

# Mapping an Internal-External Matrix Getuk Pisang (Banana Snack) Center-Based on McKinsey's 7S Framework and PEST

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## Abstract

### Keywords:

*EFE; IFE; Matrix IE; 7S McKinsey framework; PEST; Getuk Pisang Center*

Getuk pisang is one of traditional snack in Kediri. Getuk Pisang Center Jatisari Hamlet, which is the main supplier of getuk pisang in Kediri, had decline sales caused by the pandemic. The purpose of this study is 1) Analyze the internal and external conditions of Getuk Pisang Center Jatisari Hamlet, 2) Analyze the position of Getuk Pisang Center Jatisari Hamlet using the Internal-External (IE) matrix, and 3) Provide recommendations strategies that can be applied to the Getuk Pisang Center Jatisari Hamlet. This study used non-probability sampling with interactive analytical techniques from Miles and Huberman consist of data collection, data reduction, data display, and conclusion: drawing/verifying. The IFE matrix resulted 2.43 and EFE 2.8. The results of the IE matrix analysis show that the competitiveness of the Getuk Pisang Center Jatisari Hamlet is in a position to hold and maintain or quadrant V. The recommended strategy that can be used at Getuk Pisang Center Jatisari Hamlet is market penetration by utilizing online media and product development.

## Abstrak

### Kata kunci:

*EFE; IFE; Matrix IE; 7S McKinsey framework; PEST; Getuk Pisang Center*

Getuk Pisang merupakan salah satu makanan khas Kediri. Sentra Getuk Pisang Dusun Jatisari yang merupakan pemasok utama getuk pisang dalam Kabupaten Kediri mengalami penurunan penjualan selama masa pandemi. Penelitian dilakukan untuk menganalisis 1) kondisi lingkungan internal dan eksternal Sentra Getuk Pisang Dusun Jatisari, 2) posisi Sentra Getuk Pisang Dusun Jatisari menggunakan matriks Internal-Eksternal (IE) dan 3) memberikan rekomendasi strategi yang bisa diterapkan pada Sentra Getuk Pisang Dusun Jatisari. Penelitian ini menggunakan nonprobabilitas sampling dengan teknik analisis interaktif dari Miles dan Huberman yang terdiri dari empat tahap yaitu data collection, data reduction, data display dan conclusion: drawing/verifying. Perolehan matriks IFE 2,43 dan EFE 2,8. Hasil dari penelitian ini menunjukkan bahwa daya saing Sentra Getuk Pisang Dusun Jatisari berada di posisi mempertahankan dan memperbaiki atau di kuadran V. Rekomendasi strategi yang bisa digunakan pada Sentra Getuk Pisang Dusun Jatisari yaitu penetrasi pasar dengan memanfaatkan media online dan melakukan pengembangan produk.

## 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are the sector that absorbs the largest workforce in Indonesia up to 97%. MSMEs are the most important part of the country's economy because MSMEs are better at producing productive workers through investment and technological change, MSMEs are also more flexible which is an advantage over large companies (Faqir, 2020; Mardiyono, 2013). Therefore, MSMEs are very influential to improve people's lives and are a sector that must be considered.

District Kediri has great potential for MSMEs growth, this is shown by data from the Department of cooperatives and MSMEs District Kediri (2019) that there was an increasing

number of new MSMEs by 171 in three months, from July to September 2019 from 6022 on July to 6193 MSMEs on September. Based on 6193 MSMEs, 3413 MSMEs engaged in culinary. This can be seen in the [Figure 1](#).

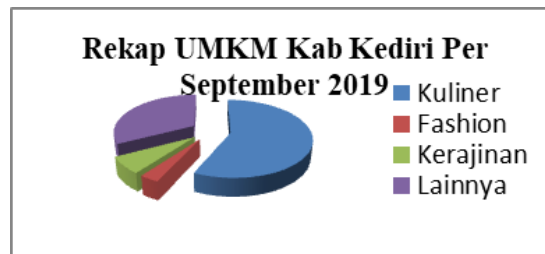


Figure 1. Recap of MSMEs in District Kediri as of September 2019  
(Source: Department of cooperatives and MSMEs District Kediri (2019))

Getuk pisang and tahu kuning are traditional snack in Kediri which contribute to the number of MSMEs in the culinary sector. However, tahu kuning can be found in other cities, different from getuk pisang which is difficult to find in other cities besides Kediri. Getuk pisang is usually bought by Kediri's people who go out of city. Getuk Pisang Center Jatisari Hamlet Desa Krenceng Kecamatan Kepung is the largest supplier of getuk pisang in District Kediri. The producer in Getuk Pisang Center Jatisari Hamlet sell their products at Kediri's typical souvenir shop and in a production house.

A business cannot be separated from the business environment, both from the internal environment and the external environment. However, the business environment has always changed over time. It means the business environment is dynamic. A successful business can manage change and continuously adapts its bureaucracy, strategy, system, product, and culture to survive the competition (David & David, 2017: 35). Therefore, a business must be able to prepare itself for the changes that occur to continue to survive.

Corona virus which was declared a pandemic in 9 March 2020 by WHO (World Health Organization) (KPCPN, 2020) made decrease in sales results by getuk pisang producers due to mobility restrictions carried out by the community to prevent the spread of the coronavirus which began to enter Indonesia even getuk pisang producers stopped production between three to four-month. The decline in the sales of getuk pisang was also due to a decrease in the purchasing power of people who lost their jobs or decreased income. So that the impact on the number of production decreases, the amount of daily production of getuk pisang previously could reach 2000 pcs but decreased to 800 pcs per day. In addition, the producers of getuk pisang admit that it is difficult to get additional workers to help the production process due to the development of cell phones which makes teenagers addicted to playing cell phones in their spare time compared to being part of the temporary workforce at the getuk pisang production site. This shows that changes in the external environment can affect a business such as changes in community priorities, changes in the economic order, changes in social mobility, and technological developments (Mardiyono, 2013; Phan, 2021).

The decline in sales revenue and production stoppages resulting in raw materials such as banana rots and must be discarded because bananas can not be durable. Bananas also can not be processed because they will only add to the expenditures as other raw materials and

labor due to the lack of market demand. The challenge faced by getuk pisang producers also comes from the unstable price of raw materials which was revealed by Mr. Agung as the owner of the Getuk Pisang Agung MSMEs. The unstable price of raw materials makes producers have to be able to adjust their production strategies so that production costs do not increase. One of the methods used by Mr. Agung is to reduce the workforce. Therefore, the conditions of the internal business environment such as strategies, employees, business managerial systems greatly affect business competitiveness (Fajartriyani et al., 2019; Mardiyono, 2013).

According to Kurniawati & Marlina (2020), competitiveness can be used as the basis for planning a marketing strategy. With the marketing strategy must be adjusted to the ability of the business to be more effective. Competitiveness is important to consider in the business development process. Analyzing business competitiveness based on internal and external environmental conditions can be done using the internal external matrix (IE Matrix) as a tool. Based on the ie matrix, the competitiveness of the business can be known and it can be used to formulate a business strategy (Isabela et al., 2018). Internal environmental conditions can be obtained from strategy, structure, system, skills, shared values, style, and staff (McKinsey 7S Framework). While the external environment consists of political, economic, social, technological (PEST) (Fajartriyani et al., 2019; Phan, 2021).

Study that uses an internal external matrix in the food and beverage sector is carried out by many researchers such as that conducted by Farida & Fauziyah (2020) with the title "STRATEGI PENGEMBANGAN UKM JAMU TRADISIONAL MADURA AYU" which shows the competitiveness of Jamu Tradisional Madura Ayu SMES is in quadrant VIII (harvest or divest). In addition, the study entitled "STRATEGI PENGEMBANGAN USAHA PRODUK TEH CELUP ROSELA (*Hibiscus sabdariffa* L.) UD. BALI GENDIS, KLUNGKUNG" was also carried out by Tamara Isabela et al., (2018) who conducted research on UD. Bali Gendis, Klungkung which produces roselle teabags with UD. Bali Gendis position, klungkung is in quadrant I or the stage of growth and development.

The condition of the external business environment has changed significantly caused by the Covid-19 Pandemic. The Covid-19 pandemic has caused various losses in various sector (Hadiwardoyo et al., n.d.). The manufacture of food and beverages is also one of the sectors that have been severely harmed by this pandemic. Getuk Pisang Center Jatisari Hamlet experienced a decline in turnover of more than 50% from before the pandemic. In addition, the Getuk Pisang Center Jatisari Hamlet stopped the production in February to May 2020 due no demand. The decline in sales at Getuk Pisang Center Jatisari Hamlet is the main focus to determine the competitiveness of the Getuk Pisang Center Jatisari Hamlet after the Covid-19 Pandemic. That's why, this study is needed to help producers overcome the decline in sales due to pandemic.

## 2. Literature Review

### 2.1. Strategy Management

Strategic management is the art and science that is used to formulate, implement and evaluate the decisions used to achieve goals (David & David, 2017: 33). Strategic

management can also be referred to as a series of activities that are used as the basis for making decisions made by business owners. The characteristics of strategic management that are long-term, dynamic, combined with operational management need to be driven by business owners. The implementation of strategic management has three stages, namely strategy formulation, strategy implementation, and strategy evaluation.

Implementation of strategic management must be done systematically and sequentially. Strategy evaluation is the last stage of strategic management which aims to obtain information about the implemented strategy and which can be used as a basis for decision making (Yunus, 2016: 5). There are three steps before making a decision, namely the input stage, the matching stage, and the decision stage (David & David, 2017: 228). The input stage is the data collection stage which will be calculated using the IFE (Internal factor evaluation) matrix and the EFE (External factor evaluation) matrix. The second stage is matching, at this stage of matching data that has been obtained to determine the position of an effort by internal and external factors by using Internal-External Matrix (I-E). The last stage is the decision-making stage.

## 2.2. Internal Factor Evaluation (IFE) and Eksternal Factor Evaluation (EFE)

Internal factor evaluation (IFE) is a tool to provide identification and evaluation of internal relations within the business environment. The lowest total score is 1 and the highest is 4. If the total score is more than the average score (2.5), then the business environment is strong internally (David & David, 2017: 205). External Factor Evaluation (EFE) is an analytical tool for strategic planning to summarize and evaluate the external business environment where this environment is difficult for business owners to control. The total score in the EFE matrix is 4 which shows that the business is responding well or the strategy implemented by the company is effective and can compete in the external environment. (David & David, 2017: 205).

Identification and evaluation in the IFE and EFE matrices can be seen from the total weighted score. The total score is obtained by assigning weights and ratings to each factor being multiplied. The weighting of IFE and EFE is based on the intuitive assessment of the researcher because the scientific approach cannot be justified in all cases so that each business has different weights and ratings depending on the internal and external conditions of the business. Assigning weights to each factor ranged from 0.0 to 1.0 if it is not important if it is important. Total weight of the IFE and EFE each is 1.0. There are 4 ranks in the ranking of each identified factor. Rank 1 that gets the worst response, 2 for the average response, 3 for the above-average response, and 4 who gets the best response. The total score is obtained by multiplying the weight with the rank and add them together.

## 2.3. McKinsey's 7S Framework

McKinsey's 7S Framework consists of strategy, structure, systems, shared values, skills, style, staff. These factors aim to see the effectiveness of the business in achieving the desired goals (Fajartriyani et al., 2019). McKinsey's 7S Framework is a business environment analysis framework compiled by Tom Peters and Robert Waterman in the early 1980s who

are consultants from the McKinsey company. 7S framework is commonly used to analyze the internal environmental conditions of an organization, not just the business sector.

#### 2.4. PEST

PEST consists of political, economic, social, and technological factors. PEST analysis contains a description of a collection of external factors that can affect a business (Phan, 2021). Not only in the business environment, PEST can also be used to analyze the External environmental conditions of other organizations such as in government. PEST can be combined with other necessary factors in the study. Politics includes the policies set by the government, public opinion, and consumer advocacy groups. Economic view like interest rates, inflation, economic growth, unemployment rates. Demographics, public opinion and business locations are part of social factor. while technology includes the development of production and communication tools.

#### 2.5. Matriks IE

The IE matrix is used in the matching stage of strategic management which is an analytical technique to determine the business position based on internal factors and also external factors of the business environment. The IE matrix can be used to formulate alternative strategies because the IE matrix shows the business position. The business position in the IE matrix is divided into nine quadrants. The nine quadrants have three main regions and have different strategies in each region. In quadrant I, II, or IV, you can use intensive strategies such as market penetration, market development, and product development or use an integrative strategy because in this area the business is still at the stage of growth and development. Region III, V, VII strategies that are commonly used are market penetration and product development to be able to implement a hold and maintain strategy. The remaining areas (VI, VIII, IX) describe harvesting or divestment (David & David, 2017:263). The placement of quadrants in the IE matrix is based on the analysis of internal factor evaluation (IFE) and external factor evaluation (EFE). The following is an illustration of the placement of the quadrants in the IE matrix shown in Figure 2.

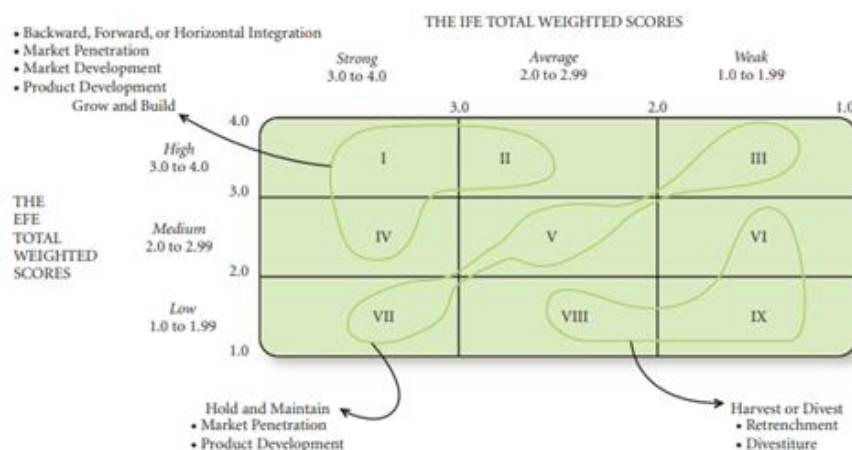


Figure 2. Matrix IE  
(Source: David & David, 2017:262)

### 3. Method

The type of research used in this research is qualitative research using a descriptive approach. Through a descriptive approach, the author describes and interprets the object under study without controlling and manipulating the research variables (Sukardi, 2008: 157). This Study uses a non-probability sampling technique to select a sample with purposive sampling. This is done to obtain information that focuses on the internal and external environmental conditions of the Getuk Pisang Center In Jatisari Hamlet (Sukardi, 2008). Getuk Pisang producers are spread over several areas in Kediri Regency and Getuk Pisang Center Jatisari Hamlet is the center for Getuk Pisang SMES in Kediri Regency. Owner of Getuk Pisang Hidayah also said that Getuk Pisang Center Jatisari Hamlet is the largest supplier and Getuk Pisang SMES Center in Kediri District. There are 5 producers of Getuk Pisang in Getuk Pisang Center Jatisari Hamlet, that is Getuk Pisang Baariklana 1, Getuk Pisang Baariklana 2, Getuk Pisang Hidayah, dan Getuk Pisang Agung dan Getuk Pisang Joker.

This study uses a non-probability sampling technique on 5 getuk pisang producers located in Jatisari Hamlet. Data collection was obtained by conducting observations, interviews, and documentation. The data collected will be used as an ingredient to prepare IFE matrix analysis and matrix EFE (Sukardi, 2008: 63). This study was conducted for six months. Two months for preparation, planning and licensing. Three months to do the observation (data collecting) and one month for reduce the data, make data display and do the conclusion.

The data analysis technique in this study uses Miles and Huberman's interactive analysis technique which consists of 4 stages, namely data collection, data reduction, data presentation, and concluding. The first stage is collecting data obtained from interviews, observations, and documentation. Next is the data reduction stage which aims to classify the data obtained from the Getuk Pisang Center Jatisari Hamlet through the identification of internal and external factors. The third stage is the presentation of the data used to compile and analyze the data that has been grouped in the previous stage using the IFE and EFE matrices. The last stage is drawing conclusions using the IE matrix which shows the position between businesses in Getuk Pisang Center Jatisari Hamlet (Sugiyono, 2019: 321). The following is an overview of the interactive analysis technique (Figure 3).

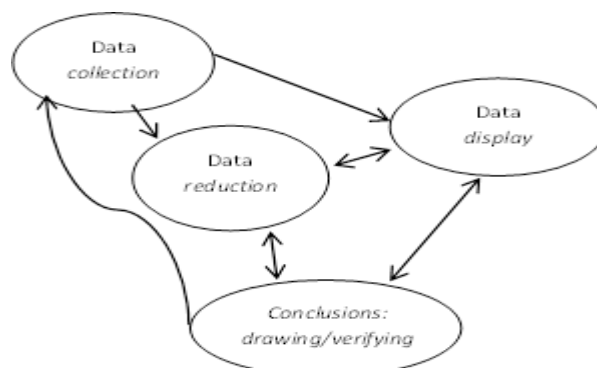


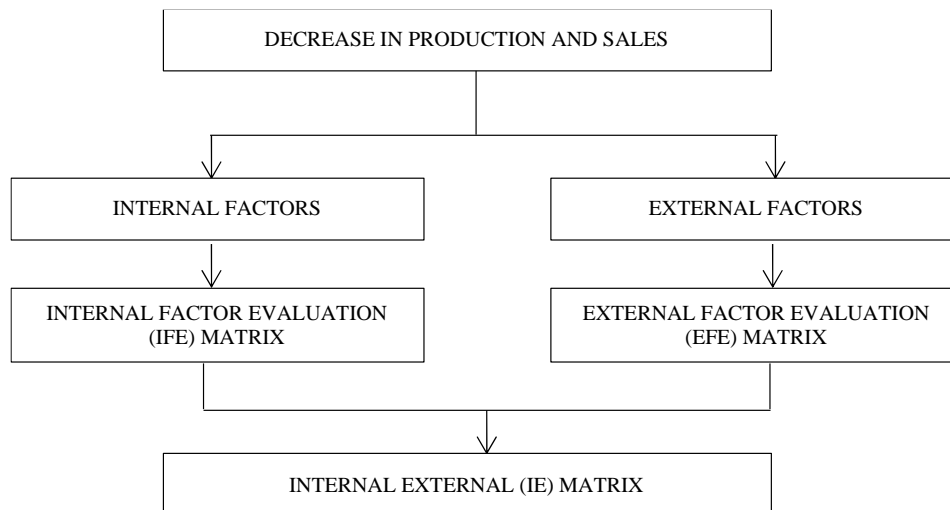
Figure 3. Components on data analysis (interactive model)  
(Source: Sugiyono, 2019: 322)

### 3.1. Research Framework

Mapping the IE matrix of the Getuk Pisang Center Jatisari Hamlet was mapped based on a series of analyzes that began with identifying the problems that occurred in the Getuk Pisang Center Jatisari Hamlet. Then analyze the business environment. Analysis of the internal environment using 7S McKinsey and external environment using PEST. After identifying the business environment, there are two steps to get the results of mapping the Getuk Pisang Center Jatisari Hamlet matrix IE.

First, create a matrix of IFE and EFE. The IFE matrix and the EFE matrix are prepared based on an analysis of the business environment. The business environment is inserted to be scored and ranked. After being given a score and ranking, it is continued by calculating the total score on the IFE matrix and the EFE matrix.

Second, compiling a matrix IE. The total score of the IFE and EFE matrices of Getuk Pisang Center Jatisari Hamlet can be used to construct the IE matrix to obtain the results of the IE matrix mapping. The framework of this research is listed in [Figure 4](#):



**Figure 4. Research Framework**  
(Source: Author)

## 4. Result and Discussion

The research, which was conducted at the Getuk Pisang Center Jatisari Hamlet used four stages. This stage consists of, (1) data collection; (2) data reduction; (3) data display; (4) conclusion: drawing/verifying ([Sugiyono, 2019](#)). Each stage used has its role in helping the mapping of the internal and external environment matrix of each MSME in the Getuk Pisang Center Jatisari Hamlet. The stages of data analysis at the Getuk Pisang Center Jatisari Hamlet are as follows:

### 4.1. Data Collection

Based on the results of interviews with the owner of MSMEs Getuk Pisang Hidayah and Getuk Pisang Agung, the community around the production site strongly supports the Getuk Pisang business activity compared to other businesses because it does not produce disturbing waste and can provide employment to the surrounding community, especially residents of Jatisari Hamlet, Krenceng Village. Knowing business competitiveness is needed

to run a business and to see the success of the strategies that have been applied to the business that can be used as a reference to determine the business strategy that will be used next. To evaluate the business, an appropriate evaluation technique is needed by evaluating the internal and external factors contained in each MSME in the Getuk Pisang Center Jatisari Hamlet.

Internal factors are factors from the business environment that exist in every MSME in Getuk Pisang Center Jatisari Hamlet which are reviewed and identified through the 7S aspects of McKinsey, namely strategy, structure, system, shared values, skills, style, and staff. Maintaining the quality of the goods and the price is very important in the aspects of strategy where it is used to retain customers and customer loyalty. Prices of raw materials are unstable and easily damaged materials to make the producers must be able to balance the cost of production so that market prices are not up and down and the quality is maintained. Producers overcome this by reducing employees so that expenses for salaries can be reduced or by reducing the volume of getuk pisang. On the other side, external environmental factors such as political policies also affect business. For example, the policy of closing tourist attractions and a ban on traveling out of town has made the getuk pisang market narrower, while the largest getuk pisang market came from the souvenir center. Utilization of communication technologies such as social media and e-commerce that can be used as an online store also less able to be used by businesses due to the absence of employees who manage it could become an obstacle to business development because less able to follow the development of technology.

Based on the results of observations that have been made, it can be seen that the location of the Getuk Pisang Center Jatisari Hamlet Hamlet is strategically close to raw materials and also qualified human resources in the field of getuk pisang production. However, producers are still dependent on the getuk pisang center souvenir shop and do not have a store close to the market. In social aspects such as demographics, it does not affect the running of the business, such as employees who are required to be thorough, painstaking, and diligent, do not require a certain diploma or a certain age.

## **4.2. Data Reduction**

Based on the research, two factors affect business competitiveness, namely internal environmental factors and external environmental factors. The factors contained in the internal environment are strategy, structure, system, shared values, skills, style, and staff. Besides internal factors, there are also external factors in the Getuk Pisang Center Jatisari Hamlet, namely political, economic, social, and technological factors. The following are the results of data reduction on the internal and external environment of the Getuk Pisang Center Jatisari Hamlet:

### **4.2.1. Internal Environment**

The following is an analysis of the internal environment at the Getuk Pisang Center Jatisari Hamlet (Table 1).

The internal environment data collection of Getuk Pisang Center Jatisari Hamlet is carried out based on the 7S McKinsey Framework analysis framework which consists of strategy, structure, systems, shared values, skills, style, staff which will be described.



Table 1. Internal Environmental Analysis

No	Internal Environmental Analysis
<i>Strategy</i>	
1	The business owner is responsible for the marketing process
2	Marketing strategy by the business vision and mission
3	Increase in raw material prices
<i>Structure</i>	
1	Business organization structure
2	Division of employee duties
3	Employee performance monitoring
<i>System</i>	
1	Salary distribution system
2	Employee bonuses and incentives
3	Coordination system
4	Distribution of goods
5	Relationship with consumers
6	Employee recruitment
<i>Shared Value</i>	
1	Maintain the quality of getuk pisang
2	Application of SOPs in the business environment
<i>Skills</i>	
1	Painstaking
2	Discipline
3	Persevere
4	Diligent
<i>Style</i>	
1	How to lead employees
2	Maintain relationship with employees
3	Employee motivation
<i>Staff</i>	
1	Number of employees
2	Domicile of employees
3	Employee education level

### 1. Strategy

The success of a business is based on the successful implementation of the strategy. Strategy is required as a direction to achieve goals, strategies compiled from research, planning to implementation (Choerudin, 2019; Kurniawati & Marlana, 2020). The strategy that is widely used in the Getuk Pisang Center Jatisari Hamlet is a marketing strategy and also a strategy to overcome the increase in raw materials as expressed by Respondent 1 the owner of Getuk Pisang Hidayah:

*“To deal with the increase in raw materials, we usually reduce the length of the getuk. if the leaves price increases, I usually reduce the number of leaves in the package. The banana getuk is identical, it's wrapped in banana leaves, if it's replaced with another package, it's not like banana getuk, hehe”*

Respondent 1 explain that to overcome the increase in raw materials, it was done by cutting the Getuk Pisang size or reduce the banana leaves for packaging. The marketing strategy at the Getuk Pisang Center Jatisari Hamlet is the responsibility of the business owner because it does not have marketing employees.

### 2. Structure

The organizational structure is required to achieve business objectives to the fullest and to empower businesses (Choerudin, 2019). Not only at the Getuk Pisang Center

Jatisari Hamlet, at MSMEs in East Java, business operations still use the traditional structure that exists in every MSMEs (Dewi & Mahendrawathi, 2019). MSMEs at the Jatisari Getuk Pisang Center do not have an official organizational structure. The organizational structure only consists of business owners and employees. Therefore, the division of tasks and supervision carried out by the owners of SMEs directly.

### 3. System

A system is needed for a business to keep it running on track. The system includes very broad terms, such as performance appraisal, distribution, communication, etc (Choerudin, 2019; Mardiyono, 2013). The system used at Getuk Pisang Center Jatisari Hamlet includes a salary distribution system that is carried out on a wholesale basis to make it easier to calculate production costs and for the convenience of employees because they are paid according to their abilities and speed. This is was said by Respondent 1

*“The wages are wholesale, Mbak. I used to pay them daily but it was not efficient and not effective”*

Respondent 1 divides the salary by wholesale. Therefore, each employee has a different salary according to the result of his work. The bonus distribution system and employee incentives are usually given before the Eid al-Fitr holiday and are given to all employees. Employees are also allowed to bring banana peel waste as animal feed.

A coordination system is very influential in the settlement of problems arising in the business. Employees who experience obstacles that cannot be overcome by themselves immediately report to the business owner. The distribution system of goods is carried out so that goods can reach consumers safely. The distribution of goods is usually carried out by the business owner himself to the souvenir center or taken directly by the buyer from the production house. While the distribution of raw materials delivered by the supplier to the production house.

Relationships with consumers need to be done to maintain customer loyalty. This is because there are many substitute goods that consumers can choose from. Relationships with consumers are established by maintaining the quality of products and services at the store. The employee recruitment system at the Getuk Pisang Center Jatisari Hamlet is carried out by recruiting residents around the production house. It aims to help improve the welfare of the people of Jatisari Hamlet.

### 4. Shared values

The Shared value applied to the Getuk Pisang Center Jatisari Hamlet is the basic activities and principles applied, such as maintaining the quality and taste of getuk pisang. Shared value is a guideline for businesses to develop that is run by top management and employees (Choerudin, 2019; Dewi & Mahendrawathi, 2019). Implementation of standard operating procedures (SOP) that are also used during the production of getuk pisang, such as a frequent washing hand with running water so that the quality of getuk pisang can be maintained.

#### 5. Skills

The ability of each employee on Sentra Getuk pisang Jatisari Hamlet is very important and must be considered. the ability of each employee will determine the strength of the business. Therefore, employees are required to have abilities that are by their fields (Choerudin, 2019). Mr. Agung as a Owner from Getuk Pisang Agung SMES said:

*“The criteria are yes, persevere, persevere, diligent, it takes patience. Usually, the workers have worked here before. Sometimes I don't tell my friends”*

Respondent 2 said the employees are required to be diligent and painstaking. In addition, it was also emphasized that employees who work at the Getuk Pisang Center Jatisari Hamlet have a domicile in Jatisari Hamlet and there are no specific educational criteria as long as they are willing to learn, painstaking, diligent, and disciplined. Diligent are needed during the production process to produce products of guaranteed quality, while the discipline in question is complying with business regulations such as frequently washing hands with running water.

#### 6. Style

The style of MSMEs is determined by the characteristics of the business owner, so MSME owners must be able to manage the business sustainably well (Dewi & Mahendrawathi, 2019). An inappropriate leadership style can lead to a failed business and even to destruction. The leadership style must be adapted to the conditions of the business environment so that it can be appropriate and can run better (Choerudin, 2019). Leadership styles do business owners to employees varies depending on the conditions in each attempt. How to lead business owners do to maintain good relations with their employees and also to motivate employees so that the spirit of work and do a good job.

#### 7. Staff

Human resource management and maintenance are needed in running a business to achieve business goals (Fajri, 2018). Training must be done to improve the ability of employees Getuk Pisang Center Jatisari Hamlet (Choerudin, 2019). The employees who work for each MSMEs in the Getuk Pisang Center Jatisari Hamlet are of different quantities. Getuk Pisang Agung has 2 employees who help in the production process. Meanwhile, Getuk Pisang Hidayah has 3 employees. Employees who work at the Getuk Pisang Center Jatisari Hamlet have a domicile in Jatisari Hamlet and there are no specific educational criteria as long as they are willing to learn, painstaking, diligent, and disciplined. Mrs. Hidayah said that “pas awal-awal masuk diajari dulu, alon-alon asal bisa jalan terus”. So, new employees are trained until they can and keep going to work.

#### 4.2.2. Eksternal Environment

The following are the external factors that exist in the Getuk Pisang Center Jatisari Hamlet (Table 2).

Data collection on external environmental conditions at the Getuk Pisang Center Jatisari Hamlet was carried out by taking into account the political, economic, social, and technological (PEST) aspects.

Table 2. External Environmental Analysis

No	External Environmental Analysis
<b>Politics</b>	
1	Business establishment policy
2	Elections
3	Ban on going out of town and going home
4	Closing of tourist attractions
5	Regulations restricting community activities
<b>Economy</b>	
1	Bank interest rates
2	Inflation
3	Economic growth
4	Capital
<b>Social</b>	
1	The local community's response to the establishment of a business
2	Production waste
3	Level of education
4	The profession of the local community
5	Business location
<b>Technology</b>	
1	Social media development
2	Production machine development
3	E-commerce
4	Cashless payment method
5	Development of the freight forwarding sector

### 1. Politics

The political and legal environment in a region is based on government, public opinion, and consumer advocacy groups. However, factors that are usually analyzed by a business are a factor of government policies, laws, and rules of formal or informal (Phan, 2021; Safitri & Pramudita, 2019). A business establishment license is an important document for a business to have. Permit management policies also change according to applicable policies. Policies depend on government leaders and changes in government leaders can also lead to changes in applicable policies.

Restrictions on social mobility and also the closure of tourism have had a major impact on typical food businesses such as getuk pisang because the sale of getuk pisang is mostly used for souvenirs. Mr. Agung give his complaint about the pandemic “ya berpengaruh mbak, banyak. Awal-awal covid kan ini saya nggak laku sama sekali. Saat ini ya laku mbak, tapi ya gak begitu.”. From his complaint can known that Getuk Pisang Center Jatisari Hamlet decrease in sales because the pandemic.

### 2. Economic

The cycle in economic conditions must be overcome by entrepreneurs. entrepreneurs must be able to adjust the company's strategy to be right on target and effective. Economic factors that can affect business such as interest rates, inflation, economic growth, unemployment rates, and others (Safitri & Pramudita, 2019). Consumer purchasing power affects product demand. Pandemic covid consumer purchasing power getuk pisang

decreased to make the demand for bananas getuk also declined. The producer of the Getuk Pisang Center Jatisari Hamlet obtained part of the capital from the bank. Therefore, interest rates can affect business conditions.

### 3. Social

The establishment of the Getuk Pisang Center received a positive response from the residents of Jatisari Hamlet. This is caused by the Getuk Pisang Center Jatisari Hamlet can provide jobs for the surrounding community and businesses do not have business waste that damages the environment. This is supported by the statement by Mr. Agung that:

*“kalau getuk pisang kan dari masyarakat sini banyak yang seneng daripada usaha-usaha yang lain karena limbahnya banyak, kalau ini nggak. Limbahnya dipakek buat pakan ternak mbak kulit pisang sama sobekan-sobekan daun bisa dibuat pupuk”*

From his statement can be known that the local community prefers the Getuk Pisang business compare to others because it has waste that can be recycled and doesn't damage the environment.

The growing education makes the community more creative in utilizing the waste produced. The waste of banana leaves and banana peels is used by residents to make organic fertilizer and also used as animal feed. The increasing level of education makes the people of Jatisari Hamlet understand the benefits of the Getuk Pisang Center (Safitri & Pramudita, 2019). The location of the production house which is close to labor and raw materials is the advantage of the Getuk Pisang Center in Jatisari Hamlet. Raw materials can be obtained from the local community. The access road to the production house is also very easy because it has been paved and is also large so that large vehicles can enter. The distance from the production house to the souvenir center shop can also be reached either by car or motorbike.

### 4. Technology

Digital technology always brings up more modern breakthroughs (Phan, 2021). The advent of social media and a growing marketplace that can be used by producers to promote their products. Social media and the marketplace can be highly optimized to develop the business. However, getuk pisang has a shelf life of three days. If sold online, there is a high risk of damage during shipping, even though the freight forwarding sector is already advanced and can arrive in a day in some areas. Non-cash payment methods such as bank transfers or electronic money utilized by the Getuk Pisang Center Jatisari Hamlet as a payment method because it feels more secure and efficient.

Along with the development of technology, production machines are increasingly developing such as getuk pisang mold machines or mixers used for production. However, the price of the machine and also the operating costs of the machine which are expensive are also very taken into account by the producers. This is done so that there is no waste even though the presence of new technology machines can increase the quantity of

production. Mr. Agung give his opinion on the application of machines in the production of Getuk Pisang and the influence of technology in employee recruitment:

*"We only have smoothing machine, it's an expensive printing machine. If you use a printing machine, it will be even more expensive"*

*"In the past, teenagers, middle school, high school were still eager to get paid low, now the Android era is different. In the past, children who wanted extra pocket money will help. Little kids used to love helping to get IDR 2000 to IDR 5000, just cleaning the leaves or something"*

According to Respondent 2, using machines is not effective because it costs more. In addition, technological developments make employee recruitment more difficult due to lack of interest from prospective workers.

### 4.3. Data Display

Data Display at IFE and EFE matrix are done by using analysis of internal and external environmental conditions Getuk Pisang Center Jatisari Hamlet. At the data, the display will be given a score, and ranking to determine the total score will be used to create an IE matrix.

#### 4.3.1. Internal Factor Evaluation (IFE) Matrix

Getuk Pisang Center Jatisari Hamlet has an internal environment that supports these businesses to operate and achieve business goals. The condition of the internal environment can be described based on direct observations and interviews with the business owner of Getuk Pisang at the Getuk Pisang Center Jatisari Hamlet. Internal environmental conditions are also different in each business. Calculation of internal factors from the Getuk Pisang Center Jatisari Hamlet can be seen in the following [Table 3](#).

The total IFE weighted score from the Getuk Pisang Center Jatisari Hamlet is 2.43. Based on the total weighted score, the internal environmental condition of Getuk Pisang Center Jatisari Hamlet is still weak because it is less than the average total weighted score of 2.50. It means that the Getuk Pisang Center Jatisari Hamlet has not been able to properly regulate and manage the internal business environment.

#### 4.3.2. Eksternal Factor Evaluation (EFE) Matrix

The influence of the external environment can be anticipated by analyzing external environmental conditions. The external environment is an environment that is difficult to control because it involves other parties who are not directly related to the business. The calculation of the External Factor Evaluation (EFE) matrix for the Getuk Pisang Center Jatisari Hamlet as follows [Table 4](#).

Based on Sentra EFE matrix analysis Getuk Pisang Center Jatisari Hamlet obtained an EFE total weighted score of 2.8. This shows that the Getuk Pisang Center Jatisari Hamlet can respond well to external environmental conditions that can affect business.

Table 3. Matrix of Internal Factor Evaluation fo Getuk Pisang Center Jatisari Hamlet

No	Internal Environmental Factors	Weight	Rating	Weight Score
<b>Strategy</b>				
1	The business owner is responsible for the marketing process	0,05	1	0,05
2	Marketing strategy by the business vision and mission	0,02	2	0,04
3	Increase in raw material prices	0,08	3	0,24
<b>Structure</b>				
1	Business organization structure	0,01	1	0,01
2	Division of employee duties	0,05	3	0,15
3	Employee performance monitoring	0,03	1	0,03
<b>System</b>				
1	Salary distribution system	0,03	4	0,12
2	Employee bonuses and incentives	0,02	2	0,04
3	Coordination system	0,04	1	0,04
4	Distribution of goods	0,03	2	0,06
5	Relationship with consumers	0,05	1	0,05
6	Employee recruitment	0,04	2	0,08
<b>Shared Value</b>				
1	Maintain the quality of getuk pisang	0,07	4	0,28
2	Application of SOPs in the business environment	0,04	2	0,08
<b>Skills</b>				
1	Painstaking	0,07	4	0,28
2	Discipline	0,04	2	0,08
3	Persevere	0,03	3	0,09
4	Diligent	0,05	1	0,05
<b>Style</b>				
1	How to lead employees	0,03	1	0,03
2	Maintain relationship with employees	0,05	2	0,1
3	Employee motivation	0,06	3	0,18
<b>Staff</b>				
1	Number of employees	0,04	4	0,16
2	Domicile of employees	0,06	3	0,18
3	Employee education level	0,01	1	0,01
<b>Total IFE</b>		1		2,43

Table 4. External Factor Evaluation Matrix Getuk Pisang Center Jatisari Hamlet

No	External Environmental Factors	Weight	Rating	Weight Score
<b>Politics</b>				
1	Business establishment policy	0,06	3	0,18
2	Elections	0,02	2	0,04
3	Ban on going out of town and going home	0,06	4	0,24
4	Closing of tourist attractions	0,08	4	0,32
5	Regulations restricting community activities	0,07	4	0,28
<b>Economy</b>				
1	Bank interest rates	0,02	1	0,02
2	Inflation	0,01	1	0,01
3	Economic growth	0,05	3	0,15
4	Capital	0,07	4	0,28
<b>Social</b>				
1	The local community's response to the establishment of a business	0,06	4	0,24
2	Production waste	0,07	4	0,28
3	Level of education	0,02	1	0,02
4	The profession of the local community	0,03	2	0,06
5	Business location	0,07	3	0,21
<b>Technology</b>				
1	Social media development	0,06	2	0,12
2	Production machine development	0,05	3	0,15
3	E-commerce	0,08	1	0,08
4	Cashless payment method	0,07	1	0,07
5	Development of the freight forwarding sector	0,05	1	0,05
<b>Total EFE</b>		1		2,8

#### 4.3.3. Internal Eksternal (IE) Matrix

The total IFE and EFE scores from the Getuk Pisang Center Jatisari Hamlet above are used as the basis for compiling the IE matrix. The IE matrix is a method for determining the company's position based on internal and external factors at the Getuk Pisang Center Jatisari Hamlet. Based on the IFE and EFE matrix analysis, it can be seen that the total IFE and EFE scores from the Getuk Pisang Center Jatisari Hamlet are 2.43 and 2.8. Based on the total IFE and EFE of the Getuk Pisang Center Jatisari Hamlet the IE matrix can be drawn as follows [Figure 5](#).

Matriks Internal-Eksternal (IE Matrix)			
TOTAL RATA-RATA TERTIMBANG IFE			
TOTAL RATA-RATA TERTIMBANG EFE			
	KUAT	SEDANG	Lemah
Tinggi	I	II	III
Menengah	IV	V	VI
Rendah	VII	VIII	IX

[Figure 5](#). IE Matrix Getuk Pisang Center Jatisari Hamlet  
(Source: Author)

Based on the IE matrix above, it can be seen that the position of the Getuk Pisang Center Jatisari Hamlet which is depicted by the red circle is in quadrant V. This shows that the internal and external competitiveness of the Getuk Pisang Center Jatisari Hamlet is in an average or medium condition. In quadrant V the position of Getuk Pisang Center Jatisari Hamlet is in the hold and maintain stage. The appropriate strategy used at this stage is market penetration and product development. Therefore, this study shows the same result as the conducted by Ilham [Fajri \(2018\)](#) with title "Strategi Peningkatan Penjualan Makanan Tradisional Sunda Melalui Daya Tarik Produk Wisata Kuliner di The Jayakarta Bandung Suite Hotel & Spa".

#### 4.4. Conclusion Drawing

The internal environmental condition of the Getuk Pisang Center Jatisari Hamlet is weak because the weighted average score is less than 2.50. Meanwhile, the external environment of the Getuk Pisang Center in Jatisari Hamlet can be said to be strong. The position of the Jatisari Hamlet Getuk Pisang Center in the IE matrix is in the hold and maintain stage. This study is in line with research conducted by Ilham [Fajri \(2018\)](#) who researched the sale of traditional Sundanese food through product appeal at The Jayakarta Bandung Hotel Suite & Spa which was in the hold and maintain competitive position.



The strategy that can be used in the hold and maintain stage is market penetration and product development (Fajri, 2018). Hasrialdy's (2018) study stated that market penetration makes marketing programs that can increase the market, both loyal and consumers who are the target of marketing. Getuk Pisang Center Jatisari Hamlet can expand its market by promoting and selling online through e-commerce or social media so that the market reach is wider. Getuk Pisang Center Jatisari Hamlet can cooperate with the expedition to transmit the delivery of products in good condition. To maintain the product quality when market growth occurs, the Getuk Pisang Center Jatisari Hamlet can provide training to the surrounding community to make it easier if they need additional workers because they are already trained, or by improving the quality of their employees. Getuk Pisang Center Jatisari Hamlet can use product development strategies such as making getuk pisang more varied sizes so that consumers can choose the size they want. Getuk pisang can also be turned into frozen food to make it last longer with more attractive packaging so that it can be shipped and sold in other cities or even exported.

## 5. Conclusion

The internal factors that exist in the Getuk Pisang Center Jatisari Hamlet are competition between getuk pisang producers in recruiting competent employees and according to the expected criteria. In addition, changes in raw material prices can also affect businesses because they are related to production costs. External factors that exist in the Getuk Pisang Center Jatisari Hamlet are the development of technology that can be used as market penetration and can affect businesses in terms of finding additional workers.

The internal environmental conditions of the Getuk Pisang Center Jatisari Hamlet based on the IFE matrix are still weak with a total weighted average score of 2.42. Meanwhile, external conditions are strong with a total weighted average score of 2.8 from the EFE matrix. The results of the IE matrix analysis show that the competitiveness of the Getuk Pisang Center Jatisari Hamlet is in a position to hold and maintain or quadrant V.

Strategy recommendations to strengthen and develop internally and externally, namely by way of market penetration and product development. Market penetration can be done by advertising and selling products online. Meanwhile, product development can be done by increasing the choice of size and product packaging.

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