rather than as a purely individual process.

- MDAP consists of elements of diaries (notes), transcripts , coding , themes, categorization and memos.
- MDAP accommodates the researcher's understanding of the data analysis performed.
- For participatory research , MDAP provides more space for researchers to develop themselves in the field.
- to researchers because what is done is understood holistically .
- MDAP can adapt to the habits of researchers.

The analysis process begins immediately after the first interview and continues until the data saturation point has been reached. The analysis process consists of 4 parts:

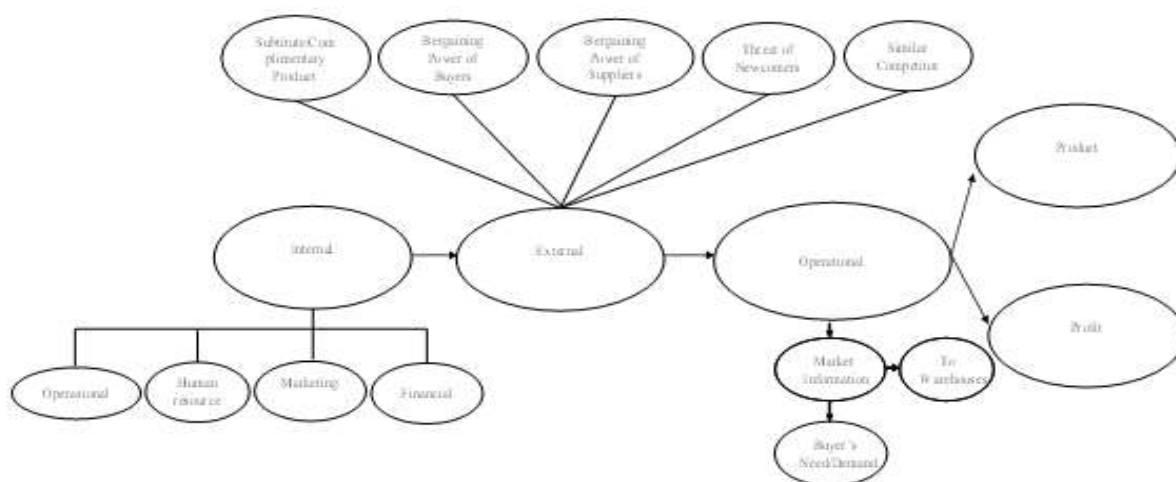
1. Preparation of the coding process.
2. Categorization process.
3. The process of determining the theme.
4. The process of forming scrap.

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From the explanation above it can be concluded that qualitative research is a new finding, in another sense the findings are still vague or unclear. Here the researcher tries to clarify by using a theory that has been tested for its success, then the researcher analyzes the new findings so that they become clear by using the Procedure Data Analysis Manual (MDAP) (Rofiah, 2023).

IX. RESULTS AND DISCUSSION

UD. Bajag Polos is a family company whose products are rice and secondary crops as well as karak, cassava and dedek/katul as by-products. As for what is intended as palawija are non-rice agricultural products, such as corn, peanuts, green beans, cashewnuts, white sticky rice and black sticky rice, and tubers. This company carries out a series of marketing starting with collecting these agricultural products from farmers in the village of Temayang and its surroundings by establishing trading posts as points of collection/collection of goods. After collecting/collecting the amount according to the specified quota, then the goods are immediately sent to small, medium and large/industrial warehouses, and some are also supplied as animal feed in a number of farms.



Picture 3 : PROPOSITION

Since its establishment in 2000, UD. Bajag Polos uses personal money as business capital.

"Yes, I am currently or used to use my own capital. In the beginning, it was mediocre or a little bit like that. Anyway, how much merchandise did we get, so we sold it for the next day to buy more goods, and so on, so over time, we were able to walk." (Masdar, 2023)

There is an interesting story based on the results of an interview with Mr. Masdar as the owner of UD. Bajag Polos, in the early years the investment in this business was not necessarily successful. A year later, he experienced bankruptcy, so Mr. Masdar decided to work abroad. Until 2002, this palawija business was resumed and produced results.

"I also had time to run, yes, not run, yes, what did we want ... yes, we tried our luck to run abroad, abroad it turns out that our fate was also unfortunate there, it didn't live up to expectations. In the end, yes, we start from zero again, trading from zero again. Thank God, it turned out that there was a rather rapid development, that was around 2002." (Masdar, 2023).

Mr. Masdar as the owner of UD. Bajag Polos conducts its business operations in a unique way. Starting from the relationship between Mr. Masdar and his network of farmers, he provided capital to his farmers to start planting. Apart from that, Mr. Masdar also provided loans for the personal needs of these farmers and also for harvesting needs and their sequence.

Furthermore, during the harvest period, the farmers will sell/direct all their crops to UD's trading posts. Bajag Polos scattered in several villages around the village of Temayang.

"Yes, for example, if you want seeds, buy fertilizer. If it's dry, the name of the gold farmer sometimes needs to eat too, right? We have the rice, so we give it, how many kilos of rice do we need, how many quintals, if we have it, we'll still give it. If you want to harvest, that's also asking for funds for the harvest, then we will collect the results and give them to us." (Yoni, 2023)

After the agricultural products are collected at the trading post, the next process will be sorted based on the level of moisture content and quality. If it is felt that the water content is dry enough and/or the quality is sufficient, then the goods can be immediately sold/shipped to the buyers on the same day. However, if the water content is felt to be lacking, it needs to be stored in a private warehouse, which will need further handling.

Likewise with products whose quality does not meet standards, they will be stored in warehouses until they find the right buyer.

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Usually these buyers are traders in traditional markets and food-making home industries.

"Keep it in the warehouse, okay? If it's dry, that means standard. I mean the corn standard is KA, the water content is around 17-16 which is good. If the water content is around 18, 19, 20, let alone 30, it must be dried in the sun first, stored in a warehouse. The problem is that stuff spoils easily, right? It must be completely dry, if it is dry 17 is safe, 16, 17 is safe. If 18.19 has to be dried in the sun until the train is 16, 17, that's how it's done, it has to be like that." (Masdar, 2023)

Apart from product issues, the temporary storage of goods in private warehouses is also related to the strategy of reading prices on the market. There are times when goods are held in the warehouse if you feel that in the future there will be a price increase. But do not rule out, what often happens is even a decrease in the price of goods.

"Yes, the water content too, sometimes we also wait for the price. Yes, who knows the price will go up. But what's called trading gold, sometimes it can even be saved so it can be a loss, depreciation besides that there is a price drop. When we got the goods, when they were stored in the warehouse, it turned out that the price had dropped. We waited a day or two, a week, sometimes the price even went down. Yes, we sell it, even if we make a loss, we sell it that way." (Yoni, 2023)

"When it comes to manpower issues, we usually use freelance workers, that's how it is. In a sense, it's called a business person, a business like that, right, bro, it's like in a company, I mean eee ... the rules are very strict, if you don't enter, you don't get a salary, you enter, you get a salary, that's just the name of that person. It's just us, our calculations are like this, we usually calculate coolies per tonnage, so if we do the math, we usually get 1 kg of Rp. 10,000 for coolies, I see. Anyway, count it like that. So if 1 ton is Rp. 100,000, if you get 10 tonnes it means yes Rp. 1000,000." (Masdar, 2023)

Based on the results of the author's interview with Mr. Masdar, for business management, the command is carried out directly by Mr. Masdar as the owner and is assisted by his wife for financial arrangements as well as buying and selling data. In the warehouse, storage and processing of goods is carried out by his son.

Meanwhile, for unskilled labor, they are referred to as coolies. Mr. Masdar employs a freelance workforce system, meaning that the workforce will be adjusted to the volume of goods. If the volume of goods is high, such as during the main harvest, then a large number of coolies will be recruited, and vice versa.

The choice of this system was because it felt right to do, because it was for the company's cost efficiency, as well as for the effectiveness of the coolies. Based on the results of interviews with Mr. Masdar, the coolie workers on average have livestock at home. So they 'coolie workers' also have to spend time caring for their livestock, so that with a freelance labor system, it will provide effectiveness in the form of free time for them to take care of their livestock.

Various strategies of entrepreneurs to deal with newcomer competition, and the following is Mr. Masdar's answer from the results of the interview with the author.

"For new businessmen or newcomers, OK, we don't need to call it panic, or maybe we don't feel comfortable and so on. In fact, let's approach it anyway, if we can, he will take what the item is, instead we just buy it, it's okay, we give it a place instead. Don't corner it or not, that's the way it's me." (Tumiyati, 2023)

Meanwhile, Mr. Masdar explained that new businessmen/newcomers who are just starting out usually have weaknesses in capital, so their volume of goods is still small. As well as the knowledge of the warehouse network, to sell agricultural products, they are still very weak.

That's where UD. Bajag Polos helps by accommodating/buying goods from these newcomers. Which automatically turns business opponents into friends or business partners, which makes UD's position. Bajag Polos remains safe and is increasingly needed.

"In that village the majority are farmers, right, so there are also many who work like me, there are lots of trading businesses. It's just that trading business, sometimes not all of the agricultural products can be purchased with them. the difficulty is finding opportunities to sell them to where, that's the most difficult one, the method of disposing of it is the most difficult. Mangkanya sometimes he can buy corn just like that, not sure if he can buy rice. You can buy it, but it's not certain if he can sell it, that's it." (Masdar, 2023)

Mr. Masdar also explained. That apart from the capital to buy agricultural products in large volumes, the strength of the warehouse network is crucial to the success of this grain business. And also the strength of traditional market networks, so that all types of agricultural products can be sold to all lines, both large and small scale goods with the best quality, even the worst quality.

"That means, if we sell to large warehouses, many people might know, but if it's in small gaps, yes, the term is in those markets that are difficult, markets mean traditional markets. The problem is that sometimes we need it not on a large scale, but on a small scale. Lah for a small scale it also requires a trick tactic. what's the problem? the problem is to sell the goods in traditional markets, most of it must be owed. There's no cash, that's not there, it must be owed like that. They want to buy our goods but the tempo, so that's what I mean. The problem is that we have to double our funds. But usually the profit is quite good, you know." (Masdar, 2023)

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Here Mr. Masdar explains one way to compete with competitors like UD. Plain Bajag . That is by doing marketing to small sectors of traditional market traders with a system of accounts payable or due payments, which system requires large capital. Therein lies the strength that other similar entrepreneurs such as UD do not have. Plain Bajag . On the bargaining power of suppliers, uniquely UD. It is Bajag Polos that determines the selling price of goods from agricultural products offered by farmers as sellers/suppliers. *"Yes, of course we will determine the price, the farmers even ask, "how much now sir?" I answered " this way ", that's it. He also sometimes appeals, "why not like this le sir." (Masdar, 2023)*

There is a bargaining process which is also influenced by the quality and moisture content of the goods. Because the price will be affected based on the quality and level of water content.

"Sometimes you look at the goods, bro, how dry are they? Not dry and so on. That's how it is if it's not dry enough it also affects the price, the problem is that it requires maintenance, it requires energy to dry it anyway, it's subject to shrinkage anyway." (Masdar, 2023)

In the bargaining power of buyers, what determines the price is the buyers of goods from UD. Bajag Polos, namely owners of larger warehouses or industrial warehouses

"That.. that's also the same thing, that's what determines the big warehouse. We are the ones who own the goods but it's the big warehouse that determines the price, not us, that's it." (Masdar, 2023)

According to Mr. Masdar's explanation, the big warehouse is the benchmark for the initial price, or the maker of the initial price. Then the price information is then used as a reference for conducting trade with farmers.

In addition to the main products, namely rice and secondary crops, UD. Bajag Polos also has complementary or side products. The initial idea of this by-product is to help farmers, it is the hope for farmers to make money by selling all agricultural and non- farm products to UD. Plain Bajag . The intended by-products are karak, cassava and dedek/katul.

It turns out that accommodating non-farm products such as karak, cassava and dedek/katul also brings benefits, apart from being a differentiator from competitors, as well as being a savior during the dry season or crop failure season.

" If there is a market for what the farmer sells and you know there is a market, it's not a problem to just buy it. The problem is with Polowijo , if you only buy one type of item, if it falls it's hard to get up, there's no substitute for it. For example, if you buy rice later, you can still pick up corn at a loss, if you lose corn you can still pick up beans and so on, that's how it is." (Tumiyati, 2023)

Market information related to prices, obtained from the warehouse network. From there the price starts, which is then used as a reference to become the base price by UD. Bajag Polos when trading with farmers.

"Info for green beans for this, I mean yes we go to... to... to the warehouses. You can tell us about that, for example, if we have goods, wow, here are green beans, which means we are blind today anyway, it's been a long time since we bought it , meaning we haven't bought it for a few weeks . (Masdar, 2023)

Based on information from Mr. Masdar regarding the buyer's request, there are special specifications for each request, some only buy good quality, but some buy goods with low specifications. UD. Bajag Polos to manage sales strategy by sorting or grouping goods based on quality. So that all goods can be sold or absorbed by the market.

Even so with the water content, UD. Bajag Polos applies a standard water content of 17%. If it 's above that, like 18%, up to 30%, then the goods must be dried in the sun to get the required moisture content. In addition to following market demand, paying attention to moisture content is very important, because if not, the goods will spoil easily. Furthermore, regarding the request for a standard volume of goods is a minimum of 10 tons.

Farmers, collectors and small traders are the parties that supply goods to UD. Plain Bajag . As for what is meant by collectors and small traders are grain traders similar to UD. Bajag Polo but with a smaller business scale. These are those whose agricultural products were purchased by UD. Bajag Polos, which are then sorted and resold.

Furthermore, after knowing the market price and finished trading with farmers, collectors and small traders. UD. Bajag Polos will do sorting at its trading posts. Products that are of good quality and have sufficiently dry moisture content will be delivered to buyers on the same day. The goal is for the turnover of capital to be fast and the capital can be reused for purchase transactions with farmers the next day.

Meanwhile, products whose yields are deemed insufficient will be packed in sacks and taken to private warehouses for further handling. Handling is in the form of drying, re-sorting and certain conditions , for example, bad quality will be mixed or mixed with good quality, so that it will produce a mixed product.

The minimum shipment of goods is 10 tons, this is based on the calculation of shipping costs. If the delivery is less than that, it will be a loss, because the cost of shipping does not match the margin of the price of the item.

"For example, if we send it to Surabaya like that, sometimes we don't accept it at this one warehouse, we are refused a call "the corn is not selling". Yes, we take it to another warehouse. Sometimes half of the trucks are refused there , so we have to take it home , it does n't matter, man ... it should be a loss, right ? again, we send again." (Yoni, 2023)

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In terms of transportation, deliveries are made by trucks and/or smaller trucks, adjusting the volume of requests and delivery distances.

X. CONCLUSION

From this description, the authors conclude that a strategy is needed to maintain and develop the rice and secondary crops distribution business. Because in a distribution business like this the volume of goods is large but the margins are quite small, to maintain suppliers requires special tricks, such as family methods. As for what UD. Bajag Polos is by providing loans, both capital, seeds for planting or loans for the harvesting process to its supplying farmers, who then produce agricultural products from these supplying farmers to be sent to UD's trading post. Plain Bajag to buy.

By providing loans made by UD. Bajag Polos to the supplying farmers, creates a bond that can sustain the supplying farmers to keep selling or depositing their agricultural products to UD. Plain Bajag.

Even so with the product marketing process, UD. Bajag Polos has a special trick so that the product can be absorbed by the market with maximum profit. Namely by sorting products based on quality and moisture content, products with high quality and low moisture content will have a higher selling value than products with low quality and higher moisture content.

In the marketing process, UD. Bajag Polos also applies a loan system, more precisely consignment. Where the goods will be deposited to the buyers in the market but with payment due in a predetermined period. Thus, it will greatly help UD consumers. The majority of Bajag Polos are traders whose products are resold to end consumers.

In a paddy and secondary crops distribution company like this, the marketing coverage network must be as wide as possible, such as UD. Bajag Polos. Products from UD. Bajag Polos are not only marketed in the Tuban area, but also outside the Tuban area, such as Semarang and Surabaya. Includes traditional markets, industrial warehouses and farms.

In order to continue to rotate large product volumes, UD. Bajag Polos also has substitute products as complements or as substitutes, if in a situation of scarcity of main agricultural products such as crop failures in rice, corn, green beans, these substitute products become substitutes. The substitute products are karak, cassava, katul.

good marketing and consumer and supplier management, UD. Bajag Polos, also implements a human resource management system that is quite good and suitable for the circumstances of the company. The workers who are employed are casual workers, this is because they are considered more profitable. With freelance workers, when the volume of goods turnover is small, operational costs for workers can be reduced. Unlike using permanent workers, if there is a small turnover of goods volume then like it or not, the company still has to incur high operational costs for workers with minimal work.

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APPENDIX:

INTERVIEW GUIDE

YOUR BUSINESS NETWORK DEPENDS ON YOUR BUSINESS ANALYSIS ABILITY

Date :

Location :

Time :

Main / key informant (Owner)

A. Identity informant tree

- Name
- Address
- Age
- Work
- Last education

B. Interview list

First part includes Internal Function Analysis Management on Functions Business

1. Marketing
2. Finance / Accounting
3. Operational
4. Human Resources

Second part consists from External Analysis questions (using the Porter's Five Forces Model approach)

1. Threat New Arrivals
2. Rivals of a kind
3. Strength Bid Supplier
4. Strength Bid Buyer
5. Product Substitution / Complementary

Third part consists from Operational Flow Scheme questions

1. Market Information
2. Need Buyer
3. Farmer
4. collectors
5. Small Traders
6. Quality Request Buyer
7. Yield Grain Prices
8. Save Warehouse
9. Send to Buyer



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