

# Meningkatkan pemasaran mebel kayu secara online melalui strategi e-Business bagi Asosiasi Pengrajin Kecil Jepara (APKJ) Jawa Tengah : studi kasus di APKJ dan Cifor = Increasing the marketing of wooden furniture online through development of e-Business strategy : case study in the Jepara Small Scale Furniture Producers Association (APKJ) and Center for International Forestry Research (Cifor)

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## Abstrak

Mebel kayu merupakan salah satu komoditi ekspor utama di luar minyak dan gas bumi dan memberikan lapangan pekerjaan yang sangat besar bagi Indonesia. Para pengrajin mebel dan kerajinan kayu Jepara memiliki kemampuan yang sangat baik dalam memproduksi mebel dan kerajinan dalam berbagai model dan gaya. Namun demikian, kemampuan produksi mereka tidak diimbangi dengan kemampuan pemasaran yang baik, sehingga pemasaran lebih dikuasai oleh para buyer dari lokal Jepara, luar Jepara dan luar negeri. Penelitian ini bertujuan untuk memberikan kontribusi dalam perbaikan struktur pasar, melalui pengembangan strategi e-business untuk membangun sistem perantara yang menguntungkan para pengrajin kecil. Model proses strategi mengikuti Chaffey (2009) dengan empat langkah: (1) strategic analysis, (2) strategic objectives, (3) strategy definition dan (4) strategy implementation. Keluaran dari strategi ini adalah (a) sasaran dan inisiatif strategis yang terukur dalam bentuk scorecard, (b) delapan keputusan strategis untuk mengarahkan proses implementasi strategi. Proses strategi e-business Dave Chaffey membutuhkan strategi korporat sebagai dasar acuan untuk menilai keselarasan strategi. Untuk memenuhi kebutuhan ini, kegiatan rekonstruksi strategi dilakukan sebelum proses strategi e-business dijalankan. Hasil dari rekonstruksi strategi korporat dan strategi e-business dibahas bersama pengurus APKJ dan disetujui bahwa strategi-strategi ini telah mewakili aspirasi mereka dalam memperbaiki strategi pemasarannya.

.....Wooden furniture is one of the main export commodities of non oil and gas, and provides huge employment for Indonesia. The small-scale producers of Jepara demonstrate outstanding capability in producing furniture and crafts in various types and styles. However, their production capabilities are not followed by good marketing capabilities, so that marketing activities are more dominated by buyers locally from Jepara, outside Jepara and abroad. This research aims to improve market structure by developing e-business strategy to build intermediary system that profitable for small-scale producers. The Jepara Small-Scale Furniture Producers Association (APKJ) and it's marketing portal are the objects of the research. This e-business strategy aims the APKJ's producers in improving the marketing at national dan international level. The strategy was developed by following strategy process model of Chaffey (2009), that includes four steps: (1) strategic analysis, (2) strategic objectives, (3) strategy definition and (4) strategy implementation. The scope of this research does not include the strategy implementation. The main outputs of the strategy are (a) measureable strategic objectives and strategic initiatives that are represented as a scorecard. (b) eight strategic decisions for directing strategy implementation process. The Chaffey's e-business strategy process requires a corporate strategy as the source of strategy alignment. In fulfilling this need, a coprorate strategy "reconstruction" was conducted before innitiating the e-business strategy process. The strategy process model of Mulyadi (2009) was followed in conducting the corporate strategy

reconstruction.