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Strategic Planning of Industrial Region Development in Madiun Regency, East Java Province, Indonesia

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Abstract

An Industry is one of leading sectors in the development of Madiun Regency. The regional development is intended to create investment opportunities to improve the regional economy. This research is aimed at determining the strategy to develop industrial region. The analysis was conducted using SWOT analysis. The result of research recommends Space A-1st quadrant strategy, *Growth Strategy*. The elaboration of strategy can be accomplished through: (1) preparing Spatial Layout Detail Plan (RTDTR) as the follow-up of the spatial planning (RTRW) existing; (2) improving the implementation of job training for productive age population; (3) building facilities and infrastructure supporting industrial region; and (4) approaching industrial actors who have been prepared for investment.

Keywords: *Strategy, Development, Region, Industry, Madiun*

Introduction

Madiun Regency has East Latitude. Madiun Regency region is the one buffering industrial growth in East Java Province, Indonesia. Located in Java Island, it is 1,010.86 Km² or 101,086 Ha-wide. Astronomically, it lies on 7°12'-7°48'30" S dan 111°25'45"-111°51' S bordering on Bojonegoro Regency in the North, Nganjuk Regency in the East, Ponorogo Regency in South, and Magetan and Ngawi Regencies in the West. Another point making it on strategic position is it becomes the main track of East Java Island, with the toll road extending in its region and connecting big cities in Java Island.

Mohammad Krisna Sanjaya (2011) conducted a study using classical shift share analysis as suggested by Estaban Marquillas and Arcelus with the data for the 2007-2008 period. In his result of study, he explains that the featured sectors in Madiun City, based on the analysis, are service, financial, rental, and company service, and transportation and communication. In 2008-2009, the featured sectors are trade, hotel and restaurant, financial, rental, and company service. In 2009-2010, the featured sectors is service, financial, rental and company service, and transportation and communication. In 2010-2011, the featured sectors are trade, hotel and restaurant, financial, rental and company service, and construction. The sectors with economic potential, based on the result of shift share analysis suggested by Estaban Marquillas with data of 2007-2011 period, are the ones with specialization and competitive advantage such as financial, rental and company

service, service, and transportation and communication sectors. A variety of advantages the Madiun Regency has are important capital or asset in the attempt of building an industrial region.

Researches and studies have been conducted on planning the strategy of developing industrial region by many researchers including, among others, Dessy Eresina Pinem (2016), Gabriella S. ekeon, Vicky H. akarau & Johannes Van Rate (2015), Muhammad Afif Salim (2015), Lailatul Azizah (2021), Riska ApriliaMokoginta,R.J.Poluan,& Ricky M. SLakat (2020), Guiwen Liu, Saina Zheng, Pengpeng Xu and Taozhi Zhuang (2017), and Gu Wan-rong, Jin Yi, Meng Yao, Wang Jian-guo, Zhao Xian-long, Li Jing, Wei Shi (2013).

Dessy Eresina Pinem (2016) conducted a research on planning the strategy of developing industrial region through the analysis on featured sector in Binjai City. She thought that the analysis shows that industrial sector is actually not featured sector or potential of Binjai City. The result of LQ and shiftshare shows that the sectors potential to develop in Binjai city are construction, financial, and service.

Gabriella S. ekeon, Vicky H. akarau & Johannes Van Rate (2015) conducted an analysis on the infrastructure of industrial region in Kema and Kauditan Sub Districts. They used SWOT analysis and mapping of IFAS-EFAS analysis strategy of industrial region. Their result of research led to a recommendation of its developing strategy located on the 1st quadrant, *growth strategy*. It means that the strategy being main priority is S-O strategy.

MuhammadAfif Salim (2015) conducted a study on the strategy to develop Sigandu Beach in Batang Sengan Regency using SWOT analysis. The result of the research showed that the position of SWOT is on coordinate (1.68;1.50) in the 1st quadrant (+,+), meaning that S-O strategy is implemented, using the strength to capture the opportunity existing.

Lailatul Azizah (2021) studied the strategy of developing tourism in Islam perspective using SWOT analysis method for Halal Tourism (A Study on Bromo Tengger Destination, Tosari, Pasuruan). The study found that Bromo Tengger destination is considered having low competitiveness to face the threat of other destinations. Therefore, the strategy applicable is to take a defensive strategy focusing on the tourism market. The measure to take is, among others, to improve promotion and information about Bromo Tengger region as destination region.

Riska Aprilia Mokoginta, R.J. Poluan, & Ricky M. S Lakat (2020) studied the development of marine tourism region, a Study on Nuangan Sub District, Bolaang Mongondoow Timur Regency. They found internal and external factors of marine tourism region development in Nuangan Sub District and its developing strategies, to develop special interest tours, particularly diving and snorkeling tours, to develop tourist object-specific website in Nuangan Sub District, to facilitate access between tourism regions, and to improve the people's consciousness of tourism potential.

Guiwen Liu, Saina Zheng, Pengpeng Xu and Taozhi Zhuang (2017) used ANP-SWOT for ESCO industrial strategy in China's construction sector. They found that ANPSWOT is a feasible and high-competent method giving valuable insight into strategic management decision in construction ESCO industry, and a series of strategies to promote ESCO development is proposed in construction sector.

Guiwen Liu, Saina Zheng, Pengpeng Xu, and Taozhi Zhuang (2017), and Gu Wanrong, Jin Yi, Meng Yao, Wang Jian-guo, Zhao Xian-long, Li Jing, and Wei Shi (2013) conducted a research entitled SWOT Analysis and Development Strategies of Maize Industry in Heilongjiang Province. Based on the analysis, they found 5 strategies proposed to develop maize industry in Heilongjiang Province: (1) improving the layout of maize production area; (2) improving development and variety and high-production maize technology; (3) developing maize processing technology; (4) determining the preventing risk mechanism; and (5) developing international resource.

Some experts explained the definition of strategic planning (Texas Workforce Commission, 2005; Unaso, 2003; and Sono 2010). CSDF (1998) as cited in Bryson & Alston (2005) concludes that strategic planning is a fundamental decision that will lead organization to strategic achievements according to organizational vision in the future. Strategic planning relates to organizational vision, mission, objective, goal, and achievement in the future and to how the organization can drive the existing resource to achieve the objective.

John M. Bryson (2016) explains that strategic planning is a disciplining attempt to make decisions and an important action creating and leading how and why an organization or other entities do so. Strategic planning in the public sector is applied for large-scale military and state governance purposes. The strategic planning process includes public policy, direction setting, situation assessment, strategic issue identification, strategy development, action, and evaluation.

Suryono (2004) explains that an issue is considered as an excessive reaction to information (hyperbole or hyper-reality) enabling an issue to contribute considerably to creating a public opinion shocking the people. Quin and Bracker in Bryson (2007) state that specifically strategic planning can be applied to: (1) Public Institution, Department or important Division in an organization; (2) public government, such as City Government, Country, or State; (3) not-for-profit organization basically providing service; (4) special function bridging organizational and governmental borders, like transportation, health, or education; and (4) all communities, and urban or metropolitan areas, region, or state improve organizational performance, etc.

Considering the explanation related to strategic planning, it can be concluded that strategic planning is a systematic process to manage an organization in the future and its relation to the environment and issues related to stakeholders. Strategic planning is used to determine organizational objectives in the future; thus, when strategic planning does not yield a new innovation to the organization, strategic planning is a failure.

Method

This research is intended to yield recommendations concerning the choice of strategies and policies. The recommendation increases alternative vocabularies of strategic choice for Madiun Regency Government to develop the industrial region.

The validity of research data was guaranteed as it was accessed directly from the official document of Madiun Regency government. Data source was informants constituting competent officials relevant to the policy of integrated industrial region development in Madiun. Meanwhile, the respondents of litmus test were the leaders of

regional apparatus organizations (Indonesian: *Organisasi Perangkat Daerah* or OPD). The author has a privilege in collecting data because he is an element participating directly in the policy of integrated industrial region development in Madiun. Some other data needed originated from stakeholders out of the regency government.

The research instruments used in data collection were document data entry, questionnaire list, and data entry originating from the event. Meanwhile, technique of analyzing data used was Miles & Huberman's interactive data analysis model (Miles & Huberman, 2015).

Discussion

In this research, the analysis was conducted using SWOT analysis from Freddy Rangkuti's theory (2008) to help find an appropriate strategy or a measure to plan industrial region development in Madiun Regency. The data was analyzed using SWOT obtained from the result of interviews with everyone relevant to strategic planning of industrial region development in Madiun Regency, i.e. Regional Apparatus Organization (OPD) relevant to people or employers, and survey or field observation. From the result of observation and interview and data collected, strengths, weaknesses, opportunities, and threats can be found in the industrial region development plan of Madiun Regency.

SWOT analysis identifies internal and external factors. Internal factor analysis is intended to identify strengths and weaknesses. Meanwhile, external analysis is intended to find out opportunities and threats. This research used SWOT analysis method to identify strategic factors of industrial region development. The results of *internal factor analysis summary* (IFAS) and external factor analysis summary are presented in Table 1.

Considering IFAS and EFAS, the author attempted to arrange strategy formulation. There are 4 variables of IFAS and EFAS results: S (Strength) and Weakness (W) variables as the result of IFAS. The results of EFAS are put to be O (opportunity) and T (threat) variables. The mixed simulation strategy is composed using SWOT matrix.

Table 1. Result of Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) identification

Identification of Internal Factor Analysis Summary (IFAS)	
STRENGTHS	WEAKNESSES
1. The presence of Spatial Planning direction supporting industrial region development in Madiun Regency;	1. Unreleased land;
2. Very strategic location of industrial region plan, located in National road close to Ngawi-Kertosono toll interchange	2. Land mastery is still personal ownership (SHM) and thereby land pricing is difficult to do;
3. Abundant number of workers (check productive-age population number in BPS);	3. No document of regency industrial development plan is available;
	4. Industry existing in Madiun Regency is dominated by small- and medium-scale industries.

-
4. Regional Minimum Wage in Madiun Regency is still low;
 5. Ability of improving GRDP
-

Identification of External Factor Analysis Summary (EFAS)

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. No industrial region is available in western part of East Java region; 2. Industrial Region Plan of Madiun Regency is included into Presidential Regulation Number 80 of 2019. 	<ol style="list-style-type: none"> 1. Industrial region development plan in Ngawi and Nganjuk regions; 2. Land price increases; 3. There are many land speculators

Source: Primary data, processed (2022)

SWOT analysis Matrix is used to arrange strategy modeling. There are four mixed modeling strategies proposed for the development of industrial region in Madiun Regency. They are explained as follows:

Firstly, SO (Strength to Opportunity) mixed strategy is a strategy to optimize **strength (S)** to achieve **opportunity (O)**. The composition of SO strategy model proposed includes, among others: (1) developing Spatial Layout Detail Plan as the follow-up of spatial planning existing; (2) improving the implementation of job training for productive-age populations to make them skillful laborers; (3) building facilities and infrastructures supporting industrial region; and (4) approaching the industries that have been prepared for investment.

Secondly, WO (Weakness to Threat) mixed strategy is the one to utilize **opportunities (O)** by means of addressing the weaknesses (W) existing. The development of WO strategy proposed includes, among others: (1) preparing document of industrial development plan for the regency; (2) determining the industrial region land in Madiun Regency; and (3) developing local policy concerning the land-class price.

Thirdly, ST (**strengths to threats**) mixed strategy is the one of using **strength (S)** owned by means of avoiding **threats (T)**. The composition of ST strategy proposed includes, among others: (1) updating application technology through investment acceleration program; (2) releasing land gradually starting from the industries having been ready for investment; and (3) attending investment exhibition activity by offering the strength existing.

Fourthly, WT (weaknesses to threats) mixed strategy is the one of minimizing **weaknesses (W)** and avoiding **threats (T)**. The composition of SWT strategy proposed includes, among others: developing portal/application accessible to acquire information on land use in Madiun Regency.

From the result of weight scoring in IFAS and EFAS tables obtained in planning the strategy of developing industrial region in Madiun Regency, it can be seen the position in the quadrant of Industrial Region IFAS-EFAS analysis strategy estimated based on the formula below:

$$\begin{aligned}
 X &= \text{Strengths (Potential) + weaknesses} \\
 &= 2.4 + 2.5 \\
 &= 4.9
 \end{aligned}$$

$$\begin{aligned}
 Y &= \text{Opportunities +Threats} \\
 &= 2.7 + 2.0
 \end{aligned}$$

= 4.7

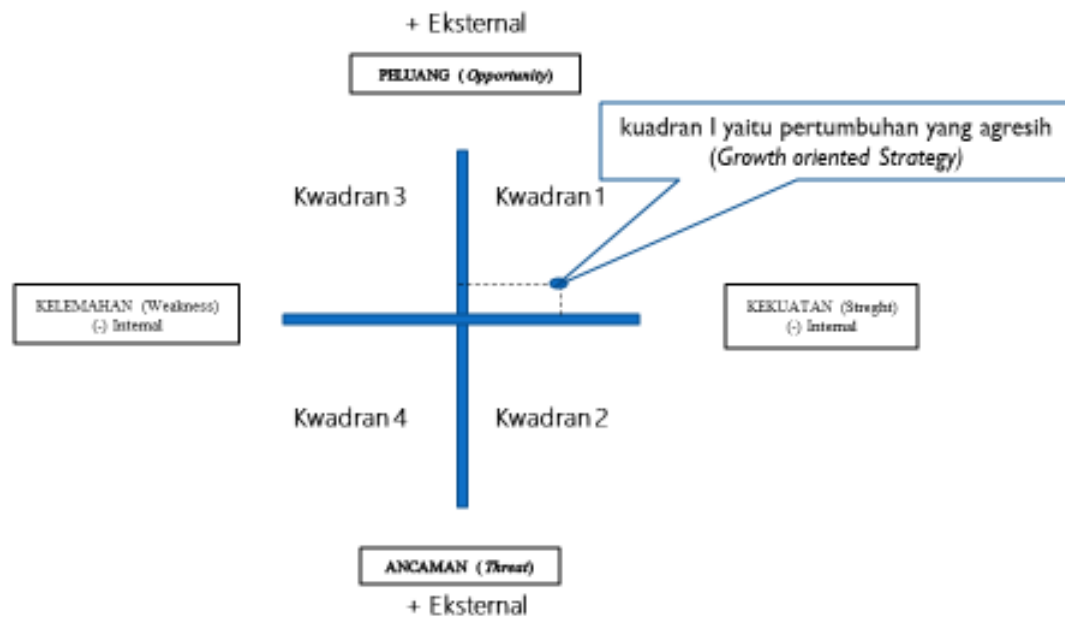


Figure 1. Chart of SWOT Analysis (Freddy Rangkuti (2008))

The result of the mapping of IFAS-EFAS analysis strategy quadrant for the industrial region shows that the development strategy is in the 1st quadrant, aggressive growth (growth-oriented strategy). This situation is advantageous because the company has strengths and opportunities and thereby can utilize the opportunities existing. The strategy to be applied in such conditions is to support the aggressive growth policy *Growth oriented Strategy* (Rangkuti 2008).

So, the strategy being the main priority is S-O strategy. The strategy to be developed in relation to the development of industrial region includes, among others: (1) developing Spatial Layout Detail Plan as the follow-up of spatial planning existing; (2) improving the implementation of job training for productive-age populations to make them skillful laborers; (3) building facilities and infrastructures supporting industrial region; and (4) approaching the industries that have been prepared for investment.

Considering all formulations, the SWOT strategic issues are:

1. S-O strategy (I). The optimization of strength (S) to achieve opportunity (O) using the following strategies: 1) developing Spatial Layout Detail Plan (RTDTR) as the follow-up of spatial planning (RTRW) existing; (2) improving the implementation of job training for productive-age populations to make them skillful laborers; (3) building facilities and infrastructures supporting industrial region; and (4) approaching the industries that have been ready for investment.
2. W-O Strategy (II). The utilization of opportunities (O) by means of dealing with the existing strength (W): (1) preparing a document of the industrial development plan (RPIK) for the regency; (2) determining the industrial region land in Madiun Regency; and (3) developing local policy concerning the land-class price.

3. S-T Strategy (III). Using strengths (S) owned by means of avoiding the threats (T):
 - 1) updating application technology through investment acceleration program;
 - 2) releasing land gradually starting from the industries having been ready for investment; and
 - 3) attending investment exhibition activity by offering the strength existing.
4. W-T Strategy (IV). Creating a strategy to minimize weaknesses and to avoid threats (T) by developing a portal/application accessible to acquire information on land use in Madiun Regency.

Considering the result of the SWOT analysis study obtained from the research on the strategic planning of industrial region development aforementioned, some strategic issues are identified and decided. A number of strategic issues were analyzed using weighing analysis to find out the most strategic one. The weighing of the strategic issue was conducted using critical analysis with litmus test, based on Bryson's (2016) argument stating that the identification of strategies faced by organization is conducted on the most strategic issues; therefore, critical analysis was carried out using Litmus test, by posing some specified questions.

Litmus test in this research posed thirteen questions to be answered to find out whether the issues selected are strategic or merely operational. The questions were posed to the members of the policy maker forum for industrial region development in Madiun Regency. The result of litmus scoring is presented in Table 2.

Table 2. Result of Weighing Scoring using Litmus test on the development of industrial region in Madiun Regency, East Java Province, Indonesia

No.	Strategic Issues	Total Score	Category
1	Developing Spatial Layout Detail Plan as the follow-up of spatial planning existing;	38	Very Strategic
2	Improving the implementation of job training for productive-age populations to make them skillful laborers;	33	Very Strategic
3	Building facilities and infrastructures supporting industrial region;	35	Very Strategic
4	Approaching the industries that have been prepared for investment;	35	Very Strategic
5	preparing document of industrial development plan (RPIK);	28	Strategic
6	Determining the industrial region land in Madiun Regency;	31	Very Strategic
7	Developing local policy concerning the land-class price.	28	Strategic

8	Updating application technology through investment acceleration program;	25	Strategic
9	Releasing land gradually starting from the industries having been ready for investment;	32	Very Strategic
10	Attending investment exhibition activity by offering the strength existing.	18	Non-strategic
11	Developing portal/application accessible to acquire information on land use in Madiun Regency.	22	Strategic

Source: Primary Data, processed (2022)

The result of critical analysis using litmus test method shows that not all strategic issue weighing have same weight and category. The author decided to put six strategic issues into very strategic category. The rests of five issues are put into strategic category. Organization always faces limited resource in implementing policy. For that reason, the current research arrives at a recommendation concerning six strategic issues belonging to very strategic criterion. The six strategic issues are those on numbers 1, 2, 3, 4, 6 and 9.

Conclusion

The research on planning the strategy to develop the industrial region in Region Madiun has been carried out using SWOT analysis model to yield some strategies. The result of mapping quadrant, the IFAS-EFAS analysis strategy is located in 1st Quadrant, aggressive growth (*Growth oriented Strategy*). Through critical analysis using litmus test, the author recommends 6 policy strategies: (1) developing Spatial Layout Detail Plan as the follow-up of spatial planning existing; (2) Building facilities and infrastructures supporting industrial region; (3) Approaching the industries that have been prepared for investment; (4) Releasing land gradually starting from the industries having been ready for investment; (5) Determining the industrial region land in Madiun Regency; and (6) Improving the implementation of job training for productive-age populations to make them skillful laborers.

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