

**BUSINESS DEVELOPMENT STRATEGY FOR THE CASSAVA CHIPS AGROINDUSTRY
CASE STUDY AT UD KOMODO IN SIKUMANA KOTA KUPANG
(Strategi Pengembangan Bisnis Agroindustri Keripik Singkong
Studi Kasus pada UD Komodo di Sikumana, Kota Kupang)**

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Received: 9th May, 2026

Accepted: 14th May 2026

ABSTRACT

This study aims to analyze the development strategy of the cassava chips agroindustry at UD Komodo in Sikumana, Kota Kupang. The research method used in this study is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to identify internal and external factors that influence the development of the cassava chips agroindustry at UD Komodo. Data were collected through in-depth interviews with the business owner and employees directly at the research site, as well as through literature studies from relevant sources. The results show that UD Komodo has strengths in good product quality, affordable prices, a strategic location, capable management, and adequate labor. However, it has weaknesses in marketing and distribution channels. The opportunities include a large potential local market and consumer interest in snack products, while the main challenges are competition from similar businesses and increasing raw material prices. Based on this analysis, several business development strategies were formulated, including product diversification by offering various flavors and types of cassava chips to meet consumer preferences; expansion of distribution channels by utilizing various distribution channels such as cooperation with shops and minimarkets as well as online sales through marketplaces; and the development of digital marketing by utilizing various social media channels to promote products and interact with consumers. These strategies are expected to enhance the competitiveness of UD Komodo, expand market share, and increase business income.

Keywords: Cassava chips, development strategy, UD Komodo

ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi pengembangan agroindustri keripik singkong pada UD Komodo di Sikumana, Kota Kupang. Metode penelitian yang digunakan adalah analisis SWOT (Strengths, Weaknesses, Opportunities, Threats) untuk mengidentifikasi faktor internal dan eksternal yang memengaruhi pengembangan agroindustri keripik singkong di UD Komodo. Data dikumpulkan melalui wawancara mendalam dengan pemilik usaha dan karyawan secara langsung di lokasi penelitian, serta melalui studi pustaka dari sumber-sumber yang relevan. Hasil penelitian menunjukkan bahwa UD Komodo memiliki kekuatan berupa kualitas produk yang baik, harga terjangkau, lokasi strategis, manajemen yang kompeten, dan tenaga kerja yang memadai. Namun, usaha ini memiliki kelemahan pada aspek pemasaran dan saluran distribusi. Peluang yang ada meliputi potensi pasar lokal yang besar dan minat konsumen terhadap produk camilan, sementara tantangan utamanya adalah persaingan dari usaha sejenis dan kenaikan harga bahan baku. Berdasarkan analisis tersebut, dirumuskan beberapa strategi pengembangan usaha, antara lain diversifikasi produk dengan menawarkan berbagai varian rasa dan jenis keripik singkong untuk memenuhi preferensi konsumen; perluasan saluran distribusi dengan memanfaatkan berbagai jalur seperti kerja sama dengan toko dan minimarket serta penjualan daring melalui marketplace; dan pengembangan pemasaran digital dengan memanfaatkan berbagai saluran media sosial untuk mempromosikan produk serta berinteraksi dengan konsumen. Strategi-strategi ini diharapkan dapat meningkatkan daya saing UD Komodo, memperluas pangsa pasar, dan meningkatkan pendapatan usaha.

Kata kunci: kripik uni, strategi pengembangan UD Komodo

INTRODUCTION

Indonesia is one of the countries with considerable natural resource potential that can be further developed to support national economic growth. Among these resources, the agricultural sector plays an important role because it provides food, raw materials, employment opportunities, and income for a large proportion of the population. The agricultural sector consists of several subsectors, including food crops, horticulture, livestock, and plantations, which contribute to the development of rural economies and agribusiness activities. The availability of abundant agricultural commodities also creates opportunities for the development of value-added processing industries, particularly agroindustries based on local agricultural products.

Agriculture is one of the sectors that can serve as a foundation for developing promising agribusiness enterprises because agricultural products can be processed into various food products with higher economic value. The development of agricultural processing activities is particularly important because agricultural products are generally characterized by perishability, seasonality, and relatively low added value when marketed in raw form. Processing agricultural commodities into finished or semi-finished products can therefore improve product durability, increase market value, expand marketing opportunities, and generate additional income for business actors. In this context, the industrial sector also plays a strategic role in the Indonesian economy because it contributes significantly to production, employment, and national income. Since 1991, the industrial sector has surpassed the agricultural sector in its contribution to the formation of Indonesia's gross domestic product (GDP), indicating the increasing importance of processing activities in economic development.

Agroindustry refers to economic activities that use agricultural products as raw materials and transform them into products with greater utility and economic value. Agroindustry is also an integral part of the agricultural industrial system, beginning with primary agricultural production, followed by processing or transformation activities, distribution, and finally consumption. The development of agroindustry is expected to strengthen the linkage between the agricultural and industrial sectors, increase farmers' income, create employment, and encourage the growth of local economies. Small-scale agroindustries are particularly important in rural and regional development because they often utilize locally available raw materials and involve local labor.

However, the development of small-scale agroindustries is often constrained by various internal and external factors. Internal constraints may include limited capital, inadequate production facilities, low levels of technology utilization, limited managerial capacity, weak human resource management, and inefficient marketing practices. External factors may include changes in consumer preferences, increasing competition, fluctuations in raw material availability and prices, technological development, and changing market conditions. Therefore, an appropriate business development strategy is required to enable agroindustrial enterprises to respond to these challenges and improve their competitiveness.

One important aspect in developing contemporary agroindustrial businesses is the utilization of digital technology and social media for marketing activities. Social media has increasingly become an important marketing instrument because it enables businesses to communicate directly with consumers, promote products at relatively low cost, strengthen brand awareness, and reach markets beyond their immediate geographical areas. For small and medium enterprises, the use of social media may provide an opportunity to overcome limitations in conventional marketing channels. Purwidianoro et al. (2016) emphasized that social media plays an important role in business activities and can become a strategic component in business development.

One agricultural commodity with considerable potential for agroindustrial development is cassava. Cassava is a versatile food crop that can be processed into various products, including flour, fermented foods, snacks, and chips. The processing of cassava into value-added products can increase its economic value and provide additional business opportunities for local agroindustries. Cassava chips, in particular, are relatively easy to produce and have broad consumer acceptance because they can be offered in various flavors and packaging formats. Nevertheless, the sustainability of cassava-processing enterprises depends not only on production

capability but also on the ability of business owners to manage raw materials, technology, human resources, product quality, marketing, and competition.

UD Komodo is one of the local agroindustrial enterprises that processes cassava into cassava chips. The business produces three flavor variants, namely original, savory salty, and balado. Based on information obtained from the owner of UD Komodo, the savory salty variant was the most preferred flavor among consumers in 2024. This indicates that the enterprise has market potential and opportunities for further product development. However, the development of UD Komodo has not yet reached its optimal level. Several problems remain, including limitations in raw material procurement, inadequate production buildings, labor management, limited use of cassava slicing machines, insufficient packaging technology, and business management that has not functioned effectively.

In addition to production-related constraints, marketing is another important challenge faced by UD Komodo. The business has not yet fully utilized digital marketing channels to expand its market reach. In the current competitive environment, relying only on conventional marketing may limit the ability of a small agroindustry to attract new consumers and strengthen its market position. Online marketing has become increasingly important because it allows businesses to reach broader consumer segments, increase product visibility, support sales growth, and develop brand identity more efficiently (Anugrah, 2020). Therefore, improving digital marketing activities may become one of the strategic opportunities for strengthening the competitiveness of UD Komodo.

Previous studies have discussed agroindustrial development strategies, small business management, and the role of digital marketing in supporting business performance. However, business development strategies are highly dependent on the specific internal conditions and external environment faced by each enterprise. Differences in production capacity, resources, market access, technology adoption, and managerial capabilities may result in different strategic priorities. Therefore, a strategy that is appropriate for one agroindustrial enterprise may not necessarily be applicable to another. This creates a need for a specific analysis of the internal strengths and weaknesses as well as the external opportunities and threats faced by UD Komodo.

A comprehensive assessment of these factors is important for determining appropriate and realistic development strategies. Identifying internal and external factors can provide information regarding the current position of the enterprise and the factors that may support or inhibit its future development. Such analysis may also assist business owners in determining priority actions related to production improvement, marketing expansion, technology adoption, business management, and market development. Accordingly, the findings of this study are expected to provide practical recommendations for improving the sustainability and competitiveness of the cassava chips business at UD Komodo.

Based on the above considerations, this study aims to identify the internal and external factors affecting the cassava chips business of UD Komodo and to formulate appropriate strategies for its business development. The results of this study are expected to contribute to the development of small-scale cassava agroindustries and provide practical insights for local food-processing enterprises facing similar production, management, and marketing challenges.

METHOD

Time and Location of the Research

This research was conducted at the UD Komodo business site, located on Jalan Air Lobang 2, Sikumana, Kota Kupang.

Data Collection Techniques

In this study, three data collection methods were used, namely:

In-depth interviews with the owner and workers at UD Komodo.

Observation of the production process and marketing strategy of cassava chips.

Documentation obtained during the interview process and during the implementation of this research, in the form of image documentation and others. The types of data used include primary data, which were obtained directly in

the field through interviews and observations. Meanwhile, secondary data were obtained from previous sources related to literature references.

The data analysis method was carried out descriptively by considering the availability of UD Komodo to analyze the condition of its business, after which a business development strategy would be formulated using SWOT analysis to obtain various alternatives. According to Rijali (2018), regarding the differences and similarities between quantitative and qualitative research, he begins the explanation with “tables.” A “table” is a description of respondents after going through research using one of the data collection techniques, such as a questionnaire technique. After the questionnaires are collected, the process usually continues with editing, coding, and tabulation. The tabulation results can be presented in the form of a “table.” The description in the “table” reflects the real conditions distributed within society. It is a summary of the reality of respondents distributed in the community. The summary in table form must then be interpreted, given meaning, and concluded based on certain calculations using the numbers contained in the table.

To answer the first objective, strategic factor analysis using the IFAS and EFAS matrices was used to identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the cassava chips business of UD Komodo (Rangkuti, 2014). Furthermore, the identified results were analyzed using the SWOT approach to formulate appropriate strategies.

To answer the second objective, SWOT analysis was used to evaluate internal and external factors, namely strengths, weaknesses, opportunities, and threats, in order to formulate strategies that maximize potential and minimize risks.

RESULTS AND DISCUSSION

UD Komodo is an industry that does not only produce cassava chips. The UD Komodo Home Industry began operating in Kota Kupang in 2015, owned by Mrs. Hasana Tardji as the owner of the UD Komodo Home Industry. The cassava chips products produced by UD Komodo are very affordable and consist of three flavor variants: balado, savory salty, and original. The labor structure at UD Komodo consists of the business owner (Owner) and workers who carry out their respective duties to ensure production efficiency.

The production process and marketing strategy were analyzed in order to provide more comprehensive recommendations regarding the strategies to be used in developing the cassava chips business of UD Komodo. With the method used in this study, it is expected to provide a sufficiently clear picture of the challenges/threats and opportunities in the development of the UD Komodo cassava chips business in Kota Kupang.

Rating of Internal Factors in the IFAS Matrix Analysis (Internal Factor Analysis Summary) and External Factors in the EFAS Matrix Analysis (External Factor Analysis Summary)

Scoring weights and ratings is important because it is necessary to ensure that every factor analyzed has a fundamental point that is very important in the process of making a clear strategic decision. Thus, this statement indicates that the process of assigning weights and ratings is not merely subjective, but is also supported by data and actual conditions within the company. This will greatly assist efforts to improve capability and ensure that the strategies formulated are appropriate to the strengths, weaknesses, opportunities, and threats faced by a business at present and in the future. The IFAS matrix is used to analyze internal factors through strengths and weaknesses, while the EFAS matrix is used to analyze external factors through opportunities and threats (Kurniawan & Abidin, 2019).

IFAS Matrix Analysis

The purpose of IFAS matrix analysis is to determine the internal factors that exist within UD Komodo. The following table presents the results of the IFAS matrix analysis for UD Komodo.

Table 1. IFAS Matrix

Internal Factors	Weight	Rating	Score (Weight x Rating)
Strengths	0.13	4	0.52
Quality products (S1)	0.13	4	0.52
Low price (S2)	0.13	4	0.52
Strategic location (S3)	0.13	4	0.52
Managerial skills (S4)	0.13	4	0.52

Adequate labor (S5)			
Total	65		2.60
Weaknesses			
Never participated in exhibitions (W1)	0.09	2	0.18
Simple promotional strategy (W2)	0.09	2	0.18
Management is not well organized (W3)	0.09	2	0.18
Limited equipment (W4)	0.08	2	0.16
Total	35		0.70
Total IFAS analysis	1.00		3.30

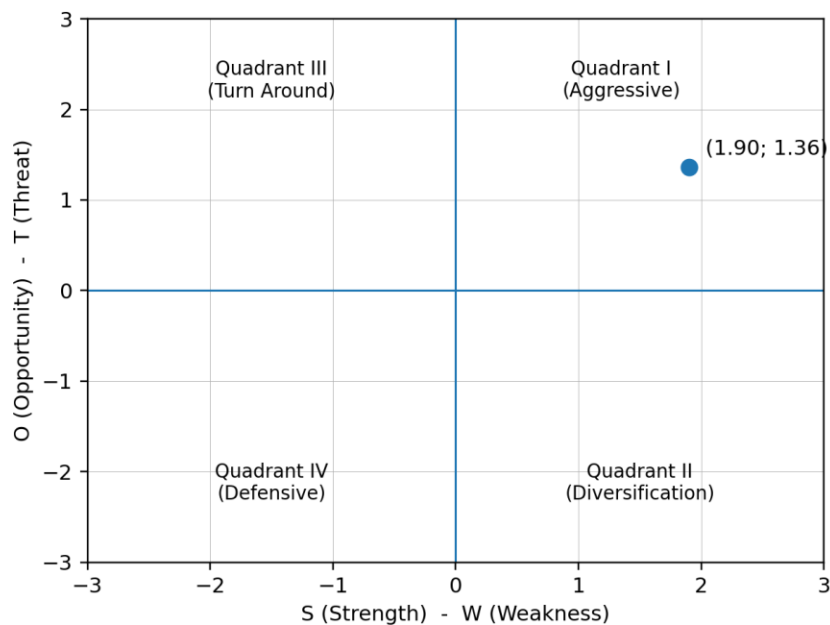
EFAS Matrix Analysis

The purpose of EFAS matrix analysis is to determine the external opportunity and threat factors that exist at UD Komodo. The following table presents the EFAS matrix of UD Komodo:

Table 2. EFAS Matrix

External Factors	Weight	Rating	Score (Weight x Rating)
Opportunities			
Market demand (O1)	0.13	3	0.39
Technological development (O2)	0.12	3	0.36
Increasing family economy (O3)	0.14	3	0.42
Cooperation with partners (O4)	0.15	3	0.45
Government support (O5)	0.16	4	0.64
Total	0.70		2.26
Threats			
Many competitors (T1)	0.15	3	0.45
Expensive raw materials (T2)	0.15	3	0.45
Total	0.30		0.90
Total EFAS analysis	1.00		3.16

Figure 1. SWOT Quadrant Graph



- a. X-axis = Strengths - Weaknesses
= 2.60 - 0.70
= 1.90
- b. Y-axis = Opportunities - Threats
= 2.26 - 0.90
= 1.36

Based on the SWOT analysis quadrant graph above, the strategy that can be applied by UD Komodo in developing its cassava chips business is an aggressive strategy. With the X-axis position showing a strength value of 2.60 and a weakness value of 0.70, this means that UD Komodo has strengths that are much higher than its existing weaknesses. UD Komodo has strong aspects such as quality products and a strategic location.

Meanwhile, on the Y-axis, the opportunity value is 2.26 and the threat value is 0.90. This indicates that UD Komodo is in a relatively better position to utilize existing opportunities compared to facing threats. From the results obtained, the high opportunity value shows that external conditions strongly support the development of the UD Komodo cassava chips business, while the low threat value clearly indicates that although challenges exist, they are not sufficiently dominant.

Alternative Strategies

SO Strategy

This strategy is implemented by utilizing existing strengths to seize opportunities.
Maintaining the quality of cassava chips by obtaining quality raw materials in order to increase consumer purchasing power toward cassava chips.
Maintaining the selling price of cassava chips at a low price so as to increase the market and help improve the family economy, as well as establishing cooperation with partners.
Utilizing this strategic location to expand market reach and improve managerial skills in order to produce higher-quality cassava chips.

ST Strategy

The strategy carried out is to utilize all strengths to avoid threats that may affect the development of the cassava chips business.
Maintaining quality raw materials even when raw material prices are high; UD Komodo must make every effort to face this challenge.

Maintaining the selling price of cassava chips while still providing good product quality so that the product does not lose competitiveness against similar products in the market.

WO Strategy

This strategy is implemented by utilizing external opportunities to overcome internal weaknesses in the development of the cassava chips business.

Participating in exhibitions to introduce the product to the wider community and utilizing social media to promote cassava chips products.

Striving to improve promotional strategies and utilize technological developments by creating attractive and relevant content using advertising features so that demand for cassava chips products can increase and, consequently, the family economy can also improve.

Creating simple and unique promotions to attract consumers by utilizing various available social media channels in order to increase purchasing power for cassava chips products.

WT Strategy

This strategy is carried out with the aim of minimizing weaknesses and avoiding threats that will affect the development of the cassava chips business.

Creating promotional strategies that attract consumer buying interest toward cassava chips products, designing an attractive logo, and utilizing social media features to promote the product.

CLOSING

Conclusion

1. Internal and external factors have a significant influence on the development of the cassava chips business at UD Komodo. The internal factors consist of strengths, namely quality products, strategic location, managerial skills, low prices, and adequate labor, and weaknesses, namely never having participated in exhibitions, business management that has not been well organized such as the absence of business evaluation, the absence of a clear organizational structure, promotional strategies that are still simple, and limited equipment. Meanwhile, the external factors consist of opportunities, namely market demand, technological development, improving the family economy, cooperation with partners, and government support, as well as threats faced, namely the large number of competitors and expensive raw materials.

2. Alternative strategies that can be implemented by UD Komodo in developing its cassava chips business include maintaining quality, maintaining selling prices and the existing location, and further improving managerial skills so that quality cassava chips products can continue to be produced in order to increase market demand and the family economy.

Suggestions

The suggestions that can be proposed by the author are as follows:

1. The owner of the cassava chips business at UD Komodo needs to implement strategies to improve promotion and should also try to participate in available exhibitions in order to promote the processed products to the wider community.
2. The government should pay more attention to and provide support for home-based entrepreneurs to grow and develop by providing training, mentoring, access to financing, business permits, and halal labels for existing products.
3. For researchers, further research is needed on the development of the business being studied, such as digital marketing strategies or product innovation, and the importance of an in-depth understanding of the research object, including the type of business, target market, and business environment.

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