

UNIVERSITY OF INDONESIA

**CONFRONTING STRATEGIES OF NAFED AND
INDONESIAN SMEs,
ANALYSIS USING AHP-GAME THEORY TO ENHANCE
EXPORT PERFORMANCE**

THESIS

**SULISTYONO
0706180602**

**FACULTY OF ECONOMICS
MASTER OF PLANNING AND PUBLIC POLICY
DEPOK
JULY, 2009**



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**Submitted in partial fulfillment of the requirements for
the Degree of Master of Economics**

**SULISTYONO
0706180602**

**FACULTY OF ECONOMICS
MASTER OF PLANNING AND PUBLIC POLICY
GLOBALIZATION ECONOMICS
DEPOK
JULY, 2009**



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Name : Sulistyono
Student Register Number : 0706180602
Document : Thesis
Title of Thesis : Confronting Strategies of NAFED and Indonesian SMEs: Analysis Using AHP-Game Theory to Enhance Export Performance
Date : July 14th, 2009
Advisor/Supervisor : Dr. Ir. Nining I. Soesilo, MA

Depok, July 14th, 2009


Sulistyono

PAGE OF ENDORSEMENT

This thesis is proposed by

Name : Sulistyono
Student Register Number : 0706180602
Program : Master of Planning and Public Policy
Title of Thesis : Confronting Strategies of NAFED and Indonesian SMEs: Analysis Using AHP-Game Theory to Enhance Export Performance

It has been defended to Board of Examiners and submitted in partial fulfillment of the requirements for the degree of Master of Economics in Master of Planning and Public Policy, Faculty of Economy, University of Indonesia.

BOARD OF EXAMINERS

Supervisor : Dr. Ir. Nining I. Soesilo, MA (.....)

Examiner : Dr. Maddaremmeng A.P (.....)

Examiner : Dr. Ir. Widyono Soetjipto (.....)

Stipulated in : Jakarta

Date : July 14th, 2009

DEDICATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"Tidakkah engkau memperhatikan bahwa sesungguhnya kapal itu berlayar di laut dengan nikmat Allah, agar diperlihatkan-Nya kepadamu sebagian dari tanda-tanda kebesaran-Nya. Sesungguhnya pada yang demikian itu terdapat tanda-tanda kebesaran-Nya bagi setiap orang yang sangat sabar lagi banyak bersyukur."

QS. Luqman: 31

"Selamat atasmu karena kesabaranmu. Maka alangkah baiknya tempat kesudahan itu"

Qs. Ar-Ra'd: 24

This thesis is dedicated to: My beloved Mom and (late) Dad

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Enclosed, I delivered to all, affirmation words which I borrowed from Ina:

**Kini Aku Yakin! Kenapa?
Karena Aku Tahu : Aku Mampu!
Dan Pantang Mundur!**



STATEMENT OF ASSERTION

As civitas academia of University of Indonesia, I who signed on below:

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ABSTRACT

Name : Sulistyono
Study Program : Master of Planning and Public Policy
Title : Confronting Strategies of NAFED and Indonesian SMEs:
Analysis Using AHP-Game Theory to Enhance Export
Performance

Base on existing data, the share and the annual growth of SMEs in total number of Indonesian enterprises relatively high. However, the export of Indonesian SMEs has not contributed a significant value added to Indonesian economy yet. Until now, capability to recognize exporting market, improving variety of products and accessing foreign market are still major challenges for Indonesian SMEs. The National Agency for Export Development (NAFED) as national trade promotion organization has already implemented various programs in order to assist Indonesian SME exporters for positioning their products and services better, so that they are enabling to survive in the high competitive global markets. Thus, the objective of this study is to make a rating priority on various SMEs export promotion programs that have been executed by NAFED and actualized by the SMEs and to analyze various strategy combinations of NAFED and SMEs which are able to enhance export performance of the Indonesian SMEs optimally. These rating priorities and strategic balance which are commonly called as combination of strategy developed by using Analytical Hierarchy Process (AHP) and Game Theory Model based on NAFED, the business community (SMEs exporters) and academician perceptions. This study concludes that the combination strategies of SMEs and NAFED is unable to reach highest strategic balance, hence Pareto or Nash Equilibrium does not exist. It is caused by different point of view between SMEs and NAFED's strategy development process for each party.

Judul : Mempertemukan Strategi BPEN dan UKM Indonesia:
Analisa Dengan Mempergunakan AHP-Game Theory untuk
Meningkatkan Performa Ekspor

Berdasarkan data, porsi terhadap total unit usaha dan pertumbuhan tahunan UKM di Indonesia cukup besar. Namun demikian sektor ini ternyata belum mampu memberikan kontribusi yang signifikan terhadap perekonomian nasional. Sampai saat ini, kemampuan untuk mengenali pasar ekspor, mengembangkan produk dan memasuki pasar asing masih menjadi tantangan utama UKM Indonesia. Badan Pengembangan Ekspor Nasional (BPEN) sebagai lembaga promosi ekspor nasional telah melaksanakan beragam program untuk mendukung UKM dalam hal memposisikan produk dan layanan jasa di pasar global yang sangat kompetitif. Karenanya, tesis ini bertujuan untuk menyusun skala prioritas pada berbagai program pengembangan ekspor UKM yang telah dilaksanakan oleh BPEN maupun dilakukan oleh UKM secara mandiri. Selanjutnya dilakukan analisa atas berbagai kombinasi strategi BPEN dan UKM yang mampu meningkatkan performa ekspor UKM di Indonesia secara optimal. Skala prioritas dan kombinasi strategi tersebut dikaji dengan menggunakan AHP dan Game Theory dengan

berdasar pada persepsi BPEN, pelaku usaha dan akademisi. Hasil penelitian memperlihatkan bahwa kombinasi strategi UKM dan BPEN tidak mampu meraih titik keseimbangan tertinggi, dan karenanya keseimbangan Pareto maupun Nash tidak terwujud. Ini disebabkan adanya perbedaan sudut pandang antara UKM dan BPEN dalam proses pengembangan strateginya masing-masing.

Keywords:

SMEs, NAFED, Trade Promotion Organization, Analytical Hierarchy Process, Game theory

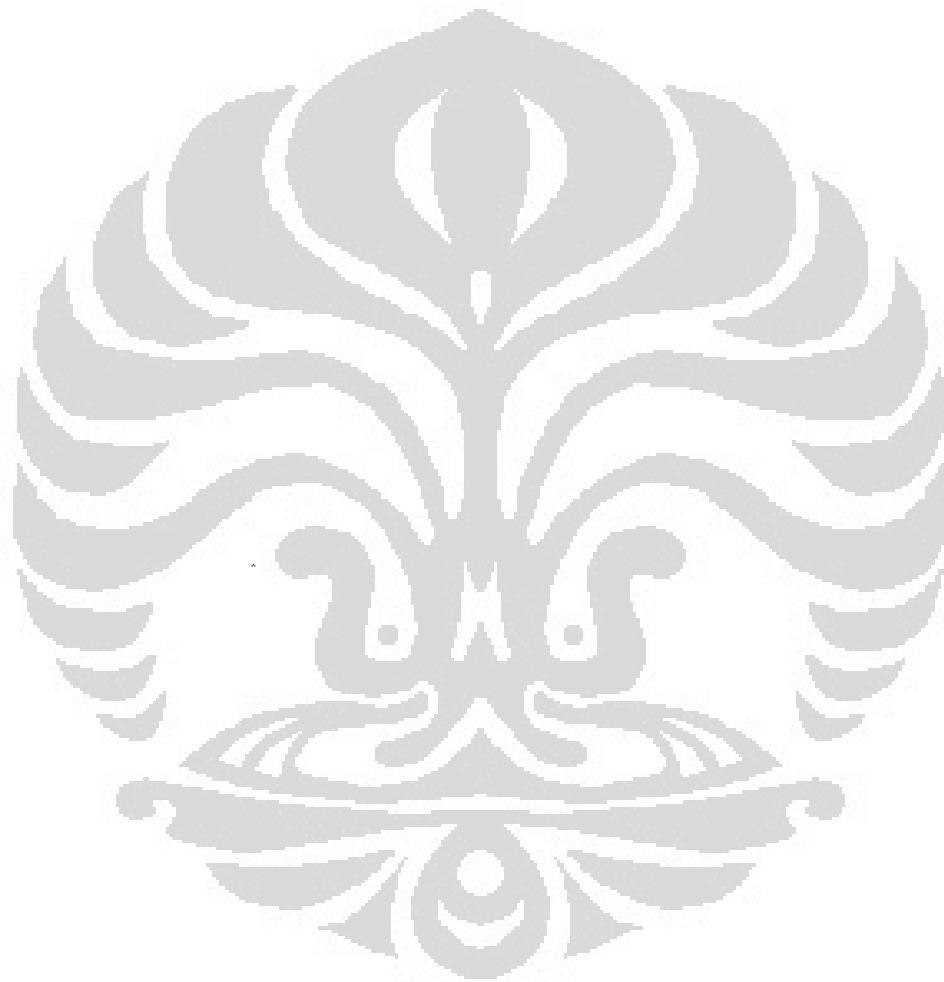
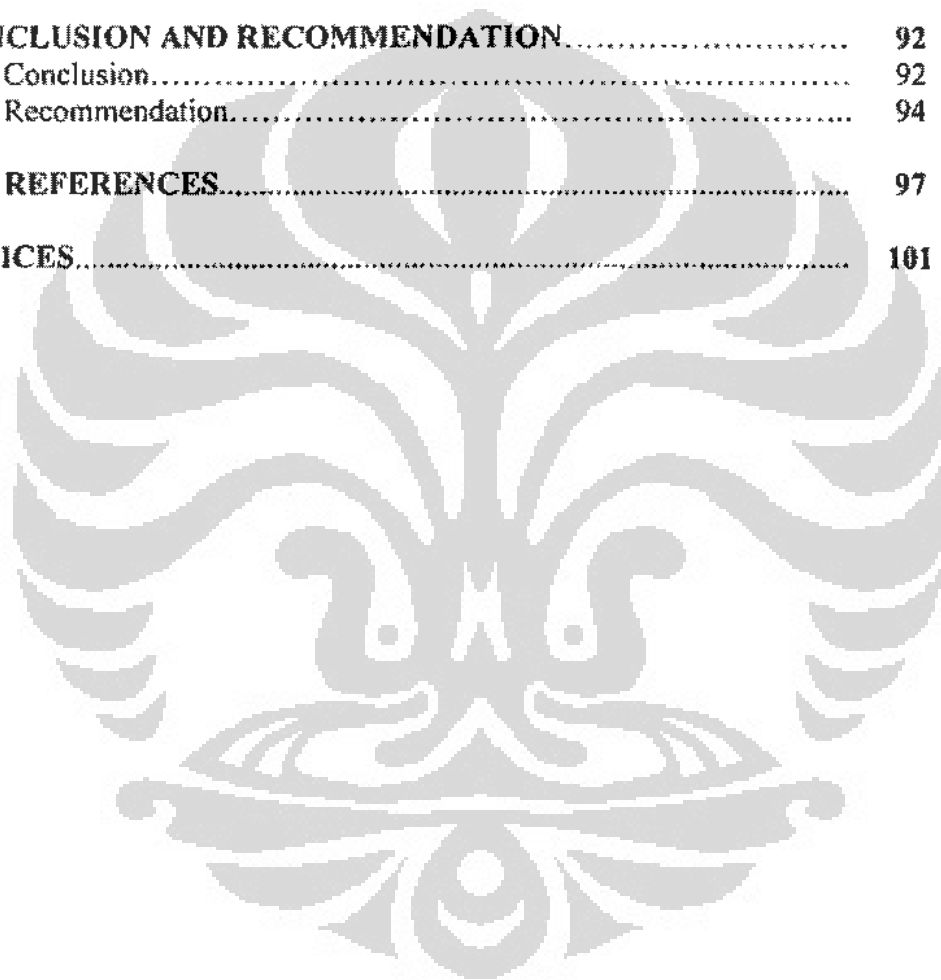


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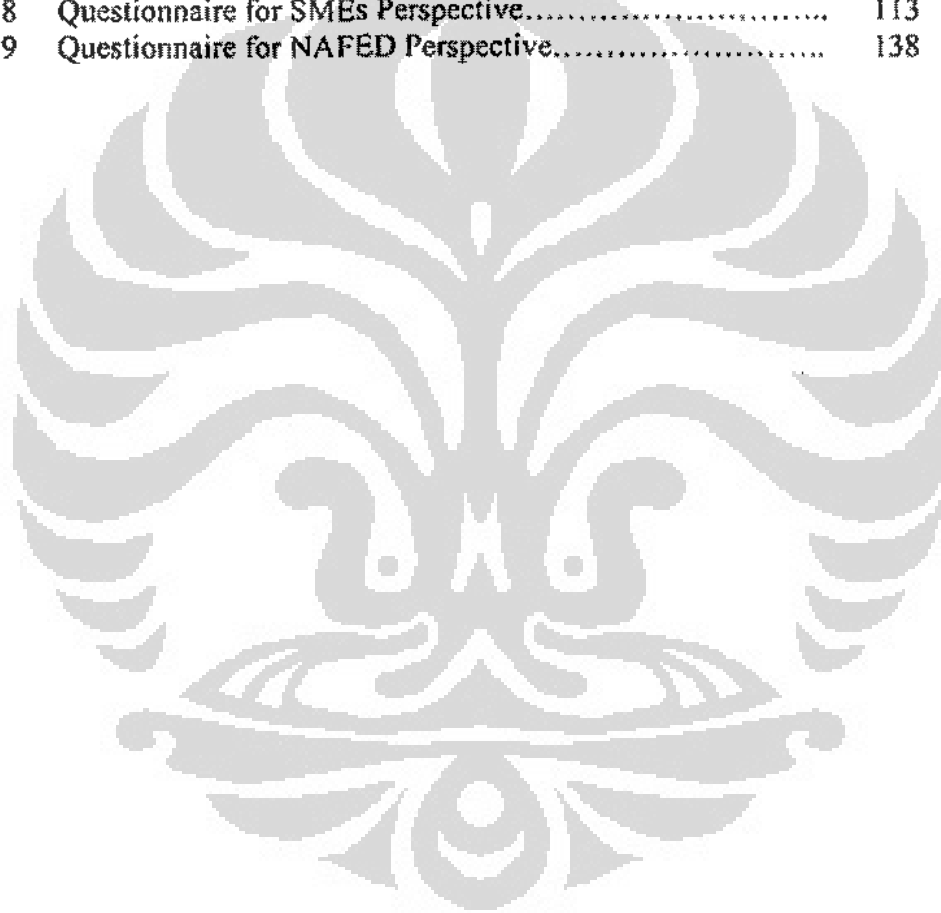
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CHAPTER 1 INTRODUCTION

1.1 Background of Research

Small and Medium-Sized Enterprises (SMEs) have long been believed to be important in supporting economic development within a country (e.g. CDASED, 1999; Mazzarol, Volery, Doss, & Thein, 1999). Therefore, in ensuring the economic growth of a country, most attentions should be paid into SMEs development. The World Bank (2004) also gives three arguments as supporting opinions that SMEs can play a role as the engine of economic growth in developing countries. First, enhance SMEs competition and entrepreneurship and hence have external benefits for economy-wide efficiency, innovation, and aggregate productivity growth. Second, SMEs are generally more productive than Large-scale enterprises (LEs) but failures in financial markets and other related institutions and un-conducive macroeconomic environments impede SME development. Third, SME expansion boosts employment more than LE growth because SMEs are more labor intensive. In other words, the World Bank believes that SMEs can improve economic growth and development in many countries.

In Indonesia, SMEs become the main actor in domestic economic activities, especially as provider of employment opportunities. Hence, it becomes a generator of primary or secondary income sources for many households. However, compared with many countries that joined at Asia Pacific Economic Cooperation (APEC), Indonesian SMEs have not contributed a significant value added to Indonesian economy yet.

Another important of Indonesian SMEs role is also recognized as an engine for the development process and also the growth of non-oil and gas exports. This is in line with the evidence in many East and Southeast Asian countries like Taiwan, Hong Kong, South Korea and Singapore, which show the most successful cases of SME development that has directly contributed to trade and the adoption of export-oriented strategies.

Like in other countries, SMEs are the main actors in the production, distribution and service sectors of the Indonesian economy. The proportion of SMEs is high in all of those sectors. If all forms of enterprises, formal and informal, are included in all sectors, there were an estimated 40 million of SMEs were operating in Indonesia in 2000, employing approximately 73 million people. However, most of these enterprises are micro or cottage enterprises rather than SMEs in the strict sense of the word and the largest percentage are in the agricultural sector (PPTA & the Asia Foundation, 2005: p25).

Since SMEs are often directly exposed to ever-changing market conditions, they are quick to react to such changes, as was the case when the economic crisis struck Indonesia. SMEs tended to have a more flexible organisation and quicker decision-making processes than large enterprises. SMEs can also, through their exports, play a role in improving the balance of payments (Urata, 2000: pp 3-9). According to the Central Agency of Statistics (BPS), the proportion of SME exports to total non-oil and gas exports after the Asian economic crisis varied between 4.6 to 7.5%, although a study conducted for the ADB estimates that the contribution of SMEs to total exports is higher, almost 11% (Asian Development Bank, 2004: 10).

Kuncoro (2008) also affirmed for the importance role of SMEs in Indonesian economics. During 1997-2006, number of company in small and medium scale reach around 99% from total numbers of enterprises in Indonesia and contribute to 54-57% of GDP. Although the share and the annual growth of SMEs in total number of Indonesian enterprises relatively high, how is the role of SMEs in national export configuration? Kuncoro argued that LEs exactly plays an important role in Indonesian export configuration compare to SMEs. Most of SMEs tend to focus on domestic market.

Based on several statements as mentioned above, it can be said that the export performance of Indonesian SMEs still impaired, especially if it's compared to SMEs export performance of other countries in ASEAN region like Malaysia, Thailand, and Singapore. Specifically, the weakness of Indonesian SMEs exporters is unable to access global market with multifarious products. Until now,

a capability in recognizing exporting market, improving variety of products and accessing foreign market is representing a general challenge of Indonesian SMEs.

In order to enhance export performance of SMEs, the Indonesian government already released several export promotion programs conducted by various ministries and departments. Those programs cover both specific trade promotion services to upgrade the capacity of potential SME exporters and also export promotion activities (i.e. trade fairs, exhibitions, websites, etc).

National Agency for Export Development (NAFED) as a national trade promotion organization, with the support of Indonesian Export Training Centre and Indonesian Trade Promotion Centre, also actualized various programs that represent services to assist Indonesian SME exporters to make their products and services better so that they are able to survive in the highly competitive global markets. Nevertheless, NAFED export promotion programs looked by various parties unable to optimally enhancing SMEs export performance. On evaluation of SMEs trade and export promotion, Sandee and Ibrahim (2002) mentioned that compared to NAFED programs, there are effective non-governmental Indonesian intermediaries that are successfully linking and matching SME to international markets. They offer both market information and business development services simultaneously. Other study conducted by The Padjadjaran University in Bandung, West Java, has evaluated the activities of NAFED. This study found that NAFED services are not bundled. For example, some entrepreneurs found that, through participation in a training program, they received useful information on identification of business opportunities. However, the training did not include practical guidelines on how to make use of these business opportunities to increase exports.

1.2 Problem Statements

Many parties have several argue that under optimized on NAFED export promotion programs and performance is caused by composing process that conduct unilaterally, without involved exporter opinions. Actually, improving of export performance is urgently wanted for many solid and harmonized

coordination between the governments, in this case is NAFED, and private sector. Business actors play an important role as source of information on various business problems, and also source of information about their actual needs. Based on those several facts, there is an idea to analyze synchronization between export promotion programs which have been actualized by NAFED and the expectation of SMEs Exporter. Some question related to this mentioned are: (1) Based on expert perspective, what is the level of various SMEs export promotion programs which have been conducted by NAFED and actualized by the SMEs? (2) Is the strategy which has been selected by each party, both NAFED and SMEs, able to realize the best combination to enhance export performance of Indonesian SMEs? Hence, it is important to formulate recommendations in optimizing various SMEs export promotion programs in Indonesia, especially which actualized by NAFED.

1.3 Research Objective

Through this research, the author tries to analyze and search for various strategy combinations of NAFED and SMEs that are able to enhance export performance of Indonesian SMEs optimally. Then, based on this personal observation, this research will offer some suggestions to strengthen activities of NAFED. Specific objectives that will be achieved in this research are:

1. To make a rating priorities on various SMEs export promotion programs that have been executed by NAFED and actualized by SMEs.
2. To find out the point of strategic balance between the two parties (SMEs and NAFED) which each party will defend on optimizing the objective on achievement and their interest.

This rating priorities and strategic balance (solution) on those objective developed by using AHP and Game Theory Model based on the perception of NAFED, the business community (SMEs exporter) and academician.

1.4 Scope of the Study

To evaluate strategic combinations which are able to support export performance of Indonesian SMEs, the research coverage is limited to:

1. SMEs exporter as the object of research that will be invited to give contribution in term of perspective about an effective export promotion program.
2. The definition of SMEs will be based on The Law No. 20/2008, which defines small and medium scale enterprises as firms with net assets (excluding land and buildings) of more than Rp. 50 million and less than Rp 10 billion or with business turnover of more than Rp. 300 million and less than Rp 50 billion¹.

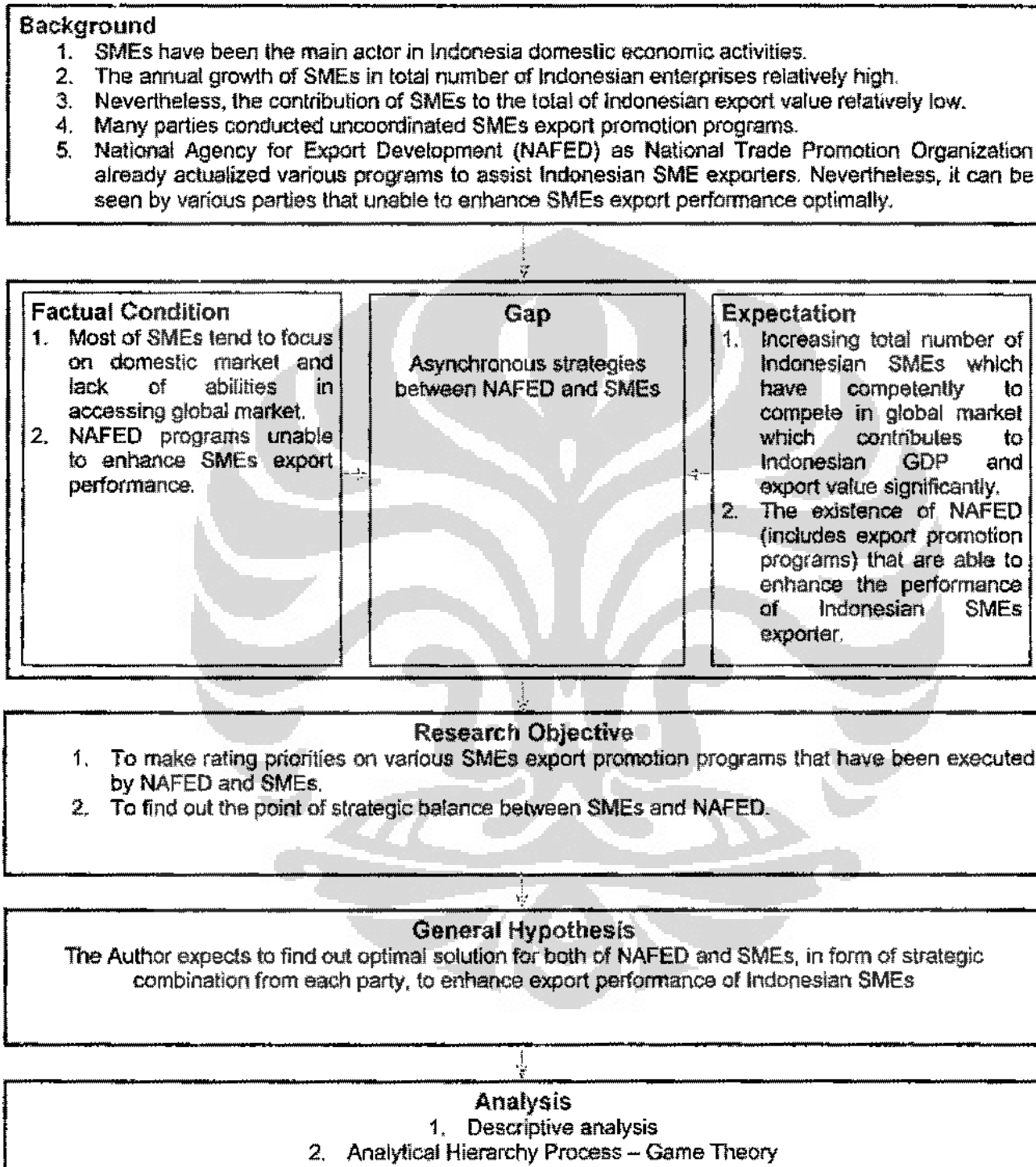
1.5 Hypothesis

Base on the existence of SMEs as the main actors in the production, distribution and service sectors of the Indonesian economy, many parties have an expectation to the realization of role enhancement of SMEs in national export configuration. Through this research, author expects to find optimal solution for both, NAFED and SMEs, in form of strategic combination from each party, to enhance export performance of Indonesian SMEs.

¹ This definition has been used by Bank Indonesia, the central bank, and by the State Ministry of Cooperatives and Small & Medium Enterprises (MOCSME).

1.6. Conceptual Framework

The following is the logical structural flow of this research.



Source: Author's estimation

1.7 Research Methodology

This part consists of brief explanation regarding to research data and analysis method that will be implemented in this study.

1.7.1 Research Data

Due to the nature of this study, there are certain needs to clearly define the types of required data and its collecting method.

1.7.1.1 Types of Data

The majority data that used is primary data (combination of qualitative and quantitative) which obtained from field research. Moreover, secondary data in the form of existing statistical data only used as supplement to strengthen analysis.

- Primary Data (Major)

Data on expert perception related to export promotion program on Indonesian SMEs that was collected by questionnaire

- Secondary Data (Supplement)

In the form of existing statistical data collected from previous research and reports.

1.7.1.2 Data collection

(1) The data on the perception of expert regarding export promotion programs in Indonesian SMEs will be collected through survey using questionnaire (structured question list);

(2) Data on existing statistical data (secondary data) will be taken from local statistical reports of various government institutions such as Indonesia Central Bank, Ministry of Trade, State Ministry of Cooperative and Small and Medium Enterprises (Menekop & UKM), Central Bureau of Statistics (BPS), and from other previous research reports;

- (3) Annual data of number of Indonesian SMEs, SMEs export value, share of SMEs export value to Indonesian total export and GDP, and other relevant data of SMEs, within period of 1998-2007.

1.7.2 Analysis Method

This research is tried to fuse perceptions from three groups of respondent which considered having expert capabilities related with the issues. Those three groups are: functionary or government officers, entrepreneurs and academicians.

In order to determine policy priorities to increase export performance of Indonesian SMEs, this study uses Analytical Hierarchy Process (AHP) combined with Game Theory Method. AHP has been chosen as the method because the fact that determination process of strategy priorities in the development of SMEs export performance represents a complex problem which will covered several criteria assessment and also because of data constraint. Game Theory, as the second method, has been chosen to harmonize with AHP to respond the second objective.

Further technical explanation about AHP and game theory will be explained in other chapters.

CHAPTER 2

LITERATURE REVIEW ON EXPORT PROMOTION, TPO, AHP AND GAME THEORY MODEL

Private sector development and investment in the sense of tapping private sector efforts and investment for promoting economic development is crucial to spurring economic growth and reducing absolute poverty. Combined with public sector efforts, private investment, particularly in competitive markets, has great potential to contribute to growth (World Bank, 2005b: p273). The function of private markets is known as the engine of economic growth, creating productive jobs and higher incomes. Its common with the government playing a complimentary role of regulation, funding, and provision of services, private initiative and investment can help provide the basic services and conditions that empower the poor by improving health, education and infrastructure (World Bank, 2005b: p.273).

Since the 1980s development thinking among the multilateral aid agencies, particularly the World Bank and the regional development banks, including the Asian Development Bank (ADB), has shifted from an early emphasis on the central role of the state to the importance of the private sector to raise economic growth. This recognition of the importance of private sector development was based on the observation that market forces and competition turned out to be more efficient, more productive and more conducive to economic dynamism. Privatization of state-owned enterprises (SOEs), strengthening market forces, increasing competition and refocusing the role of the state became the new catchwords among the policy recommendations offered by these multilateral aid agencies (Schulpen & Gibbon, 2002: p.1).

2.1. International Trade and Export Promotion Strategy

Most of the countries in the world, both developed and developing countries, have been involved in the global trading cycle. The importance of the role of international trade have been major consideration on the policy setting process as an effort to grow up the economy of particular country. This is likely to be a consensus when being related to export promotion policy having been developed and implemented since 1970s. Those are in accordance with the argument stating that export promotion policy will lead to the condition where resources have been allocated efficiently, the utility of bigger capacity of production, the achievement of economic of scale, the need on the technology development as an effort to respond competition between labor surplus countries (Balassa, 1997:p.180).

Appleyard in the International Economic (2006) gave an illustration that the fast economic growth in particular country would influence the basic of policy setting of that country, particularly in choosing trade policy whether pro-trade or anti-trade policy. Pro-trade policy is the condition where the economy of particular country tends to open up for international product and followed by the increasing of trades volume (size of trade). In this condition, the policy setting up to increase volume of export will lead also to the enhancing volume of import in order to meet the domestic demand. This policy was in line with comparative advantage and Heckser-Ohlin theories where that condition will drive the country to produce certain product that they have enormous endowment on. Meanwhile, anti-trade is the condition where the economy of particular country tends to be close and turn down the size of trade. In this condition, a country will show the decreasing of the volume of import and also will be followed by the decreasing of export due to the capacity in producing exported goods will be changed to produce imported goods in order to fulfill domestic demand.

Related to trade policy setting up by government who desires to maximize gain on trade then eventually expect to improve national welfare, there are two basic strategies on trade, which are:

1. Export promotion, which is trade policy that connected to liberalization and oriented to enhance competitiveness exported

commodity of particular country. Export promotion strategy promotes only the industries which potential for developing and competing with foreign rivals. Since the goal is to trade abroad, there becomes competition, which in turn remedies the returns to scale. The main goal of the export promotion strategy is to prepare the "potential" industries for competition with the foreign rivals. So the industries at their childhood must be protected for a while (Balassa, 1989). Exporters, facing the increasing competition, have to improve their technologies, their quality continuously in order to compete with their rivals. They have to make research and development studies (Bruton, 1998). Policy instruments usually used in this strategy are:

- Draw Back Duty, which is the drawback of raw material import duty if that material continues processed to produce exported final goods.
 - The reduction tax for export oriented firm.
 - Subsidy and research and development support for export development.
 - Devaluation intended to develop competitiveness of the product.
2. Import substitution which is trade policy that oriented to substitute the imported goods with locally goods in order to meet the internal demand (Bruton, 1998). In implementing this policy, government should interfere the market in order to protect domestic industry. Policy instrument that can be applied is not only through tariffs, quotas but also via exchange rate, prices of the factors of production and interest rate. In reality, protection policy is hard to be applied. A country planning to implement barrier on trade has to consider about reserve impact if other country do the same action (Nenci and Pietrobelli, 2007).

At 1950s until 1960s periods, many developing countries were applying import substitution policy by intention to replace imported manufactured goods with locally produced goods. Therefore, they impose protection on their infant industries. Together with that, they usually apply fixed exchange rate system so

imported capital goods will be cheaper and simultaneously will attract more investment. That import substitution policy was confirmed to be inefficient to be applied in developing countries. Actually, many developing countries implementing export promotion policy had experienced faster economic growth as approved by countries so called East Asian Miracle (Spanu, 2003).

According to the tendency about the movement of trade policy from import substitution to export promotion, during last three decades, most countries in the world have implementing export promotion strategy and have granting the benefit in form of growing economic growth. This export promotion strategy actually in line with the Neo-Classical theory stating that economic growth can be achieved by enlarging market of exported goods of a country.

In addition, empirical evidence supporting the statement that open economy together with eligible international trade system will lead to faster and more efficient economic growth is the study being conducted by World Bank (1987) that comparing the performance of export promotion and import substitution countries. The conclusion of that study is that better economic performance was achieved by countries who implement export promotion strategy (shown by the increasing of real GDP growth, manufacture economic growth and the improving of efficiency presented by the low value of Incremental Output Ratio – ICOR) compared with import substitution countries. Other two important notices from the study are significant also accompanied by consideration on fundamental factors. The dynamic of manufacturing industry of new Asian industrial countries are due to the development of comparative advantage. That is the first factor. The second factor is related with the connection between trade policy and income per capita. At any condition, export performance should be connected to the economic growth (World Bank, 1987 at Dorado, 1991).

2.2. National Export Promotion Strategy and the Role of National Trade Promotion Organization

In order to achieve the national development objective as declared in UUD 1945, Indonesia's government has run the process of planning and

implementation of economic development that generally can be divided become the early independence periods with the application of 'Guided Democracy' and 'Guided Economy' in the late 1950s with its emphasis on Indonesian-style socialism', government focus was shifted to building a national industrial economy around state-owned capital, that is state-owned enterprises (SOEs), the new order period marked by the implementation of *Repelita* program (since 1969), and the post social and politic reformation period after the destruction of new order at 1998. During those periods, there was a change on the structure of economy from agricultural oriented become industrial and services oriented economy. In other word, there was a movement from primary into secondary and tertiary sector.

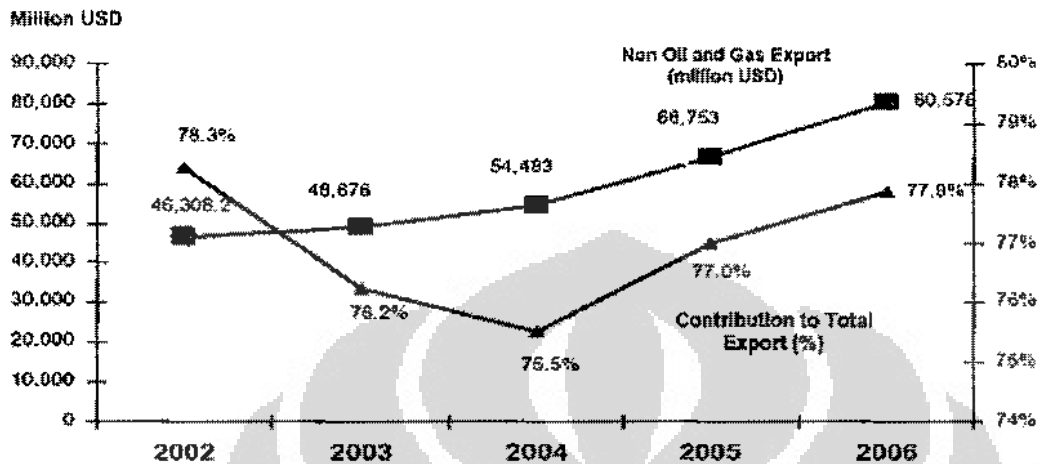
2.2.1. Indonesian Export Promotion Strategy

In the early 2008, Central Statistical Agency (BPS) had launched the statement related to Indonesia's economic growth. The growth in 2007 was stated around 6.3 % or almost similar with the prediction of the government. Interestingly, the growth was contributed by the increasing of export beside consumption sector that still as the leader.

The high contribution of export on the economy was actually normal thing due to the growth of export recently that was very satisfying. Giving attention on the role of export, the discussion can not be separated from export of non-oil and gas that was the back bone of Indonesia's export. In the export structure, non oil and gas commodity consistently contributes more than 75 % of total of Indonesia's export at recent years. Therefore, government intensively tries to push the development of non-oil and gas export through various policies.

Meanwhile, by looking the growth, non-oil and gas export grew confidently over 2005-2006 periods, which were 22.5 % and 20.7 % respectively. During those periods, the growth of non-oil and gas export always higher than the growth of total export. As a consequence, the contribution of non-oil and gas export also increases reach 77.9 % at the last of 2006. The development of non-oil and gas export and its contribution to total export during 2002-2006 periods as presented at figure 1 below:

Figure 2.1.
Indonesian Non-Oil and Gas Export and Its Contribution to Total Export
2002 - 2006



Source: SEKI, Central Bank of Indonesia

The big contribution of non-oil and gas export into Indonesia's economic growth can not be separated from export promotion strategy being applied by the government. According to foreign trade policy which have been applied, there are four groups of countries, as follows:

1. Strongly Outward Oriented, which is a country who implement very low barrier on trade and effective exchange rate for both export and import goods generally similar. The potentiality of import has being balanced with incentive for export.
2. Moderately Outward Oriented, which is a country who implements the higher level protection on imported goods compared with the incentive granting to exported goods. The effective exchange rate for imported goods is higher than for exported goods.
3. Moderately Inward Oriented, which is a country who apply barrier on trade such as import control and over amount of licensing. Moreover, exchange rate is let to be too high (overvalued).
4. Strongly Inward Oriented, which is a country who apply very high effective protection on domestic market. There is no incentive for export and effective exchange rate is considered to be too high (very valued).

Indonesia, at 1963-1973 periods, included in the moderately outward oriented group, then at 1973-1985 periods become moderately inward oriented. World Bank concludes that countries who classify as outward oriented have better performance than those classifying as inward oriented.

Pangestu (1995) classifies the direction of Indonesia's trade policy on the several groups as follows:

Table 2.1. Classification of the Direction of Indonesia's Trade Policy

Periods	The Direction of the Policy	Description
1958-1965 Directed Economy	Industrialization and Inward Oriented Trade Policy	Central government as major control in policies setting, applying nasionalization, dominated by state, high control on private sector both local and foreign
1967-1973	Import Substitution, Moderately Outward Oriented.	Investment Liberalization and nationalization of State Own Company.
1974-1981 Oil Boom	More Inward Oriented, The Increasing of Import Substitution.	The enhancing of the role of State Own Company, restriction on onvestment both domestic and foreign.
1982-1985 External Shock I	Strongly Inward Oriented, Imposition of non tariff barrier.	Remains rely on State Own Company and market intervention.
1986-1988 External Shock II	The beginning of outward orientation	Import deregulation and custom duties, widening of investment both domestic and foreign, the lowering of the dependency on State-Own Company.
1988-current	More Outward Oriented	Deregulation on investment and financing, the development of infrastructure, reformation on State-own Company.

Sources: Pangestu (1995) at Mulyanto.

2.2.2. The Role of National Trade Promotion Organization

On *National Trade Promotion Organizations: Their Roles and Functions*, Giovannucci stated that because the majority of producers and potential exporters in many developing countries have limited resources and scant knowledge of foreign markets and their exigencies, they often need support and guidance as they take their first steps into the arena of world trade. Trade Promotion Organizations (TPOs) can be an excellent tool for (enhancing export performance) developing international trade and helping producers and exporters access new markets.

The existence of TPOs started from the International Trade Center (ITC) establishing by the United Nation at 1964. ITC is under the General Agreement on Tariffs and Trade controlling (best known today as World Trade Organization) intent on giving supports to developing countries to build their ability to enter international markets network and improving their exports. It's not only focus on act of preparing markets base information. In order to achieve the purposes ITC is also gives some assistances in a range of development activities, including training, worker development and institution building¹. Base on the idea that ITC need to support and responded by a strong advice from each internal countries, so ITC though it's important to established TPO.

As facilitative agencies that have some functions as promoting and stimulate trade primarily by providing information, linkages, technical advice, marketing and policy advocacy², national trade promotion organization that generally becomes central institution for many countries export promotion effort have authorities to deliver commercial intelligence, implement market research, provide service to foreign buyers, coordinate group promotions, give advice in shipping, transport, and packaging. It's not only that, several TPO also gives incentives, train exporters, provide export licenses, and promote investment. All kinds of actions coverage by National TPO is appropriate with four broad categories of export promotion and development activities (Jaramillo, Camilo, 1998), which follows:

¹ ITC UNCTAD/WTO, www.intracen.org, 2001:36

² Giovannucci, Daniele, *National Trade Promotion Organizations: their role and functions*, pg. 2

1. Product and market identification and development,
2. Trade information services,
3. Specialized support services
4. Promotional activities abroad

There are kinds of formations from TPOs organization. It can be a one-person office to powerful organizations with extensive network and delegation office from a variety of countries. Therefore, there are some flexibility in form, roles and different policies from those countries in support their national trade promotion organization; generally they have similar activities and goal. As structural, TPO can stand along as independent organization and free from government interference. Although, in many countries TPO still placed as a part of government structure and works under controlling and accord with central government policies, for example is the existence of National Agency For Export Development (Indonesia), Malaysian Trade, and Department of Export Promotion (DEP) which under apiece of their Ministry of Trade.

The effectiveness of TPO could be reached if all activities focused on market orientation and the development is base on consensus from many interest groups like public sector and private sector associations, producers and exporters. Moreover, if there are an open wide opportunity for private sector to give contributions on TPO activities.

Concerned with their general task to facilitate and give supports in increasing trading, TPO usually be in claimed position to be able in giving quality services to its clients. The services should be follows:

- Market studies
- Exploratory foreign study trips
- Customized trade and investment related studies
- Access to telecom services such as Internet, Web sites, e-mail, and video or teleconferencing
- Representation abroad
- Participation in trade shows and exhibitions

Therefore, TPO needs to pay attentions to their function as facilitators or connection, because of that the services which giving by TPO should focus on

improving access and connections between commercial service suppliers domestically and overseas then effort to provides addition services. That is why TPOs will deem competence and experience if TPOs able to give support to³.

- The elimination or reduction of restrictions on exports i.e. quotas and licensing
- Improved access of exporters to imports i.e. duty-free schemes
- The reduction or more transparent application of export taxes and subsidies
- Improved access to export credit i.e. pre and post shipment financing and insurance
- Balanced or more favorable exchange rate policies
- Improved policy, regulatory, and legal environment for both trade transactions and investment, i.e. domestic or foreign direct investment (FDI)
- More efficient infrastructure that provides the logistical capacity and agility necessary to be competitive.

Market orientation is one of key word in their success actions to reach the purposes which held by TPOs. As first step from market orientation, TPOs should active and help producers to identify both of current and future products and services with potential in international market. Cooperation should be done with trade agency or industry, associations or others competence parties to launch study for potential product. That's why TPOs needs to make some call frequency to all producers, distributors, and current or potential exporters to evaluate products or services which will get most benefit from trade promotion. Second is by compiling markets profiles. The compiling of markets profile could stimulate idea development (and it is possible) to producers and potential exporters and all at once by giving information to them about characters and their target market conditions which hopefully have high potential to their export products. Besides, market profiles also could be a basis for TPO's foreign promotional efforts and that is why it should be updated periodically. Market profiles typically include follows:

³ Giovannucci, Daniele, National Trade Promotion Organizations: they role and functions, p. 4

- the general background of the target market (culture, outlook, income levels, marketing conditions)
- the types of imports favored
- importing patterns, taking into account main trading partners, ten-year trends, and annual seasonality
- available distribution channels
- historical price data
- customs requirements and other import regulations
- import tariffs,
- relevant trade agreements
- useful contacts (diplomatic missions, trade bodies, chambers of commerce, etc.).

If those new exporters could not interpret or benefit all products information or markets which has been done by TPOs, then TPOs could give some summaries in kinds of form contents as suggestions, pointing out specific opportunities, and identifying potential liaisons. All sources from information matters must allocable by TPOs then it could be published as market data, private trade and market studies, other trade promotion organizations, trade associations, chambers of commerce, diplomatic trade missions, foreign governments, and development and aid organizations.

The TPOs, related to enhance their purposes achievement which is helping exporters to increase international trading and opened or cultivate relationship with foreign markets, also needs to support them in developing the necessary skills to achieve full of gains from new opportunities in those new markets, such skills can include:

- knowledge about trade payment methods
- access to financing and foreign direct investment
- export procedures
- commercial terms and terms of international trade
- transportation logistics and procedures
- quality control methods
- export packaging

- pricing strategy
- handling business expansion requirements, i.e. infrastructure, management, bookkeeping, etc.
- contract negotiations

Those kinds of capabilities are absolutely well posted by exporters, and it is strongly related to the successful of TPOs roles. In order to help improving this international trade skills among exporters, it could be effectively if TPOs working closely with other organizations such as business development centers, trade associations, export councils, and business schools to deliver the services. But if these organizations are not available, the TPOs could hold their own programs activities such as workshops, lectures, mentoring, and also provide literature as a stopgap measure and help them by supporting and developing the provision of such services through a specialized organization or institution, preferably in the private sector.

The roles and function from TPOs is for supporting performance escalations from national export and because of that it is not said as specify about how importance their roles in increasing and developing SMEs exports performance. Although it goes on, the most think that we should caught on the willingness from many TPOs to aimed their programs orientations concerning to improve SMEs export. These conditions are related with actual conditions in several countries whereas SMEs placed strategic position on their national economic. According to Ewa Gotz-Debnicka and Baigalmaa on their study⁴ said that TPOs is clasped very important roles in improving export performance in many post socialist countries to build market economy in 1990s. Some of them are successful in their export re-orientation and development base on synergy between export promotion policies and export promotion programs which held by their TPOs, and all of that are concerning to the similar objectivity which is increasing SMEs export. Some of literatures related to the successful economic

⁴ Gotz-Debnicka, Ewa and Baigalmaa, Fact Finding Analysis On SMEs Export promotion Policy, Instruments and Tools of Mongolia and Countries in Transition, GTZ, 2004

developing in Asia regions countries have shown some facts that TPOs orientation is towards to improving their national SMEs export⁵.

2.2.3. National Agency for Export Development (NAFED)

In accordance with development policy which focuses on enhancing export as pillar of economy in many countries by setting up export promotion policy (at the beginning of 1970s), Indonesian government thought that it is necessary to establish an institution or agency who has special duty to support local entrepreneur seeking to enter international market. Therefore, at 1971, it was established an institution who works under supervision of Ministry of Trade so called the National Institute of Export Development (*Lembaga Pengembangan Ekspor Nasional* – LPEN). This institution was established to analyze, provide and disseminate information about export market, develop exporter's capability by providing guidance and general information on export procedure, as well as giving technical assistance for exporter.

In 1975, Indonesian government designed a policy on restructuring and reorganization on all Ministries. LPEN also took an impact of this policy, where the structure of LPEN had been unified with Ministry of Trade and then the name was changed to become National Agency for Export Development (NAFED).

As disclosed in its profile,⁶ NAFED is established to act as special service agency of Ministry of Trade that have function as a focal point for Indonesian exporters and foreign importers to source for trade related information. NAFED objective is to assist and support local manufacturers in identifying and penetrating overseas markets for their product, which is done by providing market research information and relevant advice. Related to its function and objectives, NAFED had formulated its vision, which is to manifest the competitiveness of Indonesia's non-oil and gas global product and intensify the role of non-oil and gas export in order to stimulate the National Economic Growth. Moreover, NAFED's missions are follows:

- To increase the competitiveness of product and services export.
- To increase the exporter's competence to penetrate the global market.

⁵ Hasan Khan, Ashfaq, Pakistan's Export: What Needs To Be Done? Pakistan Ministry of Finance, 2005

⁶ www.nafed.go.id. profile

- To expand the prime quality service to the business players.
- To strengthen the institutions of export development.
- To increase the officers' professionalism, transparency and performances accountability.

Activities which held by NAFED in order to implement its role, which is developing export, are:

- Product development; NAFED assists the exporters adjustment to their products in order to be compatible to the market's demand such as through design consultation. Nevertheless, NAFED also encourages the SMEs exporter's participations in build up design competition in order to enhance quality of the design.
- Held series of seminar, workshop and trainings both in Indonesia Export Training Center (IETC) (in Jakarta) and Regional Export Training and Promotion Center (RETPC) (in Surabaya, Medan, Makassar and Banjarmasin), which are intended to find out and develop exporter's potentiality.
- On-line and Off-line Promotion; for on-line promotion, NAFED presents Virtual Exhibition through <http://www.nafedve.com>. While for off-line promotion, NAFED continuously held exhibition both locally and internationally in order to introduce Indonesian products to the potential market. It is proactive for identifying manufacturers with suitable products for exports as well as identifying new foreign markets. A substantial portion of Indonesia export growth is a result of the activities of NAFED together with private companies in penetrating new and non-traditional markets.
- Exporters and foreign buyers convergence
- Market and buyers information services

Based on its profile, NAFED's services consist of five elements, the detail are as follows:

1. Export Information

- As generally NAFED information services have two kinds directed at assisting two distinct users. The first is information to exporters about market possibilities and penetration methods for Indonesian products.

Second information is to overseas buyers at the quality and availability of non-oil & gas products offered by Indonesia.

- Improving competitiveness of Indonesian products in overseas markets through market Intelligence and analysis. NAFED compiles market intelligence and analysis from results of seminars, workshops, research, export forums, and publications on economic and trade affairs. This includes market profiles of countries around the world.
- Export Forum; NAFED has organized Export Forum in conjunction with the organizing of the annual export product exhibition (Indonesian Trade Expo). The three-day Export Forum provides the opportunity for Indonesian exporters to obtain information on their products in certain countries, presented by experts and Indonesian Trade Attaches and Directors of Indonesian Trade Promotion Centers.
- Workshops and Seminars; NAFED organizes many kinds of seminars and workshops at regional, national and international levels, to discuss market possibilities and entry strategies.
- Developing Business Consultation for Small and Medium Enterprises; NAFED'S export promotion service to the Small and Medium-sized Enterprises (SMEs) began in 2001. Under this scheme, the services provided to the SMEs are information related to market penetration to the point of transaction with foreign buyers. It is given by experts from NAFED and consultants with broad experience in international trading and export activities. They will guide the SMEs on matters of export financing, export procedures, freight forwarding, taxes, export insurance, export promotion, design, and product development. They will assist the SMEs to be ready to enter exporting business.

2. Product Adaptation And Development

In order to improving products quality and to comply with international market taste and demand, Indonesian products should conform to quality of international standard. For this purpose, NAFED carries out various programs to assist with Indonesian exporters to produce and market products that concerning with market products, taste and demand. These programs are carried-out in many

ways such as by training, workshops and seminars, and consultation and guidance by domestic and overseas experts, which can be followed:

- **Brand Development;** for this purpose, NAFED setting up brand clinic that has function to provide their knowledge in identifying and differentiate design, quality, model and packaging. On the other hand, NAFED carries out promotion as a vital element of branding and manages the brand in order to ensure that the brand is well positioned in the market and contribute to develop the image of the country as a reliable supplier of quality brands.
- **Cluster Development;** Cluster development is aimed at developing competitive advantage of export commodities comprehensively by integrated system in one area. This program is involving the stakeholders that focus on improving productivity, production efficiency and human resources. It covers upstream to down stream industries, raw materials, supporting industries, technology center and bank as financing institution, related educational institutions, which are located in one area in order to develop integrated export commodities in suitable area.

In addition, to introduce Indonesian products to the global market, NAFED acts as a promotion leader. The pilot project of the cluster development is leather cluster, located in Yogyakarta. There are raw materials, finished products institution of leather to support technology and human resources, bank to support financing and NAFED as a promotion agency.

3. Buyer Service

- **Buyer Reception Desk (BRD);** its task is to help the coming overseas buyers to find Indonesian products they are interested in. The BRD arranges meeting with potential Indonesian manufacturers and exporters at NAFED's office or at the manufactures and companies concerned.
- **Mini Display;** visiting buyers can also observe a great number of potential Indonesian export products exhibited at Mini Display. If they found certain products of their interest, contacts with the manufacturers or exporters can be directly made through NAFED's assistance.

- **Inquiry Service;** Overseas buyers can also obtain information on Indonesian products and the suppliers by sending inquiry through e-mail, letter or fax, which will be forwarded to potential manufacturers or exporters to be followed-up.

4. Export Promotion

- **Trade Fair;** NAFED organizes the participation of Indonesian exporters at international trade fairs overseas by providing assistance in handling space reservation, stand design and construction, publicity, travel arrangement and meetings with potential buyers during the course of the exhibition. Its can be as a good starting point for the participants to introduce and promote their products.
- **Trade Missions;** NAFED organizes selling mission to certain overseas markets the missions are consisting of selected Indonesian entrepreneurs dealing with certain products or services and accompanied by minister, senior government officials and representatives of other business sectors. By sending the mission, the entrepreneurs will have first hand information on certain market characteristics and ways to entry the market.
- **Indonesian Trade Expo;** since 1986 NAFED has annually organized National Merchandise and Commodity Show, RESOURCE INDONESIA. As from 2006, Resource Indonesia has been changed its name into Indonesian Trade Expo and a new performance has been introduced called Indonesian Iconic Pavilion, where Indonesian leading and outstanding export products are exhibited.
- **Regional Export Trade Fairs;** As a large country and rich with natural resources, Indonesia provinces offer a wide variety of products for exports such as from sectors of fishery, agriculture, plantation, mining, industry, handicraft and service. To introduce and promote those products, NAFED regularly organizes Regional Export Trade Fair in certain provinces such as in Medan (North Sumatra Province), Manado (North Sulawesi), Surabaya (East Java), Bandung (West Java), Makassar (South Sulawesi) and Yogyakarta. These events stimulate the provinces to explore and

develop the regional economic resources, including in tourism and investment sectors.

- NAFED Virtual Exhibition which can be accessed through website: www.nafedve.com. The website provides a one-stop source of information on certain products with pictures, price quotation and name and address of the company concerned.
- Marketing Point; It have been established in several border crossing areas, namely in Tarakan (East Kalimantan), Entikong (West Kalimantan) and Skow (Papua). It is aimed at facilitating the small and medium enterprises in the border crossing regions to display and promote their products to traders and visitors from neighboring countries.

5. Export Training Center

In order to improving exporter's base knowledge and skills in order to be competitive in international market, NAFED established Indonesian Export Training Center (IETC) in 1990 through cooperation and assistance from Japan International Cooperation Agency (JICA).

2.3. AHP model

Every time people are always faced by decision making problem. The fit or not of the decision is highly depend on the effort of people to empower their logic and how deep they understand on the problem. Due to the problem in real world is getting more complex and sophisticated, so the experts try to develop some methods that assist and improve the precision of decision making. Those methods are later well known as decision making method.

From that method, the expected result is strategic decision that able to achieve an objective as optimal as possible. Salusu (1996) argued that "*strategic decision is the policy (have not be programmed) made by high level decision maker that states about a series of activities among various available alternatives*

designing to achieve ultimate goal of particular organization who relates effectively with its environment".⁷

The Analytic Hierarchy Process is a model which flexible enabling to provide an opportunity for both person and group in developing thoughts and define problems by setting their own assumption then formulates a decision. Basically, AHP is a decision making model that was intended to cover the limitations of previous models. AHP considers about logic private value where the process is relied on imagination, experience, intuition, logic and knowledge in formulating hierarchy of the problem. Thus, it can be said that AHP is a comprehensive decision making model that considers about qualitative and quantitative elements simultaneously.⁸

The AHP method was initially introduced by Thomas Saaty, a Professor of Wharton School, University of Pennsylvania, at 1971 and 1975. There were four axioms that should be considered by AHP user and the violation of each axiom will cause invalidity of the applied model. Those are:

- a. Reciprocal Comparison, decision maker must be able to make comparison and conclude its preference. Preference itself has to meet reciprocal conditions, which is if someone prefer on A than B by X scale, so B is preferred by 1/x, thus:

$$A_{ji} = \frac{1}{A_{ij}}$$

Where, i and j are row and column respectively.

- b. Homogeneity, the preference of someone must be able to be formulated in limited scale or in other word its elements can be compared each other. If this axiom cannot be fulfilled, the compared elements is not homogenous and must be formulated a new cluster (the new group of elements). For instance, if taste is the criterion orange \neq soccer ball, but if size is the criterion orange = tennis ball.

⁷ I. Salusu. "Pengambilan Keputusan Strategik, untuk Organisasi Publik dan Organisasi Nonprofit". Grasindo. Jakarta, 1996. p. 118

⁸ Bambang S.P. Brodjonegoro, "Analytical Hierarchy Process". PAUEK-UI. Jakarta 1992. P. 5

- c. Independence, the preference is figured by assumption that criterion does not influenced by available alternatives but in general by objective. It means that the comparison among elements at the certain level is depend on elements at higher level.
- d. Expectation, in decision making process, the structure of the hierarchy is assumed to be fully complete. Expectation and perception of the people is more emphasized than rationality.

Basically, application of AHP model is run on two stages as follows:

1. Formulating the hierarchy (Decomposition)

Through the process of decomposition, the complex and bounded problem can be divided to be separated elements and then formulated the hierarchy. If we want to produce more accurate result, the process must be run till the element cannot be divided yet. Formulating the hierarchy is the process of decomposing reality become homogenous groups then decomposes it again become smaller elements. The advantages of hierarchy are:

- a. Figuring out system that can be used to describe how the change in high level priority will affect on the lower level.
- b. Providing detail information on structure and function of the low level system and giving figure on the actors and the objective of its higher level. The limitation at certain level element at least should be presented at the further level.
- c. Naturally, system is a hierarchy.
- d. Stable about which the little change has little effect too, and flexible on which the addition in well structured hierarchy will not destruct its performance.

2. Evaluating the hierarchy

a. Evaluation

Decision makers translate all of the available perception and information into a pair comparison using scale as follows:

- 1 equal importance
- 3 moderate importance
- 5 essential/strong importance

7 very strong importance

9 extreme importance

Scale 2, 4, 6, and 8 is compromised value among those mentioned value.

Based on that comparison then create pairwise comparison matrix (matrix A).

b. Synthetic of the result: to see eigen vector and eigen value

Eigen vector is a vector that if it is multiplied by a matrix, the result is the vector itself multiplied by a number, where that number is eigen value.

Or:

$$A \times W \Rightarrow \lambda W$$

where, A = pairwise comparison matrix

λ = Eigen Value

W = Eigen Vector

$$AW - \lambda W = 0$$

$$(A - \lambda I)W = 0$$

After the last priority vector has been completely calculated, the next step is to investigate the inconsistency level of the hierarchy in general. In order to arrive at that stage, it must be run first the inconsistency calculation for each pairwise comparison matrix.

The consistency of pairwise matrix is:

$$CI = \frac{(\lambda_{maks} - n)}{(n-1)}$$

Where, n is the size of the matrix

The consistency of hierarchy:

$$CR = CI/RI$$

Where:

CR = Ratio of Consistency

CI = Index of Consistency

RI = Random Index

Follows are random index for the matrix with 1 until 11 sizes, where the matrix with 1 and 2 size has 0 random indexes and its consistency is also 0:

n	1	2	3	4	5	6	7	8	9	10	11
RI	0	0	0.58	0.19	1.12	1.24	1.32	1.41	1.45	1.49	1.51

Actually, there is no standard on the acceptance or rejection of the consistency of a matrix, instead according to some experiment and experience, the level of consistency at lower than 10 % is acceptable level. More than that, there should be a revision due to the too high inconsistency tends to be a mistake.

The application of AHP can be run by expert choice software by which each stages can be done practically and provide accurate result. In the further development, AHP has been used to solve various problems such as in determining priority, choosing various policy alternatives, cost and benefit analysis, conflict / game theory and planning model.

2.4. The Combination of Game Theory Model and AHP

Game theory is mathematic instrument that highly related to application of AHP method. It is also defined as decision making method where the actors are faced each other. It means that there are two counterparts of decision maker who compete each other and the decision of one group will be responded by another group through consideration on strategies and planned steps that will be done. This theory was initially proposed by Emile Borel, a mathematician from France at 1921. It then was further developed by John Von Neumann and Oscar Morgestern as tool to formulate the economic behavior of competition.

Ma'arif and Tanjung (2003) argued that game theory was useful to develop decision making analytical framework at competitive situation, be able to describe a systematic quantitative method and allowing the involved actors to choose rational strategies in achieving their objectives, as well as providing a

figure and description on the phenomenon of competition or conflict such as bargaining and formulating coalition.

According to decision theory, it is assumed that the elements related to decision making are gotten from a decision setting and summarized in standard structure as follows:

First, it is assumed that the decision maker can define all alternatives of decision or the strategies will be run.

Second, it is assumed that decision maker can define the situation or background (state of nature) of its decision setting. This figures various conditions enabling to influence consequences that emerge when a decision has been stated. The important thing is that those conditions are not under control of decision maker.

Third, it is assumed that decision maker can forecast the consequences in term of both cost and benefit of choosing an alternative decision during ongoing state of nature. The consequences have to be quantified and figuring out the criterions that usually being used by decision maker in evaluating the performance of certain activity. The quantified consequences are formulated into *payoff table* or *payoff matrix* where its row represents alternative decisions and its column figures out state of nature, while the value of payoff is presented by elements inside the matrix.

Based on the likelihood of the formation of state of nature which is varied, decision making can be classified as follows:

1. Under conditions of certainty, this is defined as the availability of complete certainty about ongoing phenomenon.
2. Under conditions of uncertainty, where decision maker does not have enough information about the possibility of the formation of a particular state of nature.
3. Under conditions of risk, in this situation, decision maker have enough information on state of nature so He can determine the probability of emerging particular condition.

The combined of methodology of Game Theory and AHP in decision making process as had been discussed by Prof. Thomas L. Saaty in His book "*The*

Logic of Priorities: Application in Business, Energy, Health and Transportation” is through some steps, which are:

- i. First step, formulating objective hierarchy and strategies from both sides. Basically, their objective and strategy are not similar; therefore, the interest of each side will raise conflict.
- ii. Second step, analyzing AHP of each interest hierarchy in partial. The result of calculation between pay off matrix and AHP method will show the global priority weight of applied strategies so both have of course its own priority of strategy that different each other.
- iii. Third step, each strategy alternative of first group will be faced on strategy alternative of the second group, so in each alternative step of second group, there are priority strategies of first group that most effective in responding second group strategy. Separately, the similar action is done by second group in responding first group strategy.
- iv. Fourth step, by multiplying weight of global priority with weight of responding counterpart strategy based on pairwise comparison matrix, will be produced payoff matrix of first and second group/side.
- v. Fifth step, the mixing of payoff table of both groups will create payoff matrix of non-zero game theory. Thus, it can be determined the level of equilibrium of strategy that provide maximum benefit for both. In a game between two players which is non-zero sum, it is recognized some term of equilibrium, two among others are (Permadi, 1992, pg. 71) :
 - a) Pareto equilibrium: happened if both of players get best of payoff value from all of payoff value which possible.
 - b) Nash equilibrium: In game theory, Nash equilibrium (named after John Forbes Nash, who proposed it) is a solution concept of a game involving two or more players, in which each player is assumed to know the equilibrium strategies of the other players, and no player has anything to gain by changing only his or her own strategy (i.e., by changing unilaterally). If each player has chosen a strategy and no player can benefit by changing his or her strategy while the other

players keep theirs unchanged, then the current set of strategy choices and the corresponding payoffs constitute a Nash equilibrium.

In the same interpretation, each player in a strategic game which to be in Nash equilibrium must answer negatively to the question: "Base on an understanding of opponents strategies, and treating the strategies of the opponents as set in stone, can I benefit by changing my strategy?"

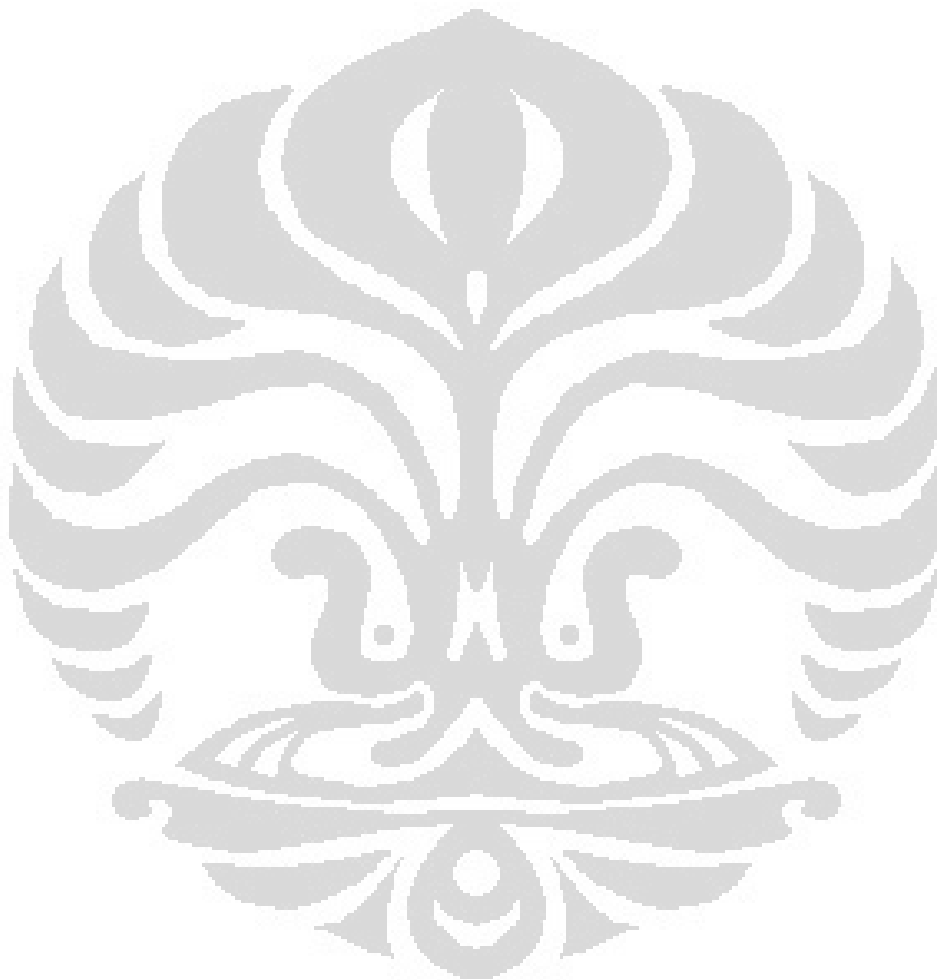
Nash equilibrium does not necessarily mean the best cumulative payoff for all the players involved, though many players are in Nash equilibrium if each one is choosing the best available decision which depends on the decision of the opponents. In many cases, the parties (all the players in a strategic games) tends to reach higher payoffs if they could by some means agree on strategies combination which different from Nash equilibrium.

From many possibility of circumstance in a strategic game, according to Dutta (1999) there are six sufficient conditions to guarantee that the Nash equilibrium is played comprises by:

- a. The players all will do their utmost to maximize their expected payoff as described by the game.
- b. The players are flawless in execution.
- c. The players have sufficient intelligence to deduce the solution.
- d. The players know the planned equilibrium strategy of all of the other players.
- e. The players believe that a deviation in their own strategy will not cause deviations by any other players.
- f. There is common knowledge that all players meet these conditions, including this one. So, not only must each player know the other players meet the conditions, but also they must know that they all know that they meet them, and know that they know that they know that they meet them, and so on.

In combined AHP method and game theory as has been done by this study, the background is that a strategy should be a respond on expectation of group or people and the priority of targeted group or people. That expectation and interest

of targeted group or people (in that case is SMEs) is balanced with the expectation and interest of organization (in that case is NAFED). Thus, it is necessary to harmonize the interest of organization and society.⁹



⁹ I. Salusu . *"Pengambilan Keputusan Strategik, untuk Organisasi Publik dan Organisasi Nonprofit"*. Grasindo. Jakarta.

CHAPTER 3

SMALL AND MEDIUM ENTERPRISES (SMEs) DEVELOPMENT AND EXPORT PROMOTION

The high concern of many people on the existence of Small and Medium Enterprises (SMEs), particularly at latest decade, is high related to the development of social and economic problems which are considered as the crucial thing that should be solved such as the increasing of unemployment affected by economic crisis at 1997, inequality on social and economic condition both intra and inter-regional, and continuously unsolved urbanization problem.

General characteristic of SMEs such as large population, labor intensive, using simple technology and supporting by private capital is considered to have potential problem solving on the problems as mentioned before. Especially in Indonesia, those characteristics have other impact such as the ability to provide easy service output, the potentiality to absorb more unemployed labor force, and activating SMEs operating in any sectors of the economy and located at both rural and urban area.

3.1. SMEs and National Economic Development

3.1.1. Definition of Small and Medium Enterprises (SMEs)

During more than three decades, the development of SMEs in Indonesia is considered fail by many parties. One of the triggers is there is no single comprehensive definition being a benchmark for people involved in SMEs in facing and solving their technical problems. The importance of definition about SMEs is related to the main two objectives.¹ The first objective is for administrative interest and regulation which related to the necessity of a firm to meet the obligation such as paying tax, corporate social responsibility and fulfilling labor regulation. The second objective is related to the process of setting directed policy such as enhancing technical capability and supporting on the aspect of financing.

¹ German Agency for Technical Cooperation, 2002 at Adiningsih, 2002

In accordance with the development of small businesses, Indonesia's government has issued UU No. 9/1995, but the definition stated on that Act is considered to be bias and therefore many institutions respond it by making their own definition on SMEs, of course, by their own objectives as well. The differentiation on definition and perception causes the assistance for small and medium scale enterprise has been compartmented and just oriented on sector of each institution.

One of the weaknesses from UU No.9/1995 is its limitation on accommodated the existence of medium scale enterprises. Berry and Levy (1999: p. 31) state that Large Enterprises and Micro- or very small-Scale Enterprises have received a large part of the incentives which the Indonesian government provided. These enterprises occupied a considerable share of output and workforce. In contrast, medium-scale viable firms have received limited attention and occupied a modest share in production and employment. Hence, they are characterized this industrial phenomenon in Indonesia as a "missing middle." The "missing middle" results in the underutilization of productive capability that viable SMEs potentially have. From general overview, it caused by government tendency, which often perceived the promotion of SMEs not as an aspect of industrial development but of social development. For that reason, medium-scale enterprises with 100 to 300 workers have hardly been highlighted in the context of Indonesia and most of SME definition in Indonesia tends to only cover smaller SMEs (micro or very small enterprises) and do not include larger SMEs (medium scale enterprises).

Thee (2006) said that not only government agencies do not have one overriding definition of SMEs, but most external aid agencies, such as the World Bank and the ADB, also do not have a single accepted definition of SMEs. For instance, the World Bank's Small and Medium Enterprise Development acknowledges there is no single accepted definition of SMEs nor does it attempt to offer one. Other external aid agencies having SME programs do not have a common definition of SMEs either. However, these agencies do define SMEs for their specific operations in order to define the limits of the scope of their projects and

the eligibility criteria for aid. To this end, it usually incorporates some parts of a country's definition of SMEs (Asian Development Bank, 2004: 5).

There are several definitions of SMEs are provided in Indonesia, depending on which agency provides the definition. As explained by Hayashi (2002), BPS (Central Bureau of Statistics) defines firms with four or less workers, those with 5 to 19 workers and those with 20 to 99 workers as household, small-scale, and medium-scale enterprises, respectively. The Indonesian Ministry of Industry and Ministry of Trade (MOI and MOT) defines manufacturing SMEs on the basis of the value of their assets (excluding land and buildings). Firms with assets of less than Rp 200 million are small-scale enterprises and those with assets of Rp 200 million to Rp 5 billion are small- and medium-scale enterprises. The Indonesian Small Business Law of 1995, which aimed to foster SMEs for the purpose of promoting a fair and equitable society, defines small-scale enterprises as firms with assets (excluding land and buildings) of less than Rp 200 million or with sales of less than Rp 1 billion. This definition has been used by Bank of Indonesia, the central bank, and by the State Ministry of Cooperatives and Small & Medium Enterprises (MOCSME). As a comparison, the table below shown that most of other countries distinguish SMEs and Large Enterprises (LEs) by using the number of workers as they main criterion.

Table 3.1. Definition of Manufacturing SMEs in Asian and Pacific Countries

Country/ Organization	Definition of Manufacturing SMEs	
	Criterion	Size ¹⁾
Japan	Employment Invested Capital	SMEs < 300 SMEs < ¥ 300 million (US\$ 3 million)
Korea	Employment	SMEs ≤ 300
Malaysia	Invested Capital	SMEs ≤ MR 2.5 million (US\$ 0.7 million)
Philippines	Employment Assets	SMEs < 200 SMEs ≤ P 60 million (US\$ 1.5 million)
Singapore	Assets	SMEs ≤ S\$ 15 million (US\$ 9 million)

Taiwan		Employment Invested Capital	SMEs < 200 SMEs ≤ NT\$ 60 million (US\$ 2 million)
Thailand	Bank of Thailand MOI ³⁾ MOI ³⁾	Employment Employment Assets	SMEs < 300 SMEs < 200 SMEs < 100 million baht (US\$ 2.7 million)
Canada		Employment Sales	SMEs < 500 SMEs ≤ CDN\$ 20 million (US\$ 14 million)
USA		Employment	SMEs < 500

Notes:

1) Figures in parentheses in this column indicate the amount in terms of US dollars converted by respective exchange rates at the end of 1999 (IMF, *International Financial Statistics*). Indonesia: US\$ = Rp7,085, Japan: US\$ = ¥102.20, Malaysia: US\$ = MR3.80, Philippines: US\$ = P40.31, Singapore: US\$ = S\$1.67, Taiwan: US\$ = NT\$31.40, Thailand: US\$ = 37.52 baht, and Canada: US\$ = CDN\$1.44.

2) MOI = Ministry of Industry.

Sources: APEC (1994: 10-2) and JSBRI (1998: 6).

As an effort to standardize the different perception on SMEs, government eventually issued UU No. 20/2008 discussing about micro, small and medium enterprises. Those terms are defined as follows:

Table 3.2. Definition of SMEs in UU No. 20/2008

Scale of Enterprises	Definition	Criterion (Rp)	
		Net Asset (not include land and the building)	Business Turnover
Micro Scale Enterprises	Productive businesses that owned by single person and/or single entity	≤ 50.000.000	≤ 300.000.000
Small Scale Enterprises	Productive economic businesses that independent, operated by single person or entity who does the subsidiaries, branch, controlled or become direct or indirect part of medium or big enterprise	50.000.000 < X ≤ 500.000.000	300.000.000 < X ≤ 2.500.000.000
Medium Scale Enterprises	Productive economic business that owned by single person or entity who does the subsidiaries, branch, controlled or become direct or indirect part of medium or big enterprise	500.000.000 < X ≤ 10.000.000.000	2.500.000.000 < X ≤ 50.000.000.000

Source: derived from UU No. 20/2008 (changed by author)

3.1.2. The Role of SMEs in Indonesia's Economy

Private sector development and investment in the sense of tapping private sector efforts and investment for promoting economic development is crucial to spurring economic growth and reducing absolute poverty. Combined with public sector efforts, private investment, particularly in competitive markets, has great potential to contribute to growth (World Bank, 2005b: 273). For that reason, the Indonesian government tends to direct national development program into the objective of increasing rule of private sector, especially affirmative program to promote the development of indigenous Indonesian entrepreneurs. Harry Johnson, professor of economics at the University of Chicago, economic nationalism in newly independent nations emerging from colonial rule is defined as 'the national aspiration to having property owned and controlled by nationals and having economic functions performed by nationals (Johnson, 1972: 26). For this reason since the early years of independence until the end of New Order regime in May 1998, the development of the private sector, including the large private enterprises, small- and medium-scale enterprises (SMEs) and foreign-invested enterprises, has been greatly affected by extensive state intervention.

In line with its rules as the main actor in the production, distribution and service sectors of the Indonesian economy, the Indonesian government has for a long time been concerned with the development of small- and medium-scale enterprises (SMEs). Otherwise, despite the often stated government concern about SME development, during the New Order era SMEs were actually not considered a vital part of the economy. Rather than viewing SMEs as important economic actors and an important part of a vibrant economy, many Indonesian policy-makers viewed them primarily as a *social* group, which needed assistance based on *welfare* or *equity* considerations rather than *efficiency* considerations (Hill, 1997, p. 266; PPTA & The Asia Foundation, 2005, p. 32).

SMEs is very important sector in the economy of Indonesia because most of the citizens of this country are less educated and lived by small business in both traditional and modern sector (Partomo and Soedjono, 2004). Nevertheless, SMEs took lack of concern by Indonesia's government until economic crisis at 1997. That crisis striking almost all of Asian countries had approved about the basic

potential of SMEs, where many big enterprises experienced bankruptcy, while most of SMEs can survive and, moreover, undergoing improvement in term of the number of SMEs. Therefore, the attention on SMEs had going increase. The strength resistance of SMEs was caused by their equity structure which was more depend on self financing (73 %) and the rest from private (4 %), government bank (11 %), and supplier (3 %) (Azis, 2001 at Adiningsih 2002). Those become fundamental factors so SME's did not highly affected by economic crisis. On other side, many big enterprises were bankrupt due to the increasing tremendously of raw materials and the increasing of debt installment affected by the depreciation of Rupiah. Banking sector also underwent the destruction bearing more severe impact on industrial sector, particularly in term of financing, where eventually many enterprises going bankrupt because of high interest rate.

From the wider perspective, Partomo and Soejoedono (2004) proposed arguments about why SMEs can be survived over crisis, which were:

- a. Most of SMEs produce consumption goods and services which were the demand elasticity over income low, therefore the low average income of people did not highly influence on the demand of the good. In the contrary, the increasing of income also did not affect much on the demand.
- b. Most of SMEs did not get the equity from bank. As a consequence, the destruction in banking sector and the increasing of interest rate did not affect much on SMEs sector. Due to the banking sector was in trouble, the business activity of big enterprises was in trouble as well. Generally, SMEs in Indonesia mostly use self saving as base of equity and their accessibility on banking tend to be low.
- c. SMEs have limited equity and their market tends to competitive, therefore SMEs have tight product specialization. This gives opportunity for SMEs to easily move from one field to another, there was no barrier to exit from the market.
- d. Reformation after economic crisis had alleviated market barriers, protection on upstream industry had been alleviated too, and therefore SMEs have an opportunity to absorb more raw materials. Those factors will be able to reduce cost of production and enhancing efficiency. Nevertheless, due to this

condition was running together with economic crisis, the impact that can be enjoyed did not so much.

- e. Due to the existence of economic crisis, many formal businesses had reduced their labor. Those unemployed persons then enter informal sector and work in small scale business, therefore the number of SMEs was increasing.

According to the data of State Ministry of Cooperative and SMEs, from around 48.93 millions enterprises in Indonesia at 2006, around 99.98 percent (48.92 millions) were small and medium enterprises and the rest, 1.112 percent were big companies. Based on that data, it can be sharply seen that the position of small and medium entrepreneur is actually very strategic in Indonesia's economy. The number of SMEs at 2006 had increased by 3.9 percent from that at 2005, which was around 47.1 millions SMEs consisting of 47 millions small enterprises and 95.9 thousands medium enterprises.

Table 3.3. The Number of Enterprises by Scale (business unit in .000)

Scale of Enterprises	1998	1999	2000	2001	2003	2004	2005	2006
Small and Medium Enterprises	36,813.60	37,856.30	39,784.00	39,964.07	43,460.30	44,777.44	47,102.80	48,929.60
Large Enterprises	1.80	1.80	5.70	5.90	6.50	6.70	6.60	7.20
Total	36,815.40	37,858.10	39,789.70	39,969.97	43,466.80	44,784.14	47,109.60	48,936.80

Source: Derived from MOCSME and CBS down load at www.depkop.go.id (changed by author)

The domination of SMEs is not only in term of number, but the growth of it also shows an increasing tremendously. Generally, the growth of SMEs in average is around 3.52 percent per year over 2000-2006 periods. The higher growth happens in 2006, which reached 5.19 percent. In other side, big enterprise at those periods grew around 4.07 percent, where the higher growth happens at 2003 by 6.23 percent.

Table 3.4. The Growth of Enterprises in Indonesia during 2001-2006 (%)

YEAR	SCALE OF ENTERPRISES				TOTAL ENTERPRISES
	SE	ME	SME	LE	
2001	0,45	2,71	0,45	4,23	0,45
2002	4,96	5,04	4,96	3,67	4,96
2003	3,62	2,71	3,61	6,23	3,61
2004	3,02	6,50	3,03	2,64	3,03
2005	5,20	3,03	5,19	1,87	5,19
2006	3,86	11,33	3,88	5,77	3,88
Average	3,52	5,22	3,52	4,07	3,52

Source: Derived from MOCSME and CBS down load at www.depkop.go.id (changed by author)

The figure on the various roles of SMEs in national economy had been presented by State Ministry of Cooperative and SMEs and Central Statistic Agency through their formal announcement launched at the last of first quarter 2008. That role was taken from macro economic indicator by looking the contribution of SMEs on labor absorption, the formulation of GDP and the value of national export and investment.²

As mentioned at earlier part of this chapter, the capacity of SMEs to absorb labor is potential enough though just in temporary. At 2005, the labor absorption of SMEs was around 83 millions people or 96,28 of the total. At 2006, the performance was increasing by 2.62 percent or 2 millions people. In that year, labor absorption of SMEs reached 96.18 of the total or around 85.4 millions people, where 80.9 millions people was absorbed by small enterprises and 4 millions by medium enterprises.

² Formal statistical news, Central Statistic Agency No. 28/05/Th XI, 30 Mei 2008 on the Development of SMEs Macro Indicator 2008.

**Table 3.5. Labor Absorption of SMEs and Large Enterprises at 2000-2006
(people)**

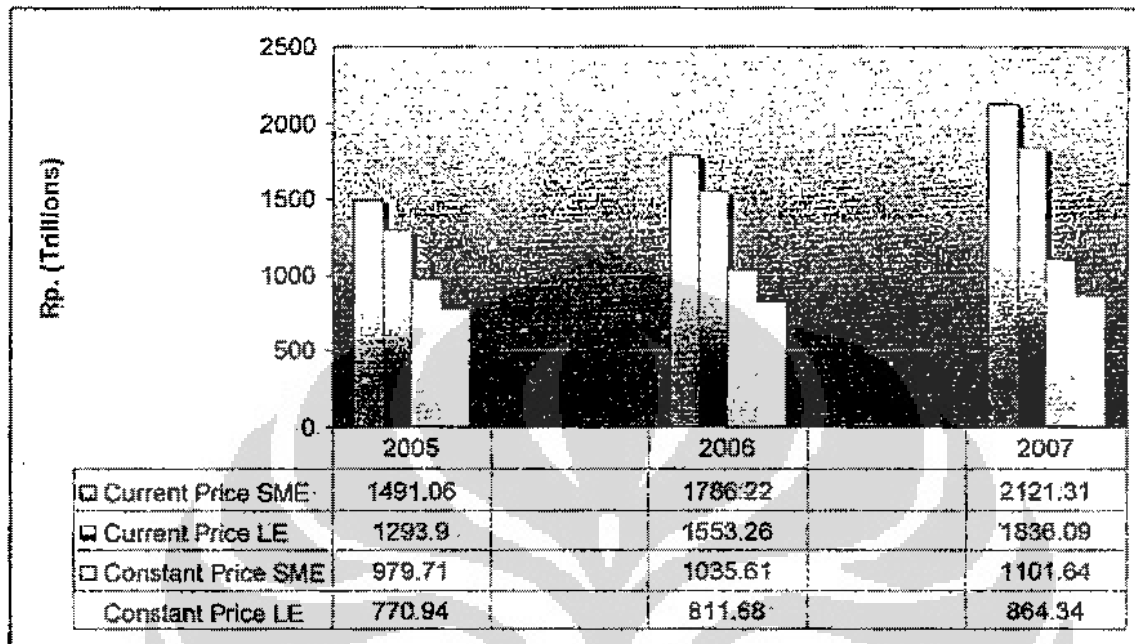
YEAR	SMALL ENTERPRISES	MEDIUM ENTERPRISES	LARGE ENTERPRISES	NATIONAL
2000	68,791,152	3,913,264	2,695,766	75,400,182
2001	70,884,594	3,802,834	2,962,943	77,650,371
2002	73,905,002	3,902,895	3,017,995	80,825,892
2003	77,947,490	3,994,863	3,145,736	85,088,089
2004	76,415,980	4,030,620	3,154,771	83,601,371
2005	78,994,872	4,238,921	3,212,033	86,445,826
2006	80,933,384	4,483,109	3,388,462	88,804,955

Source: Derived from MOCsME and CBS down load at www.depkop.go.id (changed by author)

Some studies had confirmed that labor has positive impact on production output and even economic growth. Dimkpah and Bethune at Yudhi (2007) showed that the growth of labor affect on economic growth. Other study conducted by Silverstovs and Helzer at Yudhi (2007) also showed that labor has long term impact on GDP and export.

The contribution of SMEs on GDP in term of both current and constant price reaches more than 50 % of national GDP. At 2005, contribution GDP of SMEs on national GDP in term of current price reached 1,491.06 trillions or 53.54 % of national GDP, which was amount 2.784,96 trillions. On the other side, in term of constant price reached 979.71 trillions or equal to 55.96% of national GDP which on that year reached 1,750.65 trillions. During the year of 2006 and 2007, respectively, contribution of SMEs on the creation of national value added based on current price was 1,786.22 and 2,121.31 trillions or reached 53.8 % and 53.60 % of national GDP. While, based on constant price at those periods, the contribution of SMEs on PDB reached 1.036 trillions and 1,101.64 trillions or around 55.92 % and 46.10 % of national GDP.

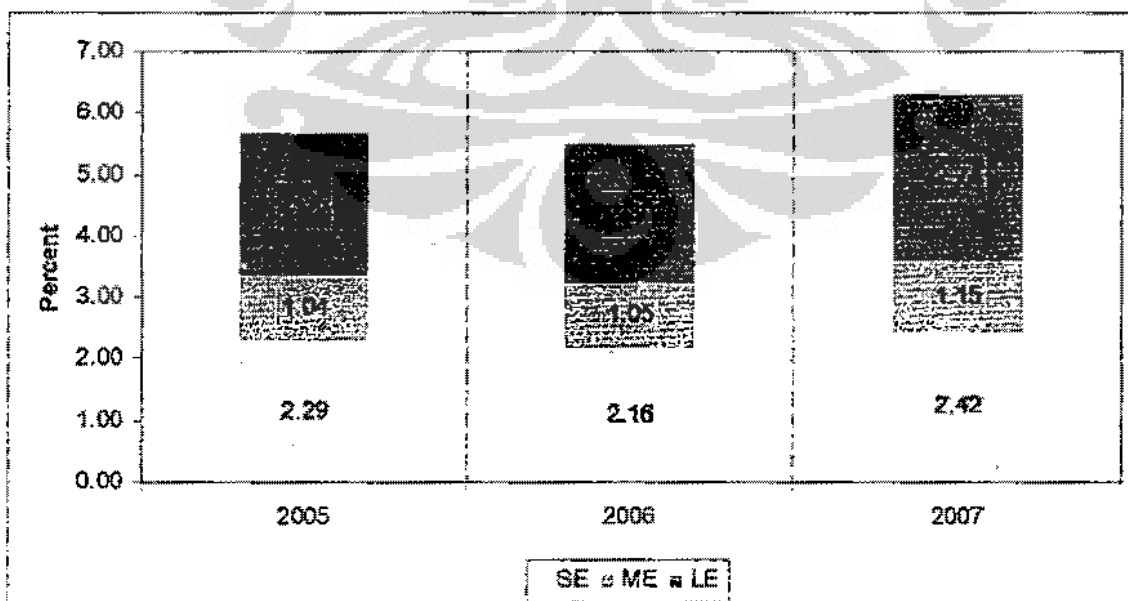
Figure 3.1. The Contribution of SMEs on GDP



Source: Derived from MOCSME and CBS down load at www.depkop.go.id (changed by author)

In regard with national economic growth, SMEs has given significant contribution enough. That can be seen on this figure below:

Figure 3.2. The Contribution of SMEs on National Economic Growth

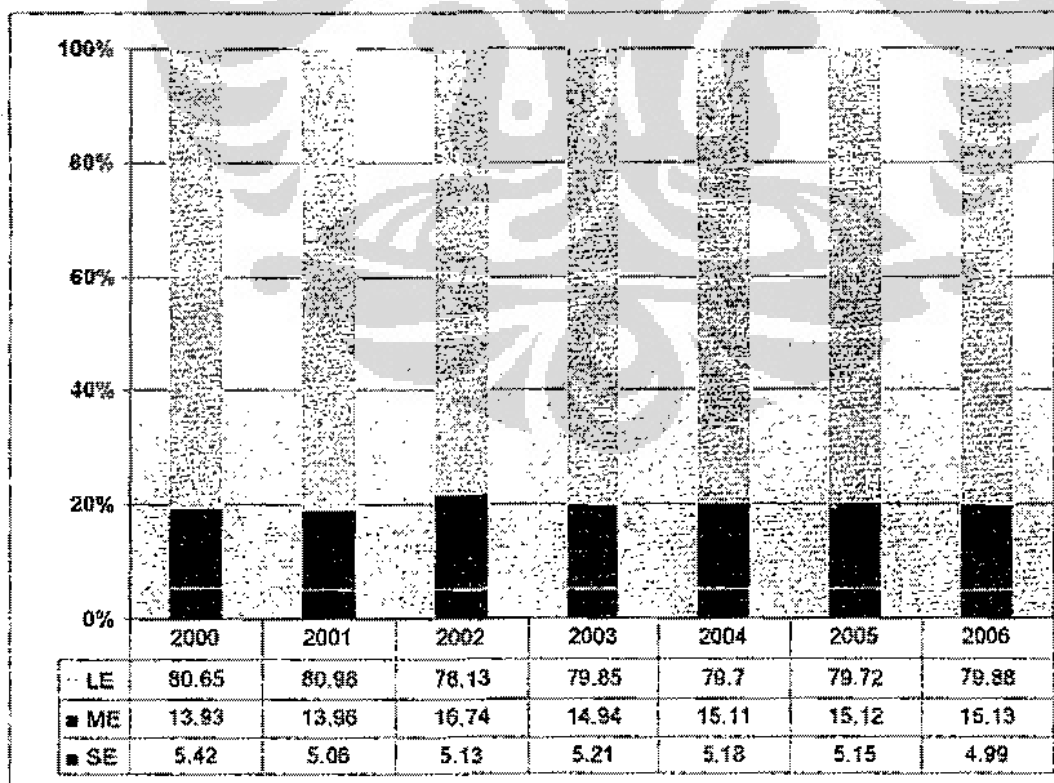


Source: Derived from CBS down load at www.BPS.go.id (changed by author)

At 2005, from national economic growth, which reached 5.69 %, SMEs had contributed amount 3.33 %. The contribution little bit declined at 2006, which was just 3.21 % of national economic growth that also declined by 5.51 %. At 2007, the performance was back to increase where contribution of SMEs reaches 3.47 of national economic growth that at the time reached 6.32 %.

Meanwhile, in term of export, total export of SMEs reached Rp. 122.2 trillions at 2006 and contributed for 15.7 % of national export or 20.12 % of total non oil and gas export. The share on non-oil and gas export was contributed from small enterprises by 4.99 % and medium enterprises by 15.13 %. The contribution was considered to increase when compare it with that a year before which was just 15.44 % of total export Rp. 110.34 trillions. That performance of 2005 was contributed by small enterprises by Rp. 28.08 trillions or 3.92 % and medium enterprises by Rp. 82.29 trillions or 11.51 %, while the rest was came from big enterprises.

Figure 3.3. The Contribution of SMEs and LEs on Non Oil and Gas Export, 2000-2006



Source: Derived from MOCSME and CBS down load at www.dekop.go.id (changed by author)

The argumentation on the importance role of SMEs in economy maybe cannot be debated; however, there is another thing that cannot be neglected, which is the productivity of SMEs that remains low. This is pointed out by Tambunan (2008) who states that the big contribution of SMEs on GDP and non oil and gas export does not caused by their productivity, but mostly due to the number of them that tremendously more than big enterprises. As a notice, at 2005, productivity of one unit SMEs of 47,102,800 SMEs in total was just Rp. 31.655 millions. In other side, big enterprises that just amount 6,800 units, their productivity reached Rp. 190,279.41 millions. At 2006, productivity of SMEs was Rp. 36.506 millions, while big enterprises were Rp. 215,730.56 millions. Other study also founds that beside the low of productivity, SMEs also has low competitiveness, so takes difficulty to enhance their output in order to compete with both domestic competitor who produce similar product and foreign competitor.³

3.2. Opportunity and Challenge to Enhance SMEs Export Performance

The limited contribution of SMEs on Indonesia's economy cannot be separated from current classic problems faced by this group of business. Urata and Tambunan⁴ argued that general problems faced by SMEs are limited equity, production and processing, difficulty to get raw materials, limited technology and human resources (including management and marketing) and not supportive business climate. Survey of Central Statistical Agency, as presented in the Table 2.5 below, emphasizes on the problems of SMEs and giving figure on the nature of the problems of SMEs, which are very multidimensional.

³ Tambunan, Tulus Tah Hamonangan (2008), "SME Development in Indonesia with Reference to Networking, Innovativeness, Market Expansion and Government Policy", at Hank Lim (ed), "Asian SMEs and Globalization", ERIA Research Project Report 2007 No. 5, March, Bangkok: ERIA

⁴ see Urata, Shujiro, "Policy Recommendation for SME Promotion in The Republic of Indonesia", JICA, 2004, pg.87-89 and Tambunan, Tulus, "Peranan UKM bagi Perekonomian Indonesia dan Prospeknya", Majalah Usahawan No. 07 Th XXXI, July 2002, P. 3-15.

**Table 3.6. The Number of SME based on The Kind of Business Problems
(business unit)**

No.	Description	Small Scale Enterprises		Medium Scale Enterprises		Total SME	
			%		%		%
1	Don't have any Constraint	46,485	19.48	627,650	25.21	674,135	24.71
2	Have Constraints	192,097	80.52	1,862,468	74.79	2,054,565	75.29
	a. Raw material	20,362	10.60	400,915	21.53	421,277	20.90
	b. Marketing	77,175	40.18	552,231	29.65	629,406	30.63
	c. Capital	71,001	39.96	643,628	34.56	714,629	34.78
	d. Transportation/Distribution	5,027	2.62	49,918	2.69	54,945	2.67
	e. Energy	40,605	2.40	50,815	2.73	55,420	2.70
	f. Wages	2,335	1.22	14,315	0.77	16,650	0.81
	g. Others	11,592	6.04	150,646	8.09	162,238	7.90

Source: Derived from CBS (SUSI 2003) down load at www.BPS.go.id (changed by author)

For medium enterprises, the most problems faced by them are related with the financing (34.56%) and marketing (30.63%). The rest are, respectively, energy, transportation and distribution, and wage payment problem. For small enterprises, the sequence of the problems are marketing (40.18%), financing (39.96%) and followed by the problems related with raw materials, transportation and distribution, energy and the last is wage payment.

The kind of problems as explained before, are the basic circumstances that eventually will be the causes of development of other problems influencing strongly on the growth of SMEs (Prananingtyas, 2001), which are:

- The weaknesses on market access and enlarging market share;
- The weaknesses on equity structure and the limited access on financing sources;
- The weaknesses on organization and management;
- Insufficiency on technology and its application.
- Insufficiency on business network and cooperation among them.

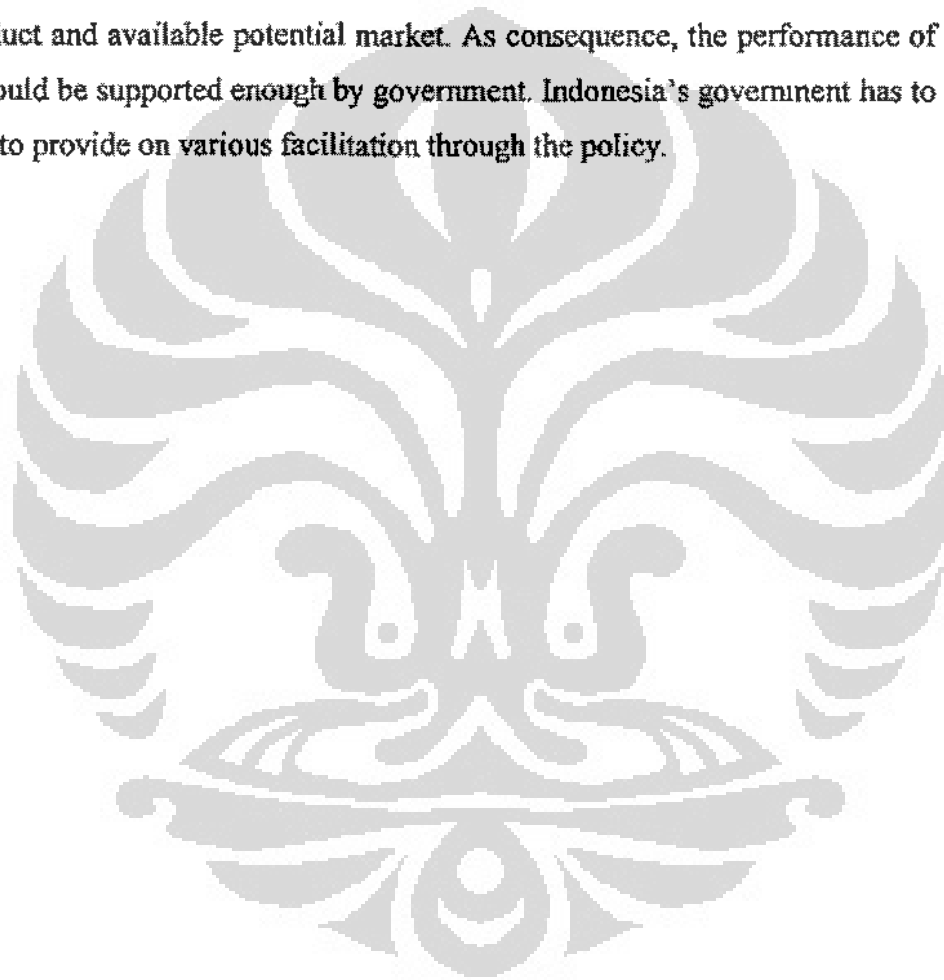
Adiningsih (2002) proposed that beside those problems, there another problem faced by SMEs, which are:

- The problem on business link with company:
 - The weak supporting industry; and
 - No much SMEs applying cluster system on their business.
- The problem related with export:
 - The limited information on export market that can be entered;
 - The limited institution who assist them on developing export;
 - The difficulty on getting financial source for export; and
 - The limited understanding on export document, as well as the process dealing with export documents that so bureaucratic.

From the description on the problem of SMEs above, it can be pointed out that there are two main problems that should be prioritize to develop SMEs. Those are financing and marketing. Even though, the data of Central Statistical Agency stated that marketing is the second problem mostly faced by medium enterprises, it should be consideration also that marketing is the top of business chain. Therefore, the up and down of business is closely depend on marketing activity. In fact, most of SMEs is remain oriented on domestic market. From the profile of SMEs in Indonesia launched by Central Statistical Agency (2004), 97.73 % of SMEs is domestic market oriented, while the rest, just 2.27%, is export oriented SMEs. This figure makes clear that SMEs especially small enterprises are remain burdened by marketing problem and it should be consideration on SMEs development policy setting.

The implementation of multilateral agreement under WTO was likely to be starting point of integration and regionalization of economic global of course give a direct impact on world economy. The direction to trade liberalization was getting sharp, this will give opportunity on developing product to be sold abroad. Nevertheless, behind the open up opportunity, the change also creates new challenges that have to anticipate soon. Therefore, an economic actor is pushed to improve their capability in order to be able to compete at international market. One of which is the ability to apply information technology enabling them coordinate business activity effectively and efficiently.

Those problems will be faced by all business without consider about the size or scale, not only big enterprises, but also SMEs as well. Therefore, SMEs has to move actively. They should not only focus on production aspect merely, the performance of SMEs has to in line with the dynamic on the market. If Indonesia's SMEs is aimed to survive at the stronger competitive era, they have to dress up. Orientation on export market is the fact that cannot be avoided. Even for SME who currently active in international market, they have to keep innovate on both product and available potential market. As consequence, the performance of SMEs should be supported enough by government. Indonesia's government has to be active to provide on various facilitation through the policy.



CHAPTER 4 RESEARCH DESIGN

Sandee dan Ibrahim (2001) on their research has been criticised and evaluated Indonesia's experiences focusing on increasing exports for SMEs, are based on two aspects, government policy through program implementation in one hand and public initiatives in other hand which concluded export promotion program for SMEs until this day are not well succeed. Another result from the research said that as a national TPO's for Indonesia, NAFED roles as a center of export promotion program is needed. Overlapping on export developing program which held by government institutions, independent institutions (non government) or SMEs are also need for getting more attention from all sectors.

As the author explains in the first chapter of these thesis that the purposes of this research is tried to observe priorities scale and choosen the most effective strategic options for both parties, SMEs and NAFED, related with their effort to improving of Indonesia's SMEs export performances. Analysis are based on observation result from primary data without tried to put aside support from secondary data certainly in order for getting the picture of SMEs export developing strategies which already implemented and also alternative of overall best policies base on preferences of both parties.

4.1 Methodology

The author analysis the interest degree and strategic effectiveness from both parties on this study using Analytical Hierarchy Process (AHP) combined with Game Theory. As well known that Game Theory is usually used for decision making process whose involving two decision makers which compete actively. AHP its self better known as the powerful tools on decision making process in order to solve multi-objectives and multi-criteria problems, whereas qualitative perception will be transform into quantitative score so we will get the best decision, because of that whole aspects is based on the process. Game Theory is used to simulate interactively each possible combination of alternative decisions selected by each of players and Analytical Hierarchy Process (AHP) is used to determine pay-off of each combination.

4.2 Strategic Priorities Determination through AHP

The act of determining policy priorities for increasing SMEs export performance done through *The Analytical Hierarchy Process (AHP)*, by determining some experts' perception by exerted several questionnaire. AHP analysis is based on whole perspective, both by NAFED policy strategic priority and SMEs. According to that, this thesis will cover with two AHP analyses one part is from NAFED preferences and SMEs preferences in other part. Academician preferences complicity is used as balancing and amplifies for two main preferences above.

4.2.1 Decomposition of Hierarchy

In broad outline, AHP method application are done with two phase, first is hierarchy decomposition and hierarchy evaluation¹. The measure to decomposition of hierarchy covered by three main steps² which fundamentally are perceivable as mode to describe a variety of reality as groups of homogeneous element and then tried to disentangle into small parts of element and so on, until more information could be integrated into a structure of the problems. Because of that reasons we can said that decomposition of hierarchy is the most important parts from decision making process through AHP method, by this hierarchy a complex system could be reached is a small way, easier and perceivable.

In this research, AHP application model begin by composite three levels of hierarchy for each problems or objective needs for SMEs and NAFED. The highest level denotes the overall goal or objective, the second level is the key factors/criterion contributing to the goal and the last level describes the alternative strategies or considered options to achieve the goal.

As have been explained in the third chapter, there are several classical problems faced by Indonesian SMEs related to poor contributions of this sector into our national economy. On behalf of that, if the points of view of problems

¹ Permadi, Bambang, AHP, pg. 19

² Decomposition of hierarchy covered by three main successive process which have strength relevance among it's, that is identifying levels and elements, concept definition and formulating questionnaire.

which have been faced by SMEs are looking from narrower angle, at the relevance with enhancing export performance, hence it can be compiled path of SMEs problems which direct to management constraint (i.e. production management, export management and also marketing management). After getting input from various parties, author formulating five main problems of SMEs, that are: ability to adjusting product character of SMEs into requirement or trend in international market indeed below of standard, internal management which more specific of export procedural competently is still covering by weaknesses, minimum efforts or actions to promote their products and also getting potential market information, and the last is under orientation to conduct market penetration directly. Regarding of that, kinds of concrete steps to overcome those problems has taken as alternative strategy in the hierarchy of SMEs problems and interest.

At the second level, author sets Improving Economic Gains, Improving Product Competitiveness and Brand Image, and Enlarging Market Access as alternative criterions. In addition, if those criterions connected to five strategies in the third level and goal in first level of SMEs hierarchy, it can be seen as the existence of pyramid correlations which the achievement of criterions depend on the execution of alternative strategy, and that's with the achievement of goal that depends on the achievement of criterions in the second level. The placement of Improving Economic Gains (profit value) residing at the same level with Improving Product Competitiveness and Brand Image, and Enlarging Market Access bases on the logic frame of hierarchy as representation of problems tree related to the effort of enhancing export performance. Generally, increasing profit sets as main goal of every individual firm. However, if the export performance has been defined as the main goal, hence the increasing profit will move down into level of criterion as accordance to the concept of pyramid relation among level as have been explained previously. It will be more clearly in the following descriptions:

- The implementation of alternative strategies in SMEs hierarchy able to enhance potential gains (profit) which can be reached. In line with profit enhancement, hence potency of SMEs to make capital saving will increase. Its also encourage SMEs potential in

improving investment which its means enhancement of production capacity from both of volume and quality side. On that ground, it's clear that improving economic gains criterion represent one of key factor to be able to realize the enhancement of SMEs export performance.

- The achievement of second criterion, that is Improving Products Competitiveness and Brand Images, will be determined by implementation of alternative strategies in SMEs hierarchy, though the bigger portion of role is the Products Adaptation and Development, Implementing Promotion for Products and Services and Gathering Potential Market Information strategy. Related to attainment of goal, can be shown that the enhancement of brand image have direct contribution for enhancing export performance.
- For the Enlarging Market Access, all of alternative strategies have equal role in the attainment process of this criterion. Related to goal enhancement, it's also clear that this criterion become fundamental aspect in the efficacy of the enhancement of SMEs export performance.

As the compilation process of SMEs hierarchy, the compilation process of hierarchy from NAFED perspective also based on various basic problems that have been faced by this institution. Alternative strategies selected by refer to variety of services provided by NAFED. Determination of first strategy, Conducting Coordination for Developing Export Promotion Program, based upon ascription from various parties which stated that one of NAFED main weaknesses is composing program which conduct unilaterally, without involving or without coordination with other institutions (with the similar interest) or with SMEs. The strategies of Developing Business Consultation and Training of Export Management, Enhancing Effectiveness of Market Intelligence and Analysis, and Organizing Promotion for Indonesian Products and Services have been chosen base on input from various parties which said that those three services can be used by SMEs directly in order to solves several main problems of SMEs related to enhancing export performance. Nevertheless, the same as the first strategy, the

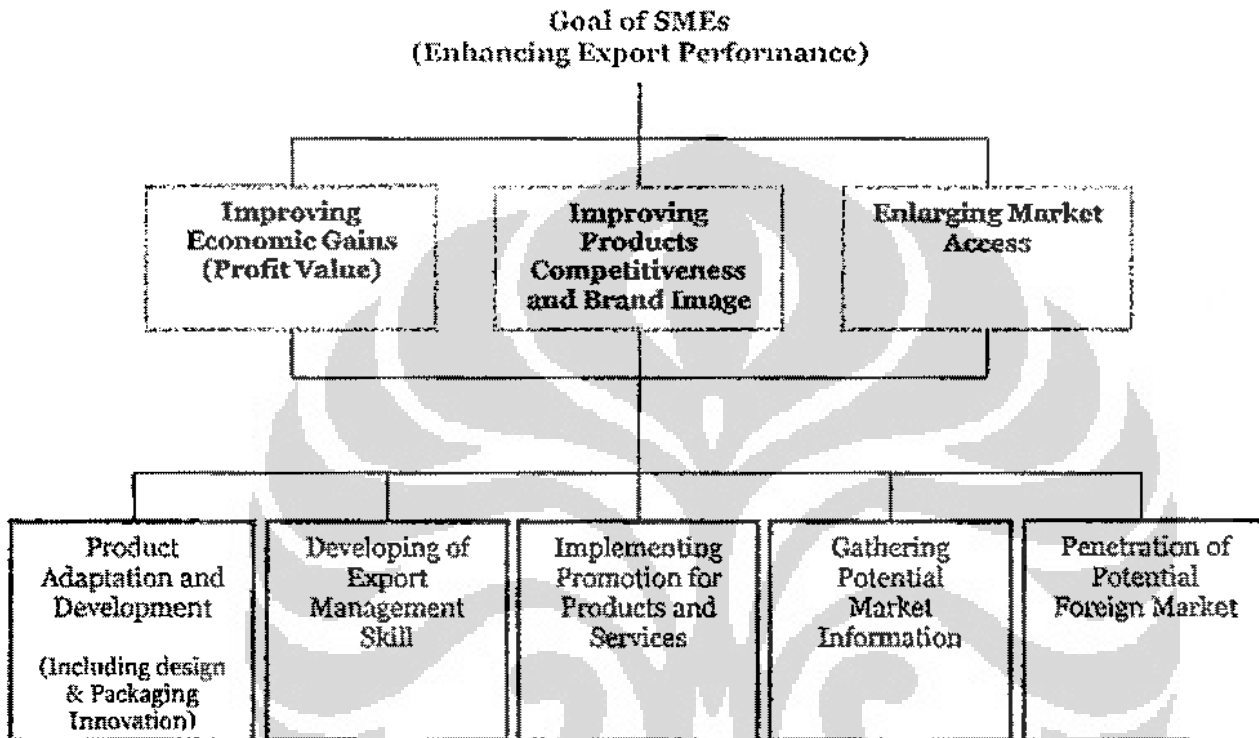
implementation of those three strategies still lameness. Do Nothing sets as the last alternative strategy base on the reality which there is still existence a confidence, especially from internal of NAFED, that NAFED strategies have adequate to develop Indonesian SMEs export performance.

At the second level, NAFED hierarchy also have three alternative criterions, which are: Enhancing SMEs Export through Trade Promotion, Improving SMEs Products Competitiveness and Brand Image, and Comprehensive Potential Market Information. The same as SMEs hierarchy, those three levels in NAFED hierarchy shows pyramid correlation where efficacy of aspect attainment in one level will be influenced by efficacy of aspects implementation in underneath level.

- The criterion of Enhancing SMEs Export through Trade Promotion will affected by effectiveness of strategies implementation in the third level, especially affected by Conducting Coordination for Developing Export Promotion Program and Organizing Promotion for Indonesian Products and Services (without overrule the important of other strategies). Related to goal attainment, this first criterion also represent as fundamental factor with an important role to play.
- The second criterion, that is Improving Products Competitiveness and Brand Image, clearly represent as one of efficacy fulcrum of enhancing SMEs export performance. Related to alternative strategies, its clear enough that this criterion will be able to reach if alternative strategies in the third level implement effectively.
- The last criterion which also represent as one of NAFED main services as National Trade Promotion Organization of course become standard point in the achievement of NAFED goal. To be able to realize this third criterion, alternative strategies in the third level have to implement optimally.

The structure of AHP hierarchy as an average value to select strategic policy priority will be defined and explained one by one through diagrams as follows:

Figure 4.1. Hierarchy of Problems and SMEs Strategies



A. Explanation of figure 4.1

The top of level is an overall goal/objective for SMEs Hierarchy: "Enhancing Export Performance", of course it is come from their own perspective as individual firm (business player), in the sense covered achievement of export improving for volume or value side. Through set in export performance increasing as the main purposes, it is important to emerge some ways and average values into many strategy implementation for priority criterion or strategic in the next level. In order to achieve the increasing of export performance for SMEs, some of considerations need to be looked lively especially for all factors which come up from inside of SMEs or outside factors related with the existence of TPO (NAFED), from the top of the level it's amendable from two additional level into one of unity of hierarchy. The second level is composed into three, as follows:

1. **Improving economic gains (profit value) – C1**

As an profit oriented institution, is very perceivable that improving economic gains is one of important criterion related with export activities. In this average values, the increasing of export had strong correlation with inflation if we seen it from value side. Because of that export increasing should be seen also from volume side. Another importances for this criterion is how to achieve the improving the profit values.

2. **Improving products competitiveness and brand image – C2**

One of problems should be looked lively for SMEs in positioned their product in international market as their effort to increase their product competitiveness. It's has strong relations with the importances of developing and brand image stabilization. This factors is also became the blind side of Indonesian SMEs export performance.

3. **Enlarging market access – C3**

The SMEs prosperity in accessing international market is also one of problems which can not denied. Oftentimes SMEs had already able to produce good product which comply with the prerequisite in foreign market, but because of market access limitation apt to adopt defensive position (waiting for foreign buyers) than tried to doing market penetration directly into their target market.

The third level is consisting of strategic alternatives which comprise with five option as follows:

1. **Product adaptation and development – S1**

On behalf of penetrate foreign market, all kinds of product and services which putting on the market should be adaptable with condition and market demand. Qualities of that product became the main aspect which consider to high light. Nevertheless, there are some others aspect that can not denied easily, inter-alia product design, produce liability to comply with a request, packaging by inovative and attractive design.

2. **Developing of export management skill – S2**

Export process oftentimes must exceed some strip, long and very complex procedure. Not only procedure from origin country but also in export destination country. Their ability in export management, finally become the key of succeed for SMEs on behalf of increasing their export performance, and because of that it's also become one of alternative strategy priority.

3. **Implementing promotion for products and services – S3**

The promotion activity for product (good and services) which coming on the market is one of alternative strategy is respecting not to denied. The intensities of promotion activity and the exactness on chosing media will determine the position of the product on target market. Information technology development and multimedia bring SMEs having many options of ways to promote their product independently.

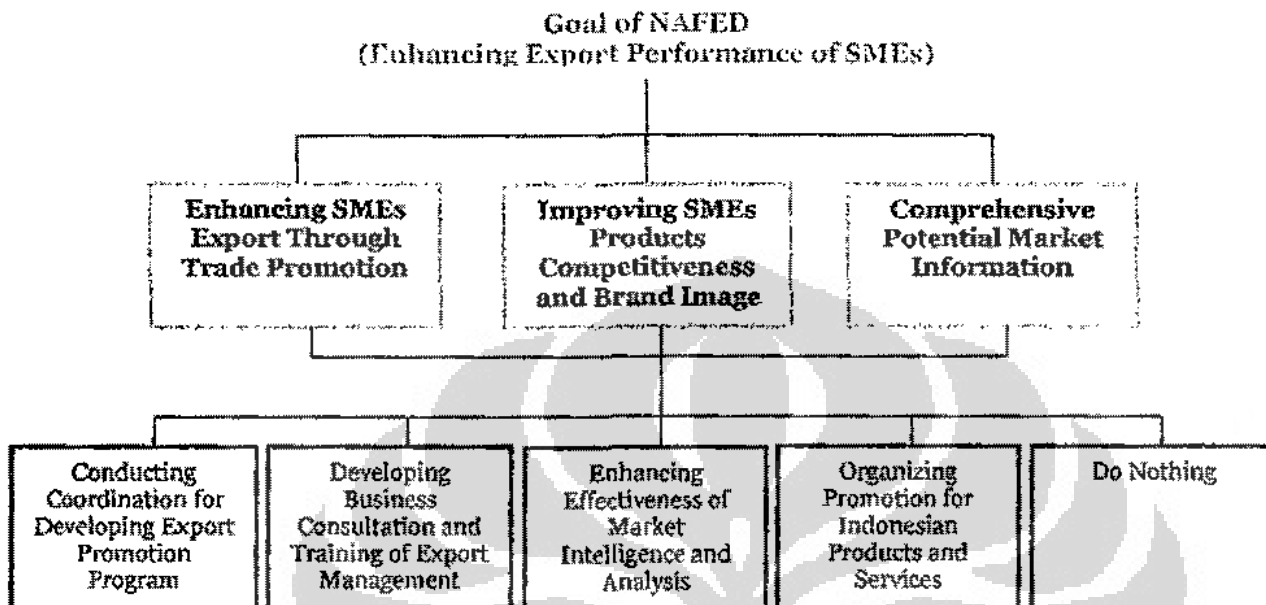
4. **Gathering potential market information – S4**

Accuracy information on market characteristic leads SMEs ability to see their product in destination market, or optimize exploitation about target market. SMEs could reach these information through trade official of foreign representative contained in Indonesia, e.g. NAFED (from government institution), internet media access, and so on.

5. **Penetration of potential foreign market – S5**

Market penetration is decipherable as SMEs effort directly to their target market. It's connoted SMEs had already opened actually relationship and begin to doing business transaction with partner business at those market or target country.

Figure 4.2. Hierarchy of Problems and NAFED Strategies



B. Explanation of figure 4.2

The top level of hierarchy is an overall goal/objective for NAFED, it average values: "Enhancing Export Performance of SMEs", in case of this, Indonesian SMEs is already get into export market. The act of determining for SMEs is to found out option of the right alternative strategy related with opinions from some literatures which said that there are differences strategies for improving SMEs export performance (had getting into foreign market or just planning for getting into those market). Through set in increasing SMEs export performance as main objective, then it's necessary to applied by several ways agree with criterion priorities and strategies at the next of level.

The second level is comprises with three things which become considerations, as follows:

1. Enhancing SMEs export through trade promotion -- K1

So far, the success and achievement for SMEs in opened new market for Indonesia's products and services all the more touch upon the implementation of a variety of trade promotion program (trade fair, trade mission, Regional Export Trade Expo, NAFED Virtual Exhibition, etc)

which had been held by NAFED. Because of that it's perceivable that the increasing of SMEs export as their roles by joining on NAFED export promotion activities.

2. **Improving SMEs products competitiveness and brand image – K2**

The feebleness of competitiveness and brand image from Indonesia's products at international market is perceivable with others as one of main constraint for improving Indonesia's export. On that ground NAFED is also disposed the achievement for increasing SMEs products competitiveness and brand image as one of criterion.

3. **Comprehensive potential market information – K3**

The act of preparing market information is one of TPOs main services. Comprehensive and up date market information will applicable to many parties, especially for private company including export SMEs, for making some plans and arranges strategy promotion of the products. The achievement on this became one of success key for SMEs for increasing export capacity and elarge their market internationally.

The third level is consists with alternatives strategies which composed of five options, as follows:

1. **Conducting Coordination for Developing Export Promotion Program – N1**

Coordination for developing export promotion program is not only covered by internal coordination in order to dynamic stabilization but also coordination with all related sectors (others government institutions, NGOs, assossiation and SMEs exporters) to avoid programs overlapping that happened before.

2. **Developing Business Consultation and Training of Export Management – N2**

The capability of SMEs to penetrate and carry out international market is necessary to be improved. It's not boundaries on bestow upon training about export management, but also NAFED support across through

managing consultation forum which very beneficial for SMEs to exacerbate their business analyses.

3. **Enhancing Effectiveness of Market Intelligence and Analysis – N3**

Market intelligence activities has already held by NAFED, through Indonesian Trade Promotion Centre (ITPC) supports, on behalf of accumulated and provided market analyses which potential for Indonesian products and services. However there are some opinions who have said that market information covered by NAFED is inaccurate and far from up to date oftentimes. Because of that this strategy needed to be looked lively so that it could increase market information qualities which serve by NAFED.

4. **Organizing Promotion for Indonesian Products and Services – N4**

As said before, NAFED is actively held a variety of activities to promote Indonesia's products on international market. Inter-alia through organize export products exhibition, exhibition at others countries (as organizer or just participation), virtual exhibition and trade mission deliveries. However, not all of those exhibitions were carried on optimized. It's needed to carried some strategy to improve those all activities effectively.

5. **Do Nothing – N5**

This reflect on status quo and it's decipherable as one type of NAFED strategy which NAFED believe have no need execute changing for policy strategy, it is average value as one type developing program for export which already used is enough to shore up developing SMEs export.

4.2.2. Questionnaire Decomposition and Respondent Determination

Expert perceptions were getting from the questionnaire forms (which become primary data) on problems analyses. Questionnaire building is adaptable making with the structure of hierarchy ordered before. The patem of questions composition on questionnaire is by making comparison judgments between elements pair on. Those comparisons is by fill out values of scale accord with scale for pairwise comparison, that are: equal importance, moderate importance of

one over another, strong or essential importance, very strong or demonstrated importance and extreme importance (represented by numbers 1, 3, 5, 7 and 9).

This research is tried to fuse perceptions from three groups of respondent, and each group having expert capabilities related with the issues.

Those three groups are:

1. Functionary or government officer, is a respondent group whose has strong correlation (under Ministry of Trade) or under NAFED organization structure. The respondents whose been chosen is two persons. One is Ministry of Trade of Indonesia Specialized Staff for Developing Trade Promotion and the other one is from the division which related directly with policy making and developing SMEs export promotion program (Division of Program and Cooperation Arrangement – NAFED Secretariat).
2. Entrepreneurs, comprised with two respondents which is from Himpunan Pengusaha Muslim Indonesia (Indonesian Moslem Entrepreneurs Association) and YAGASU (Gajah Sumatera Foundation)³. Both of respondents were chosen because of their existences mostly related directly with SMEs and had has many experiences according to supporting and developing export capability for SMEs.
3. Academician, on behalf of cast the balance judgments from both parties of respondents, then academician whose has strong comprehension with NAFED existence and actual condition from NAFED export promotion developing program as the best actors program. They are whose involved in this research are consist of two respondents, from MPKP- FE UI and FE Sahid University Jakarta whose all in once as Export Import Deputy Assistant, Deputy of Marketing and Business Networks Division, Ministry of Co-op and SMEs.

The experts comb out based on their concerning knowledges with the issues. Their basis competences finally expectably for giving more comprehensive

³ YAGASU is a local foundation in North Sumatera, and with supports from NGO (Planete Urgence, Islamic Relief, Muslim Aid), international and national governmental institution (BRR NAD-Nias, UNESCO) has provided the local communities in coastal villages of North Sumatera with small business training, production process, marketing and product promotion.

preferences, so that the final result from this research is the most effective policies strategy for improving Indonesia's SMEs export promotion performance.

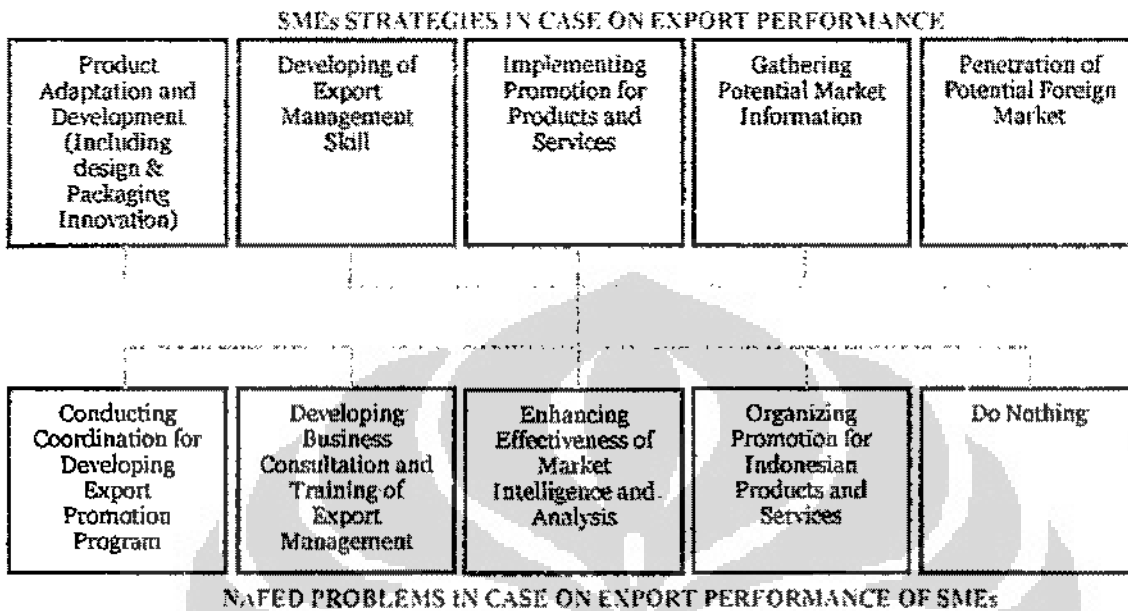
4.3 Strategic Combination Determination through Game Theory Method

As have been mentioned in early part, Game Theory is usually used for decision making process whose involving two decision makers which compete actively. In more specific description, the use game theory of this research is to find the point of strategic balance or solution between the two sides (NAFED and SMEs) which every side will defend on optimalizing of objective on achievement and their interest.

NAFED and SMEs are having different point of view in stipulate their goal and interest. NAFED tend to use wider range point of view that is enhancing SMEs export performance in national scale. Moreover, observing NAFED roles as National Trade Promotion Organization hence various programs which already implement have not directed to SMEs specifically. NAFED programs also covering export development strategies for the other scale enterprises. On the other hand, exporter SMEs in this research sets goals and interest base on its point of view as single business institution. Caused by this differences point of view, it can comprehend if time orientation of the both parties resides at different scale. It also perceivable, both parties have different perspective related to the effort to enhance Indonesian SMEs export performance.

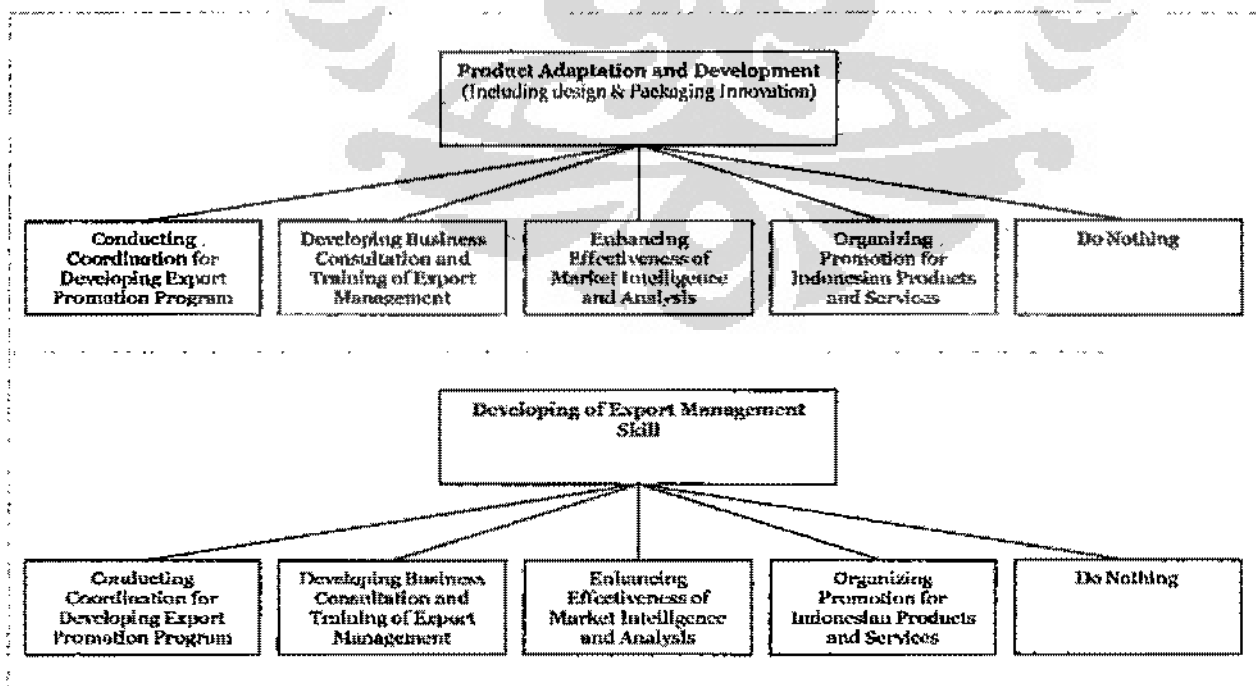
As the first step in Game Theory analysis, alternative strategies in SMEs and NAFED hierarchy will be confronting to see possibility of pay off matrix composition between the two parties.

Figure 4.3. Confronting SMEs and NAFED Strategies



The understanding of this hierarchy above is that each strategy of one party will be confronted with overall of opponent's strategies. It can be seen clearly through these following hierarchies:

Figure 4.4. Hierarchy of SMEs Strategies To Confront NAFED Strategies



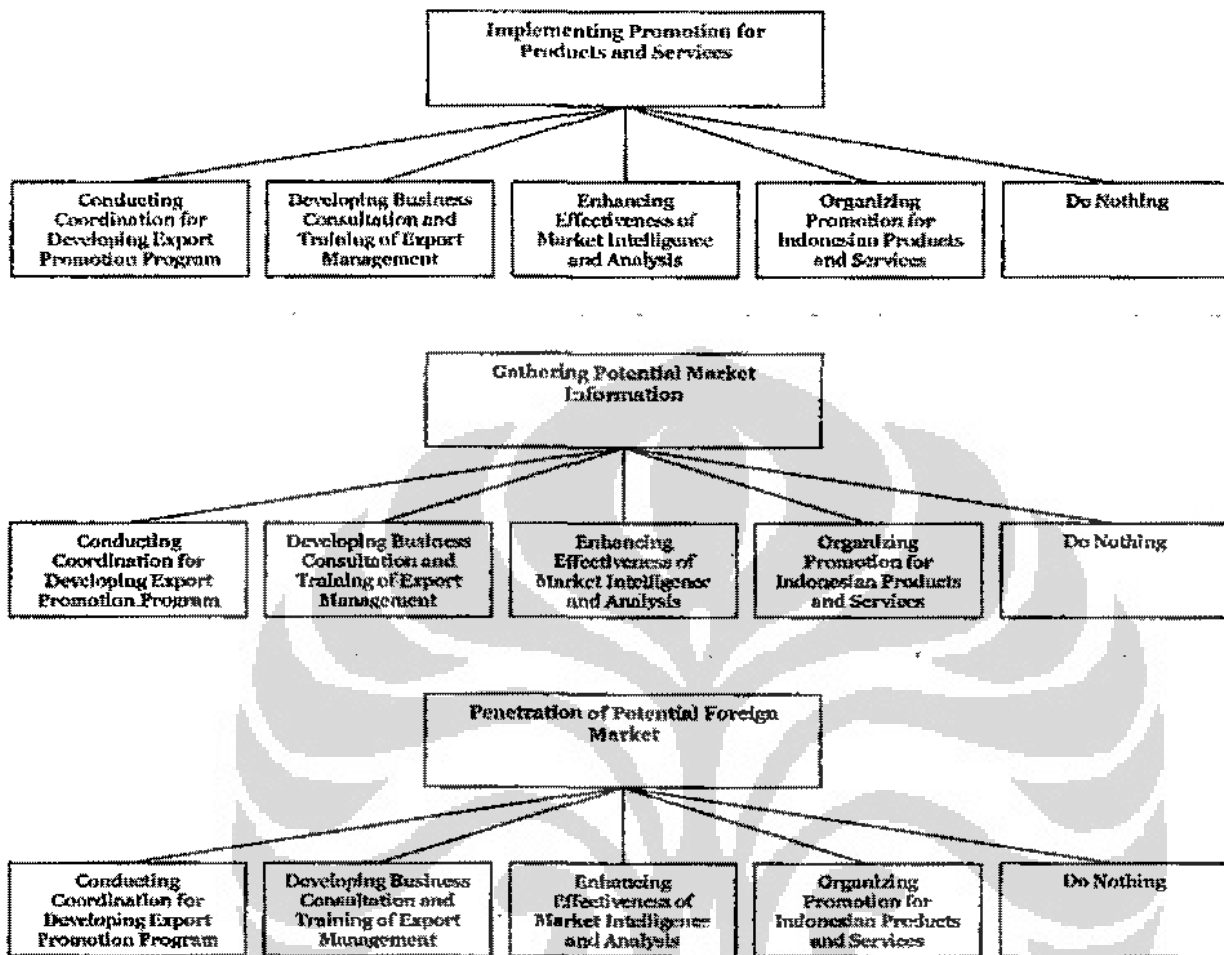
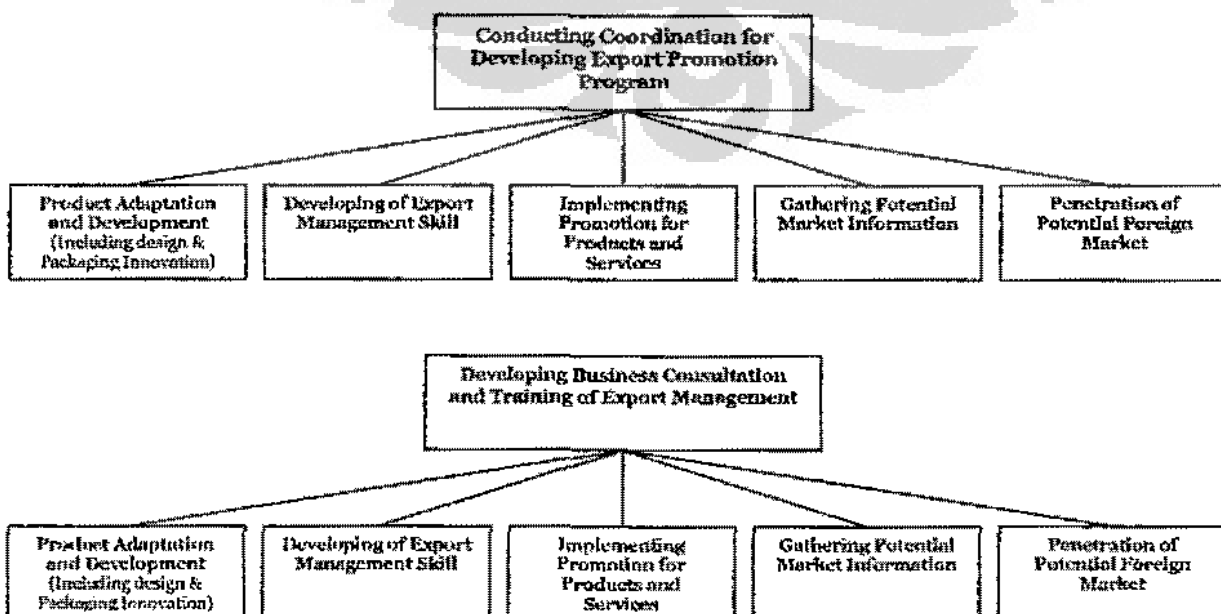
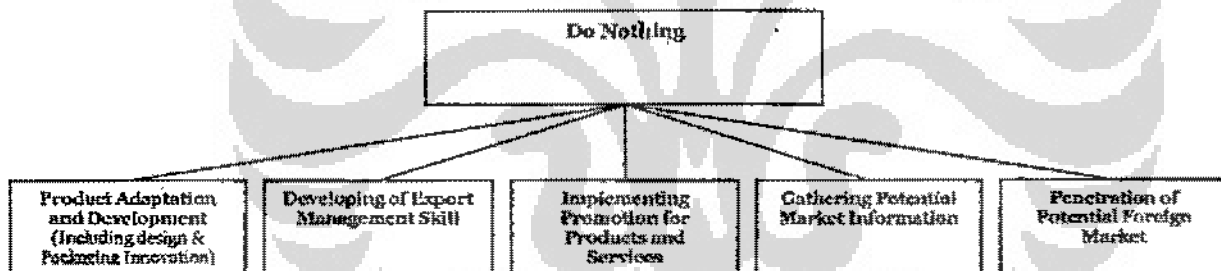
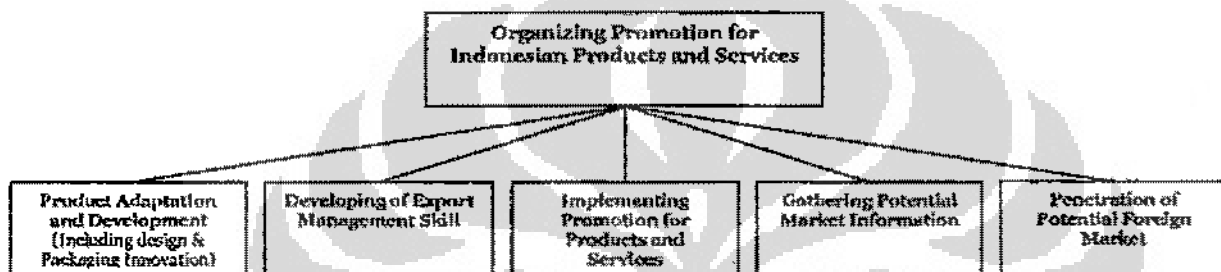
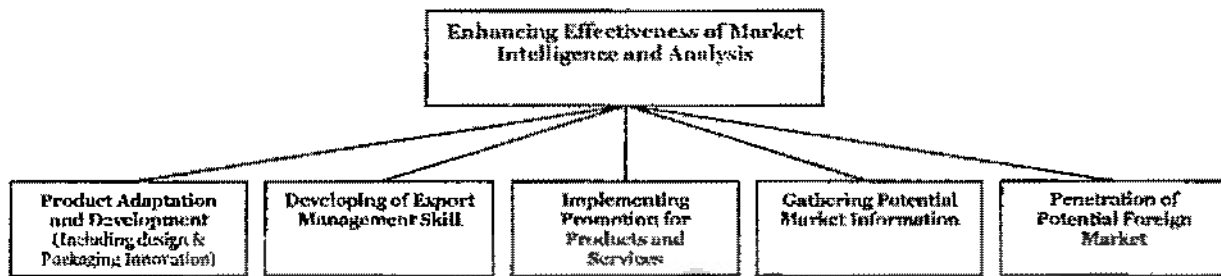


Figure 4.5. Hierarchy Of NAFED Strategies To Confront SMEs Strategies





CHAPTER 5 RESULT AND ANALYSIS

5.1. Strategies Formulation Through AHP

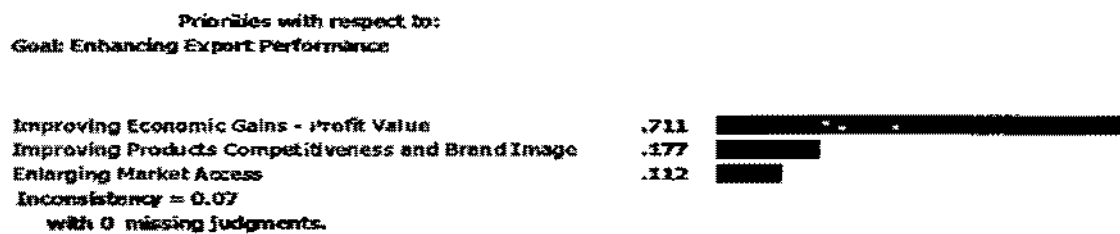
The research data is used the answer from expert based on questionnaire, then the author makes some processable data for getting average values from each comparing criterion and strategy on the hierarchy of developing SMEs export performance. Strategic priority from each party (SMEs or NAFED) will getting after AHP calculation (expert choice software outputs), which through compiling and comparing pairwise matrix comparison from the average values results above.

5.1.1. SMEs Strategy for Export Increasing

Primary data which accumulated from business actor (SMEs) perspective have been processed in order to get average value of respondent's judgement. The process actualized by base on the simple method that is summing up all of the perspective score and divided by number of respondent. The average values of respondent's judgement (SMEs) as shown on appendix 1.

Average values and data from respondent (AHP questionnaire) calculated by expert choice software program. At the first step, the author tried to comparing the level of interest from three criteria at second level with respect to the goal of problem hierarchy and strategy for SMEs. It's come up from business actor perspective for achieving increasing of export performance. They tend to disposed *Improving Economic Gains* as the most importance criteria with number of priority foot up to 0.711. The priority value from other criterias is connected far enough by 0.177 for improving products competitiveness and 0.112 for *Enlarging Market Access*. Figure 5.1 shows the value of preference for the criteria from the aspect of SMEs strategies.

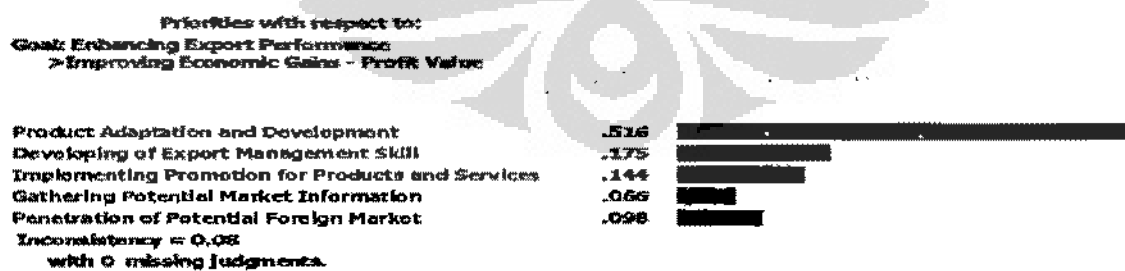
Figure 5.1. Comparing SMEs criteria preferences and weights of criteria.



Source : Output data processing

The next step is analyses level of SMEs interest related with each of criteria. If it's correlated with improving economic gains criteria, then SMEs will tend to choose actualisation of *Products Adaptation And Development* strategy with priority foot up to 0,516. It is because of indication judgment that SMEs has been exist at export market and already has exploited market. Quality and product characteristic about desirability and market trend become more importance then others alternative strategies. Strategy which placed second priority is *Developing Of Export Management Skill* (with 0.175 value of judgment) and the last position is placed with *Gathering Potential Market Information* strategy (with 0.66 value of judgment). This figure tried to shown comparison of preference from each strategy related with improving economic gain – profit value.

Figure 5.2. Comparing criteria for increasing economic gains – profit value

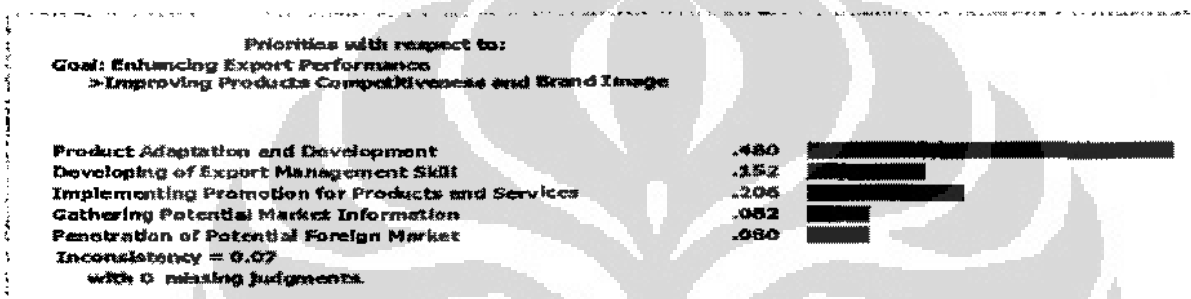


Source : Data processing output

On behalf for increasing product competitiveness and brand image strengthening, SMEs tend to chose *Products Adaptation and Development* as strategy alternative selection with the highest priority value 0.480 and *Penetration*

Of Potential Foreign Market as the lowest strategy priority 0.080. Strategy which taking possession at second place is *Implementing Promotion For Products And Services* based on cogitation that amelioration for quality product without followed with best effort to brand image gathering on target market, which this could be materialized through promotion ways will not gain an optimum results. Overall order for that strategies priority is shown with figure 5.3 as follow.

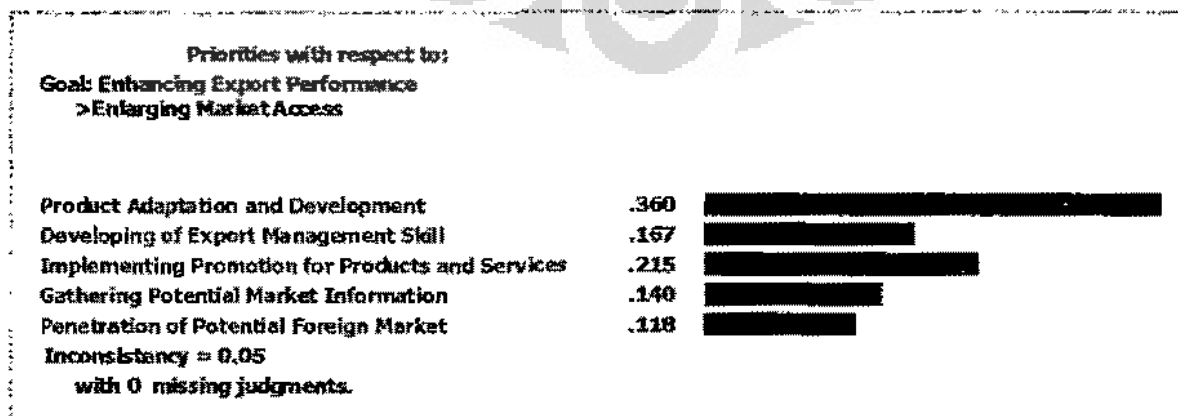
Figure 5.3. Comparing criteria for improving products competitiveness and brand image



Source : Data processing output

Products Adaptation And Development, Implementing Promotion For Products And Services and Developing Of Export Management Skill is the third strategy alternative with the highest priority if it be keyed to enlarging market access criteria. Priority number of judgment for those three alternative strategies is 0.360, 0.215, and 0.167 respectively. Overall values for priority number on enlarging market access criteria is shown through figure 5.4 as followed:

Figure 5.4. Comparing criteria for enlarging market access



Source : Data processing output

As continuing step from chosen the most importance alternative strategy process selection with AHP method, the author tried to makes final synthesis with the problem hierarchy to choose SMEs strategy priorities fon increasing their export.

Expert choice[®] provides two ways of synthesizing the local priorities of the alternatives using the global priorities of their criteria; the distributive mode and the ideal mode. In the distributive mode the weight of criterion reflects the importance that the decision maker attaches to the dominance of each alternative relative to all other alternative under the criterion. In this case, the distributive mode would be the way to synthesize the result as shown in appendix 4. After deriving the local priorities for the criteria and the alternatives through pairwise comparisons, the priorities of the criteria are synthesized to calculate the overall priorities for the decision alternatives.

Result recapitulation from data processing output in order to select SMEs strategy priority for increasing SMEs export promotion performance (from the highest to the lowest number of value) shown in table 5.2 and 5.3 as follows:

Tabel 5.1. Priority and Consistency Index of SMEs Strategies

Indicator	Priority	Inconsistency Index
Goal		
Criteria :		
C1	0.711	0.07
C2	0.177	
C3	0.112	
Criteria C1 Strategy :		
S1	0.516	0.08
S2	0.175	
S3	0.144	
S4	0.066	
S5	0.098	
Criteria C2 Strategy :		
S1	0.480	0.07
S2	0.152	
S3	0.206	
S4	0.082	
S5	0.080	

Indicator	Priority	Inconsistency Index
Criteria C3		
Strategy :		
S1	0.360	
S2	0.167	
S3	0.215	0.05
S4	0.140	
S5	0.118	

Source : Data processing output

Tabel 5.2. Consecutive Global Priorities of SMEs Strategies

Consecutive Priorities	Strategy	Weight of Strategy
1	S1	0.492
2	S2	0.170
3	S3	0.163
4	S5	0.097
5	S4	0.077
Total Weight		1.000
Overall Inconsistency Index = 0.07		

Source : Data processing output

From the result recapitulation (Expert Choice software output), we could found AHP final synthesis which is called weight of SMEs judgment is based on human intuition as an autonomus business institution. If we see from priorities weight on the second level (criterion) there respondent gives the highest priority weight of judgment on *Enhancing Economic Gains (Profit Value)* criterion. That is a natural condition bear in mind as business institution, and then an advantage is reflecting their main orientation from total business activities.

If we see from whole aspect on third level through global priority, the highest weight of priority is *Products Adaptation And Development*. Another strategy alternative which occupy second and third place are *Developing Of Export Management Skill And Implementing Promotion For Products And Services*. Weight of order on this third level is reflecting that an overall SMEs is already entering export market, management perspective which used as references on enterprise management is focus on market orientation. Because of that developing policy for products become one of selection strategies and all action is focus on accommodate of demand or trend which is develop at target market.

Developing product process is not stop here as the only strategy, because a high-grade product will not gain an optimum appreciation from the market if it is not followed with several effort for strengthening brand image on public's mindset. In this part, the role from promotion strategy of product and services become very important¹.

From overall result accumulation had shown the inconsistency Index chosen by expert (respondent) both of local and globally. It is shown for low of number (under 0,1). That number reflecting as whole respondent on determines their selection has had good consistency level. According to Bambang Permadi (1992) if the consistency number is not in good level (more than 10% prerequisite) then it must to modify perception judgment especially on criterion level.

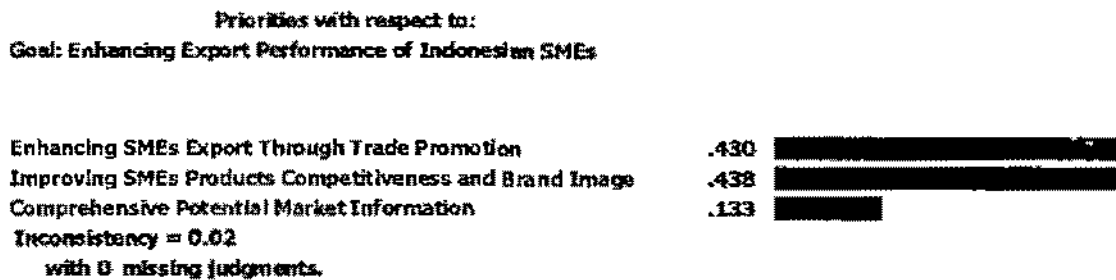
5.1.2. NAFED Strategy Policy

The act of determining NAFED strategy priority related with increasing SMEs export performance in Indonesia is done with the same analyses step of process like SMEs strategy priority selection. The first step is by accumulating average value of respondent judgment based on AHP questionnaire from NAFED side as shown on appendix 2.

In the same manner as already explained before, the average values data from respondent judgment through AHP questionnaire and then it processed by Expert Choice software. Base on pairwise comparison matrix and the comparison from three level of importances criterion which on the second level from the problem and NAFED strategy hierarchy seen than NAFED preferences is more toward for *Improving Smes Products Competitiveness And Brand Image* criterion by 0,438 as priority of judgment, which is unconcerned in distance as big as 0,430 with *Enhancing Smes Export Through Trade Promotion* chosen by respondent as placed the second high level. The value of preference for the criteria from the aspect of NAFED strategies pointed out from figure 5.7 as follows:

¹ For most companies today, some promotion is essential in order to create customer awareness of a product and its characteristics (Burnett, Jhon.J, 1993).

Figure 5.5. Comparing NAFED criteria preferences and weights of criterion



Source : Data processing output

Furthermore the author making some evaluation for Enhancing SMEs export through trade promotion criterion. The result from data processing at this criterion reflecting that respondent is realized the importance of policy synchronization among stakeholders related with improving Indonesia's SMEs export performance, and because of that they seem to choose *Conducting Coordination For Developing Export Promotion Program* as alternative strategy with the highest priority weight is 0.388. Others three alternatives strategy are also getting quite high weighted of priority is for *Developing Business Consultation And Training Of Export Management*, *Enhancing Effectiveness Of Market Intelligent And Analysis* and *Organizing Promotion For Indonesian Products And Services*. Each are getting weighted as order with 0.205, 0.171 and 0.181 value.

Figure 5.6. Comparing criteria for enhancing SMEs export through trade promotion



Source : Data processing output

If we pointed out with Improving SMEs products competitiveness and brand image criterion, there are two alternative strategies on the top position of priority, and both of that has the same weighted with 0.269. That is *Conducting Coordination For Developing Export Promotion Program* and *Developing Business Consultation And Training Of Export Management*. Respondent preferences to choose both of alternative strategy is based on internal ordering, in NAFED management or others effort for boosting SMEs capability on doing some ordering inside their intern management, in this case is such as increasing professionalism on export administration matters. Eventhough, it is clear enough that all respondents are not overrode others strategy importances. It's proven to be the level of weighted priorities for *Organizing Promotion For Indonesian Products And Services* and *Enhancing Effectiveness Of Market Intelligent And Analysis* which not far distances from the highest of both alternative strategy with 0.213 and 0.198. As a whole NAFED priority weighted strategies respected to improving SMEs product competitiveness and brand image is shown with this figured:

Figure 5.7. Comparing criteria for Improving SMEs products competitiveness and brand image



Source : Data processing output

In the manner of observing the relevances with the last criterion is comprehensive potential market information, all respondents still disposed *Conducting Coordination For Developing Export Promotion Program* at the top of priority with 0.372 weighted of priority. At the second level with 0.208, then the respondent had choosen *Enhancing Effectiveness Of Market Intelligence And*

Analysis. At the last criterion all respondents still disposed *Do Nothing* as the lowest alternative strategy with 0.046 weighed of priority. It's mean with impression that a variety of strategy policies is had already implemented by NAFED for supporting current SMEs export performance. Although it fell not well fulfill all parties yet. Because of that the satus quo is getting the lowest weighed if it's compared with others alternative strategy. The result from data processing output for comprehensive potential market information criterion is pointed out with figured as followed:

Figure 5.8. Comparing criteria for comprehensive potential market information



Source : Data processing output

The final synthesis with problem and option for NAFED strategy related with Indonesia's SMEs export performance is pointed out with appendix 6.

Final recapitulation from data processing output in order to choose strategy priority for NAFED for increasing Indonesia's SMEs export performance and the order for result priorities is pointed out on table 4.5 and 4.6 as followed:

Tabel 5.3. Priority and Consistency Index of NAFED Strategies

Indicator	Priority	Inconsistency Index
Goal		
Criteria :		
K1	0.430	0.02
K2	0.438	
K3	0.133	
Criteria K1		
Strategy :		
N1	0.388	
N2	0.205	

Indicator	Priority	Inconsistency Index
N3	0.171	0.08
N4	0.181	
N5	0.054	
Criteria K2 Strategy :		0.03
N1	0.269	
N2	0.269	
N3	0.198	
N4	0.213	
N5	0.051	
Criteria K3 Strategy :		0.10
N1	0.372	
N2	0.171	
N3	0.280	
N4	0.131	
N5	0.046	

Source : Data processing output

Tabel 5.4. Consecutive Priorities of NAFED Strategies

Consecutive Priorities	Strategy	Weight of Strategy
1	N1	0.323
2	N2	0.235
3	N3	0.198
4	N4	0.192
5	N5	0.051
Total Weight		1.000
Overall Inconsistency Index = 0.05		

Source : Data processing output

From the table of 5.5 we can see at second level the trend of preferences of respondents at *Improving SMEs Products Competitiveness* criterion with 0,438 weighted of value, it's catching up with *Enhancing SMEs Export Through Trade Promotion* criterion with 0,430 weighted of value and the lowest priority is *Comprehensive Potential Market Information* criterion with 0,133 weighted of value. It's shows respondent which choosen references from NAFED side is realised that implemented policy through that institution ought to give priority to support SMEs on developing their product. The background of that thought is

based on some awareness that one of SMEs main obstacle to entering global market is the aspect of product qualities which usually not accord with market expectation. Furthermore, one main key of Indonesia's products success to entering international market is through setting out of uniqueness and qualities accord with standard or target market at destination country.

At the third level, as shown from table 5.6, strategy which getting the highest weighted is *Conducting Coordination for Developing Export Promotion Program* by 0,323 values catching up with *Developing Business Consultation and Training of Export Management* and *Enhancing Effectiveness of Market Intelligence and Analysis* with each of priority by 0,235, and 0.198. In the manner of selected those alternatives as strategy with the highest weight, we can make some conclusion from NAFED preferences; it is needed to increase synergy from SMEs export developing program through similar programs implementation by a variety of other institution in Indonesia. Moreover, it is realized that SMEs export performance partnership with the largest enterprises is more benefited.

In order for boosting SMEs export performance, the other thing tangible step which must be done by NAFED is through capability transformation on export procedure management consistences inform SMEs by potential market information. This is also reflecting NAFED strategy priority where do nothing is on the lowest position with priority weighted is far distances with other alternative strategy priority. The "status quo" awareness as alternative strategies is not right for current situation. This realized as preferences from respondent is aimed at human thinking that all program which implemented by NAFED are not optimized to boosting up for SMEs export performance and because of that it need to making some ordering at variety of policy implementing aspects. As AHP result calculation from SMEs side, the Inconsistency Index from expert choice output from NAFED side is getting with low values as globally by 0.5 point. Those number shown as overall respondents on choosing their preferences have good consistencies.

5.1.3. Sensitivity Analysis

Sensitivity analysis can be defined as analysis to see influence of change the attribute weight to alternative composition. Being of new information or change of condition once in a while making people alters its assessment so the result from hierarchy as a whole will also be different (Suryadi, 2002). According to this definition, there can be taken a conclusion that sensitivity analysis represents the analysis which good for knowing influence of the parameter changing weighted to optimal solution of decision. This will be able to be utilized by policy maker in anticipating situation and change decision if it is accurately by change of parameter weight. The condition can be expressed that sensitive decision to change of parameter.

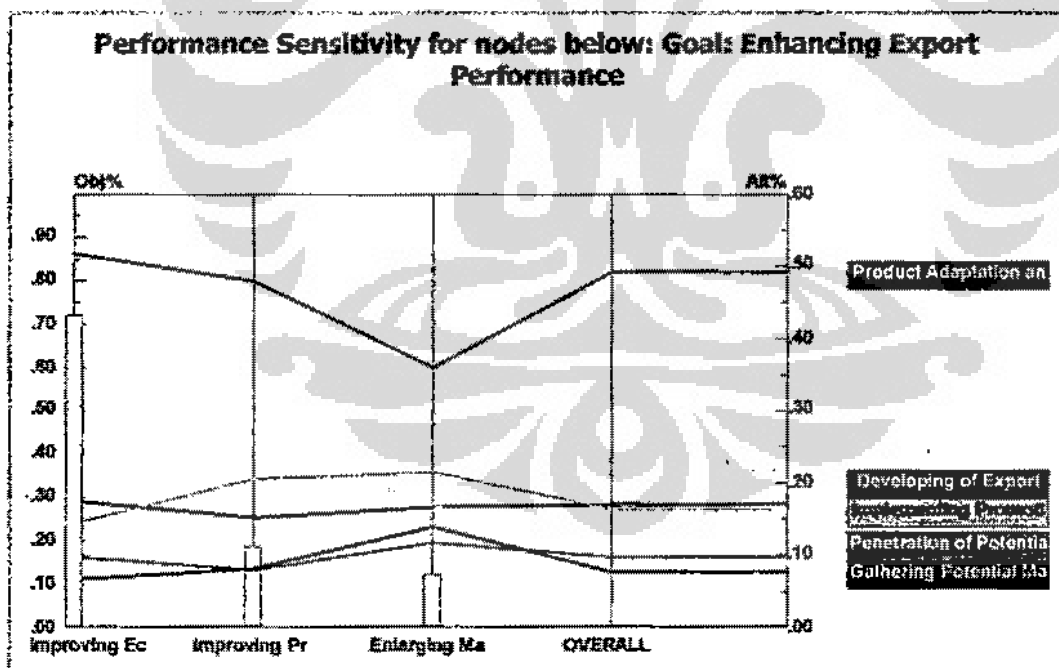
As explained by Permadi (1992), sensitivity analysis from the matrix three level is see influence of change at exogenous variable (level two) in the direction of the condition endogen variable (level three). After overall of calculation process through model of AHP is done well by problems hierarchy and SME's strategy and NAFED, the author will be getting the sensitivity analysis from both hierarchies. The assessment has done by respondent as well as for hierarchy problems SME's or NAFED, because of many factors could be change. For example, that caused by change of direction and condition policy of national economy hence each party assumed that priority weight to various criteria exist in level two have imprecise and need to be accommodated, with existence of sensitivity analysis will be able to be estimated in the level of friction of priority weight in strategy level of each party. This analysis could be used to assess the level of constant from both hierarchies.

In program of expert choice, there are 5 type sensitivity analyses. But in this research are only used 3 type sensitivity analyse; (i) performance sensitivity, (ii) dynamic sensitivity, (iii) gradient sensitivity. The reason for choosing of performance sensitivity because of the level of understanding is relative easy. These analyses could send all information about level of priority for each attribute and also getting for behavior alternatives if it changes for each attribute. In picture of graph, the criterion is illustrated as vertical bar chart with value of priority in vertical axis in the left-side of graph with label Crit%. The value of alternative

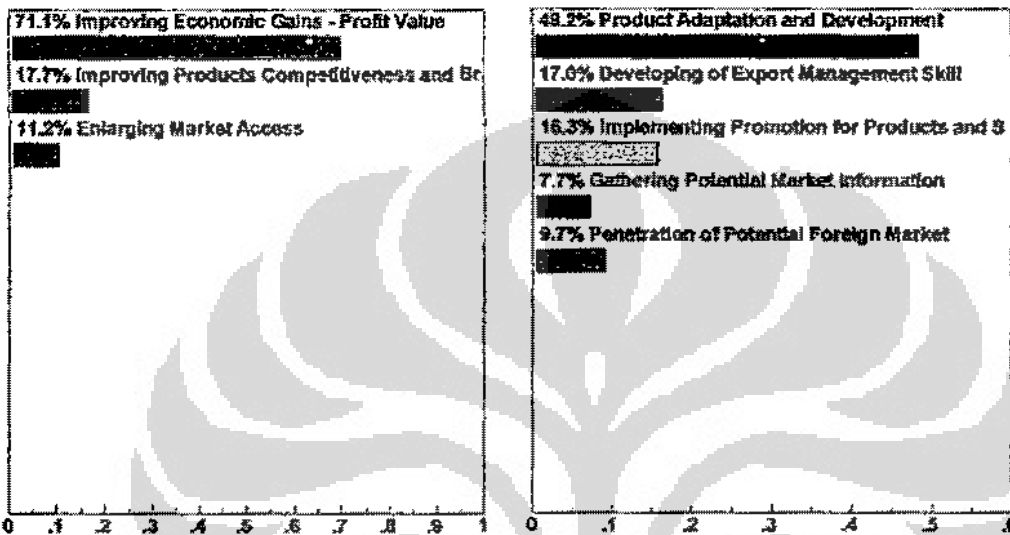
priority for each attribute is shown as a line across to vertical bar chart, with the value of alternative priority for vertical axis in the right-side by label Alt%. The dynamic sensitivity is shown as compare of performance sensitivity analysis hence the graph will be easy to read because of detail number is illustrated by dynamic sensitivity. Through gradient sensitivity, it will be taken a detail illustration about the level of sensitivity from available alternatives based on the attribute. For this kind, the graph for sensitivity analysis that vertical axis in the left-side is the value of priority from alternatives, in other hand horizontal axis as the value of priority from attribute that will be analyzed. It is also shown lines of graph that the result is appropriate with the result of available alternatives.

In regard to constant of using expert choice software, the path of sensitivity analysis is used by performance and dynamic sensitivity analysis (shown in figure 5.13 and 5.14).

Figure 5.9. Performance and Dynamic Sensitivity for SMEs strategies



Dynamic Sensitivity for nodes below: Goal: Enhancing Export Performance

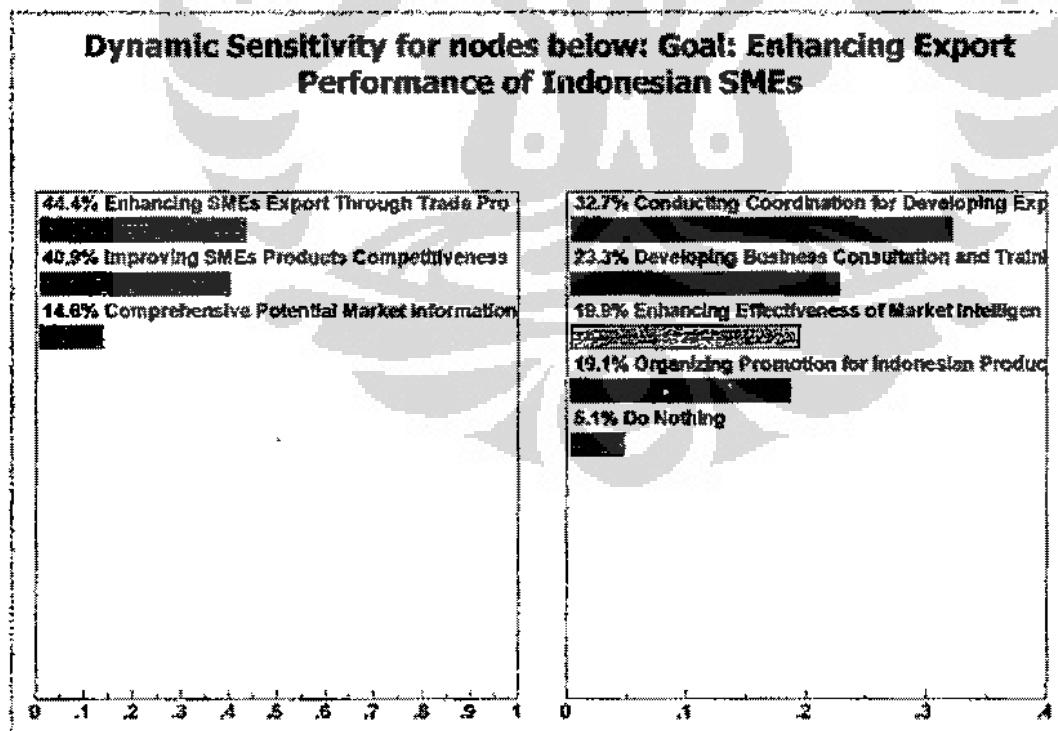
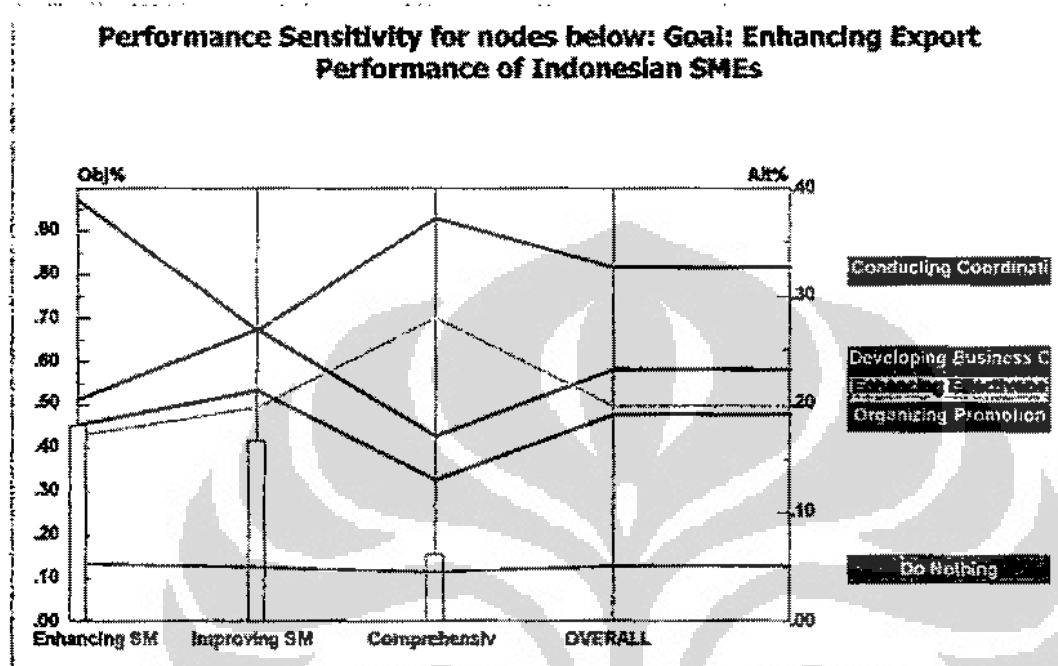


Source : Data processing output

According to figure 5.13 above, it has shown the attribute which the highest of sensitivity weight is *Improving Economic Gains (Profit Value)* with 71.1 % value. This means that the change of weight in the attribute will give a big influence to friction weight in each alternative strategy, compare to two other alternative attributes.

If looking the side of alternative strategy, the *Products Adaptation And Development* will get a high impact in the change of priority weight in side of attribute. Although each of attribute has changed in significantly but it has a high priority weight in compare with others alternative strategy.

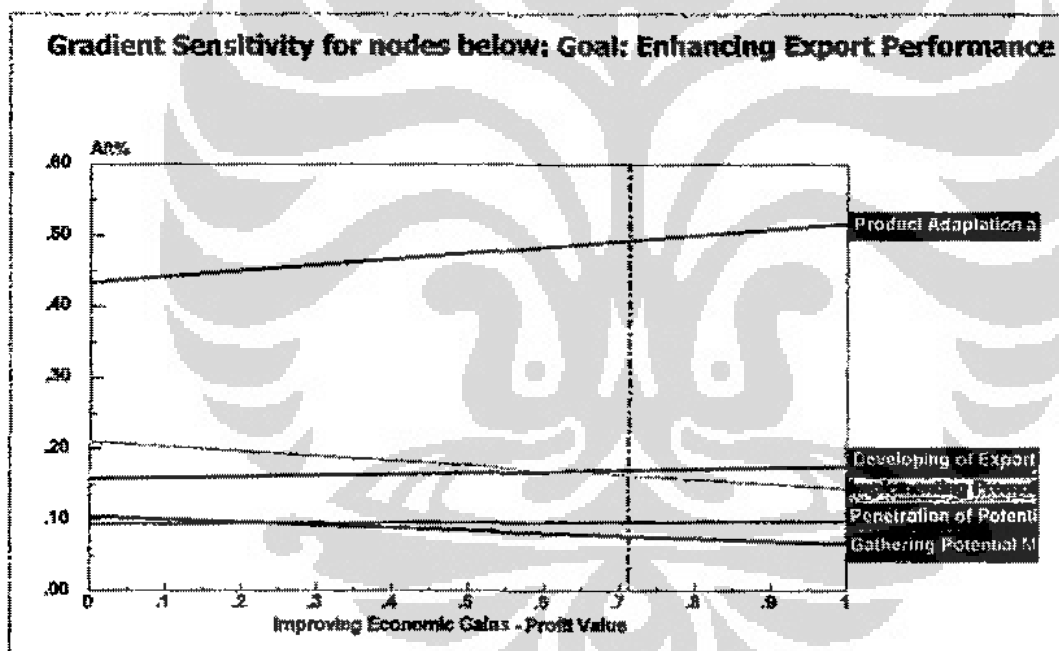
Figure 5.10. Performance and Dynamic Sensitivity for NAFED strategies



Source : Data processing output

The level of sensitivity attribute for NAFED preferences tends to equalize, specifically for *Enhancing SME's Export Through Trade Promotion* and *Improving SME's Products Competitiveness* which has difference value of sensitivity with range not to far. It means that the change of weight of attribute has a high impact of friction the weight of alternative strategy. In general, alternative strategy has a sensitivity level which enough stable, whereas the priority of the highest weight is *Conducting Coordination For Developing Export Promotion Program, Developing Business Consultation And Training Of Export Management Skill* and *Enhancing Effectiveness Of Market Intelligent And Analysis*.

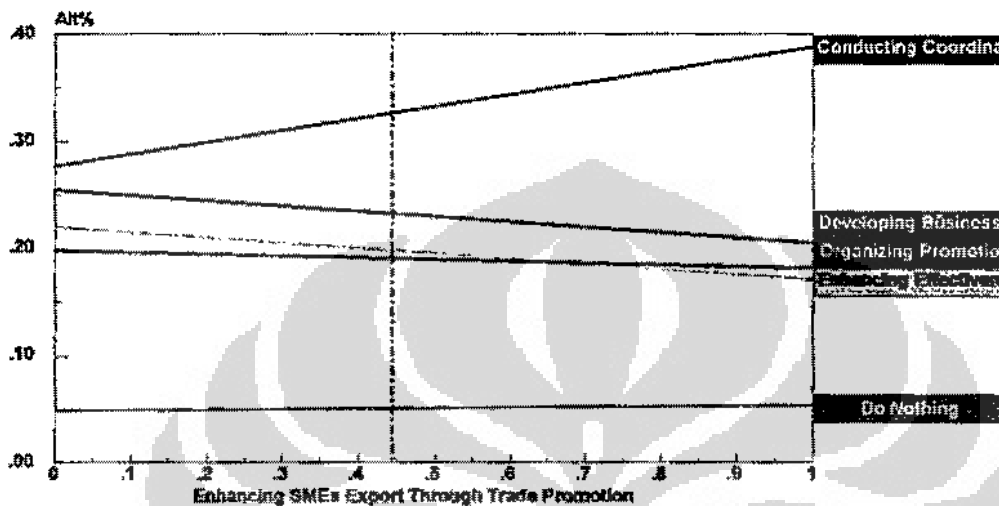
Figure 5.11. Gradient Sensitivity for SMEs below the goal



Source : Data processing output

Figure 5.12. Gradient Sensitivity for NAFED below the goal

Gradient Sensitivity for nodes below: Goal: Enhancing Export Performance of Indonesian SMEs



Source : Data processing output

In this gradient sensitivity analysis, the author only shows the graph for attribute with the value of the highest sensitivity for each side like *Improving Economic Gains* in SME's side and *Enhancing SME's Export Through Trade Promotion* for NAFED side. The graph of gradient sensitivity SME's shows each of alternatives strategy which has the high level of stability whereas this illustrated with the line of graph most likely horizontal. However, it can not same with nothing or not sensitivity. It is true that alternative of strategy products development and adaptation will be able to high priority although weight of attribute improving economic gains (profit value) has changed. But, if the attribute weight has decreased to point 6, the weight of strategy implementing promotion for products and services previously in position higher than developing of export management skill, there will be decrease with the lower disposition. In more extremely, if the weight of attribute decreased to point 2, it will be friction the weight for two other strategies (*Penetration Of Potential Foreign Market* and *Gathering Potential Market Information*). The graph of gradient sensitivity NAFED shows the high level of stability. The friction of priority weight will be

happen in two strategies, that are *Organizing Promotion For SME's Products And Services* and *Enhancing Effectiveness Of Market Intelligence And Analysis*, it only happens if the change of weight priority in enhancing SME's export through trade promotion to above point 7.

5.2. Determination for Strategic Policy through Game Theory Combination and Analytical Hierarchy Process

After partially conducted analyze on strategic priority (from side of SME and NAFED) by using AHP methods, henceforth is conducted Game theory analyze and combine with application of matrix calculation on *pairwise comparison* at AHP methods. As previous selfexplanatory, AHP analyze is expert appraisal on strategic priority while the use of game theory of this research is to find the point of strategic balance or solution between the two sides which every side will defend on optimizing of objective on achievement and their interest.

Combination of Game Theory and AHP of this research is to see possibility on strategic displacement to becoming primary priority of SME and NAFED (partially reflected to AHP analyze), that is the result from Game Theory analyze on every side strategy if given attention to other side strategy.

Basically the calculation of respondent appraisal on an average of Game Theory is similar to respondent average methods on AHP questionnaire. The difference lay in respondent point of view or strategic priority determination on both sides. For game theory questionnaire, respondent is not being asked to compare strategic priority hierarchy on criteria or goal from both sides but the appraisal is done by comparing or giving priority scale of interest from every side strategy and pay attention of opponent strategies.

The component for appraisal of respond and/or strategy of SME on every strategy in NAFED hierarchy is *Product adaptation and development (S1)*, *Developing of export management skill (S2)*, *Implementing promotion for products and services (S3)*, *Gathering potential market information (S4)* and *Penetration of potential foreign market (S5)*. While NAFED respond and/or strategy on every strategy in SME hierarchy is *Conducting Coordination for Developing Export Promotion Program (N1)*, *Developing Business Consultation and Training of Export Management (N2)*, *Enhancing Effectiveness of Market*

Intelligence and Analysis (N3), Organizing Promotion for Indonesian Products and Services (N4) and Do Nothing (N5). Average calculation of respondent appraisal result for all of component of respond and/or strategy can be seen on appendix 7.

Next, the average data of respondent appraisal result on questionnaire above is processing using expert choice software². The recapitulation of data processing result used to evaluate priority strategy of one side to receive opponent's strategy (between both sides, SME and NAFED) is shown on Table 5.8 as follows:

Tabel 5.5. Calculation of Weight Priority to receive opponent's strategy (between SME and NAFED)

No	SMEs Respons			NAFED Respons		
	Indicators	Weight of Priorities	CI	Indicators	Weight of Priorities	CI
1.	Respons to N1 :			Respons to S1 :		
	S1	0.298	0.07	N1	0.294	0.08
	S2	0.259		N2	0.344	
	S3	0.230		N3	0.183	
	S4	0.120		N4	0.131	
	S5	0.093		N5	0.048	
	Total	1.000		Total	1.000	
2.	Respons to N2 :			Respons to S2 :		
	S1	0.285	0.09	N1	0.373	0.08
	S2	0.367		N2	0.328	
	S3	0.136		N3	0.129	
	S4	0.152		N4	0.119	
	S5	0.061		N5	0.050	
	Total	1.000		Total	1.000	
3.	Respons to N3 :			Respons to S3 :		
	S1	0.319	0.10	N1	0.373	0.05
	S2	0.180		N2	0.195	
	S3	0.209		N3	0.206	
	S4	0.192		N4	0.173	
	S5	0.100		N5	0.052	
	Total	1.000		Total	1.000	
4.	Respons to N4 :			Respons to S4 :		
	S1	0.318		N1	0.288	

² In course of priority extrapolation in the game theory method, utilization of expert choice software remains to be enabled. However, child of goal node filled in with one of the party strategies, while part of alternative filled with other party strategies.

No.	SME's Response			NAFED Response		
	Indicators	Weight of Priorities	CI	Indicators	Weight of Priorities	CI
5.	S2	0.182	0.10	N2	0.208	0.10
	S3	0.301		N3	0.312	
	S4	0.118		N4	0.145	
	S5	0.075		N5	0.047	
	Total	1.000		Total	1.000	
	Respons to NS :			Respons to S5 :		
	S1	0.449	0.09	N1	0.353	0.03
	S2	0.157		N2	0.225	
	S3	0.163		N3	0.207	
	S4	0.107		N4	0.162	
	S5	0.125		N5	0.053	
	Total	1.000	Total	1.000		

Source : Author's calculated data using expert choice

Next step is to find out the optimal solution such as finding every strategic combination between both sides. In game theory methods, that step is actualized by firstly to determine the pay off value from both sides. The value between SME and NAFED is acquired by calculating the weight of local priority from the result of Game Theory questionnaire calculation above with the weight of global priority from strategy of partial AHP analyze which has been calculating before (on part of 5.1.1 and 5.1.2). So, the pay off value for SME can be seen on table 5.9 as follows:

Tabel 5.6. Payoff Value for SME

	N1 (Contracting Coordination)	N2 (Developing Business Consultation)	N3 (Market Intelligence and Analysis)	N4 (Organizing Promotion)	N5 (Do Nothing)
S1 (Products Adaptation and development)	0.147	0.140	0.157	0.156	0.221
S2 (Export Management Skill)	0.044	0.062	0.031	0.031	0.027
S3 (Promotion for Products and Services)	0.037	0.022	0.034	0.049	0.027
S4 (Potential Market Information)	0.009	0.012	0.015	0.009	0.008
S5 (Penetration of potential Foreign Market)	0.009	0.006	0.010	0.007	0.012

Source: Result of calculated data

In conclusion from table 5.9 that the benefited strategy for SME is on the highest pay off value, on first row and fifth column (0.221) for strategy on **Product adaptation and development (S1)**, to receive the fifth strategy from NAFED, that is **do nothing (N5)**. On the other side, the value of the lowest pay off (0.006) is for strategy of **Penetration of potential foreign market (S5)**, and is achievable if NAFED use **Developing Business Consultation and Training of Export Management (N2)** strategy. Next, the matrix of NAFED pay off value can be seen on table 5.10 as follows:

Tabel 5.7. Payoff Value for NAFED

	S1 (Products Adaptation and development)	S2 (Export Management Skill)	S3 (Promotion for Products and Services)	S4 (Potential Market Information)	S5 (Penetration of potential Foreign Market)
N1 (Conducting Coordination)	0.095	0.120	0.120	0.093	0.114
N2 (Developing Business Consultation)	0.081	0.077	0.046	0.049	0.053
N3 (Market Intelligence and Analysis)	0.036	0.026	0.041	0.062	0.041
N4 (Organizing Promotion)	0.025	0.023	0.033	0.028	0.031
N5 (Do Nothing)	0.002	0.003	0.003	0.002	0.003

Source: Result of calculated data

From table 5.10 can be concluded that the most benefited pay off for NAFED is on strategy **Conducting Coordination for Developing Export Promotion Program (N1)** which can get value of 0.120 if SME doing strategy of **Developing of export management skill (S2)** or **Implementing promotion for products and services (S3)**. The lowest pay off value (0.002) is for **Do nothing (N5)** strategy, in this case to receive SME that has selected **Product adaptation and development (S1)** strategy and **Gathering potential market information (S4)**.

Next is the pay off value from both sides will be compared to find the best point of balance between SME and NAFED strategy. Pay off that will become optimal solution for both sides can be seen on table as follows:

Table 5.8. Payoff Matrix for SMEs - NAFED

	N1 (Conducting Coordination)		N2 (Developing Business Capability)		N3 (Market Intelligence and Analysis)		N4 (Organizing Promotion)		N5 (Do Nothing)	
S1 (Products Adaptation and development)	0.147	0.095	0.140	0.081	0.157	0.036	0.156	0.025	0.221	0.002
S2 (Export Management Skill)	0.044	0.120	0.062	0.077	0.031	0.026	0.031	0.023	0.027	0.003
S3 (Promotion for Products and Services)	0.037	0.120	0.022	0.046	0.034	0.041	0.049	0.033	0.027	0.003
S4 (Potential Market Information)	0.009	0.093	0.012	0.049	0.015	0.062	0.009	0.028	0.008	0.002
S5 (Penetration of potential Foreign Market)	0.009	0.114	0.006	0.053	0.010	0.041	0.007	0.031	0.012	0.003

Source : Result of Game Theory analysis

From table 5.11 above can be seen that it is impossible to reach Pareto and Nash equilibrium³. If SMEs is decided to use S1 strategy (since this strategy has the highest pay off for SMEs to reach that is 0.221) hence rationally NAFED will chosen N1 strategy (where NAFED will get highest payoff value that is 0.095 from all possibility of value in line S1). On this equilibrium point (S1-N1), payoff value of SMEs will reach 0.147. From the opposite view, if NAFED already decide to do N1 strategy (wich possibility to get the highest pay off value that is 0.120) so SME has two strategic alternative that can be able to use that is S2 and S3 strategy. Rationally, if NAFED has determined N1 strategy to reach this highest value so SME will choose to use S2 strategy, thus can be able to reach the

³ In a game between two players which is non-zero sum, it is recognized some term of equilibrium, two among others are (Permadi, Bambang, pg. 71) :

1. Pareto equilibrium: happened if both of players get best of payoff value from all of payoff value which possible.
2. Nash equilibrium: happened if there is no possibility to each player to increase their payoff value by implementing unilateral movement (changing strategy), under a strategy which have been specified by its opponent.

higher pay off value (0.044) than that of choose S3 which only give pay off value as big as 0.037. However, if SMEs had a mind to get maximum pay off value that exist in column of N1, SMEs tend to shift its strategy toward S1 and its mean that the combination of N1-S1 strategy will reach again as an equilibrium point.

Strategy combination as have been presented at table 5.11 represents the calculation result of game theory method which not only consider the perspective of both competing parties, SMEs and NAFED, but also including the perception of academicians to strengthen final judgement. Furthermore, the author excludes the perception of academicians and repeated the game theory pay-off calculation process between SMEs and NAFED. Strategy combination which only accounted the perception of both competing parties is shown on Table 5.12 as follows:

Table 5.9. Payoff Matrix for SMEs – NAFED (exclude the perception of academician)

	N1 (Conducting Coordination)		N2 (Developing Business Consultation)		N3 (Market Intelligence and Analysis)		N4 (Organizing Promotion)		N5 (Do Nothing)	
S1 (Products Adaptation and development)	0.143	0.129	0.126	0.086	0.116	0.022	0.134	0.018	0.196	0.003
S2 (Export Management Skill)	0.070	0.142	0.091	0.074	0.064	0.020	0.063	0.023	0.051	0.003
S3 (Promotion for Products and Services)	0.029	0.131	0.025	0.050	0.030	0.028	0.032	0.033	0.019	0.003
S4 (Potential Market Information)	0.010	0.126	0.012	0.059	0.018	0.034	0.011	0.023	0.011	0.003
S5 (Penetration of potential Foreign Market)	0.007	0.127	0.006	0.049	0.008	0.035	0.009	0.027	0.006	0.003

Source : Result of Game Theory analysis

From the table above it can be seen that by excluding the perception of academicians, the Pareto and Nash equilibrium still can not be reached. The existing pattern of this pay off is almost similar with table 5.11. The highest value

of SMES reached at the Products Adaptation and Development strategy when NAFED actually Do Nothing. On the contrary, the highest pay off of NAFED reached at the Conducting Coordination for Developing Export Promotion Program strategy when SMEs use Developing of export management skill strategy.

Base on Permadi (1992), in a research which uses game theory method, Pareto or Nash equilibrium not necessarily to be reached. However, it is require to refer back the background of this condition. From the overview of NAFED and SMEs hierarchy in contexts of enhancing SMEs export performance, it indicates that there is no coordination between both parties in term of composing strategies. Thus, they stand ground in each strategy which has been selected. The determinant factor of this condition can be clearer if it observes SWOT matrix of NAFED as the following table:

Tabel 5.12. SWOT Matrix of NAFED

INTERNAL ENVIRONMENT IDENTIFICATION	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Laws and regulations which supporting the performance of NAFED such as Ministerial Decree, facilitation of fiscal free policy, etc. 2. Representatives office in domestic and foreign (P3ED and ITFC) 3. Several forms of International calendar of event which held in Indonesia and abroad. 4. The existence of MoU as cooperation agreement with other country, international TPOs and local governance (province). 	<ol style="list-style-type: none"> 1. Lack of coordination between central and local government, or between central government and business associations, in order to develop national export performance programs. 2. Brand development for best brand, especially for exporting products, have not optimal yet. 3. Products development that based on "cluster" has not conducted yet. 4. Limited human resources to conduct market analysis (products and market analyst).
EXTERNAL ENVIRONMENT IDENTIFICATION	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Global market for potential Indonesian products and services has already opened. 2. Market share for Indonesian export products that has been penetrated are relatively small and have opportunity to be expanded. 3. The number of requests for trade relation from other country increase (especially for Indonesian best products). 	<ol style="list-style-type: none"> 1. The existence of various regulations that implemented in target market (countries) of Indonesian export products (non trade barriers). 2. Lack of the uses of modern technology by Indonesian SMEs so they unable to enhance value added. 3. High cost economy.

4. The increasing of business enthusiasm in looking for the opportunity of new market.	<p>4. Lack of the entrepreneurs awareness in diversify its products and enhance brand image.</p> <p>5. Coordination and cooperation among institutions engage with enhancing SMEs export performance are still not harmonious.</p>
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Source: Derived from Renstra 2004-2009 of NAFED Secretariat (changed by author)

Consider to SWOT matrix of NAFED above, can be seen that the one of various weaknesses of this institution is lack of coordination among central and local government, and also with industrial and trade association, in the progress of developing national export. If it is looking to the threat aspect, we can find a similar point, that is coordination in interinstitutional relationship that have relevancies with enhancing export performance of Indonesian SMEs, is inharmonious. Both of aspects depend on the same point of problems, which is lack of coordination in developing of export promotion program, sectorally or regionally. Those aspects become basic of NAFED perspective in order to develop their vision, mission and programs. Hence, we can understand that to be able to anticipate this weaknesses and threat point, NAFED choose the coordination among regional and sectoral as their regulation base. Later, it clearly defined in the priority of strategic option from hierarchy of NAFED.

From the contrary, SMEs tend to overview from the narrow perspective, which is from their own perspective as a single business institution. They set the onset enhancement which direct to the increasing of profit as their basis of strategy. It is important to remind that SMEs becoming object of on this research is the SMEs which already exist in export market, and they know that market share for their export products have potency to expand. The importance specific constraint must be faced in order to expand their market share is adjusting their product character with market expectation. Hence, it is rational if they try to meet market demand and the strategy products adaptation and development committed to implement.

Base on the condition as mention above, can be seen that the difference point of view from both parties is in the process of strategy development. This factor also becomes a direct cause of the combination strategies of SMEs and NAFED that unable to reach highest payoff value.

CHAPTER 6

CONCLUSION AND RECOMMENDATION

6.1. Conclusions

Based on the result and analysis for improving performance of Indonesian SMEs export, a number of conclusions can be drawn from the studies, which are summarized as follows:

1) Rating Priorities on SMEs Hierarchy

- Based on SMEs perspective analysis, related to improve export performance, they tend to choose improving economic gains as the most importance criteria (local or global). It stands the reason views of their position as business institution, hence the increasing of profit represent as the main orientation from overall executed activity (according with their alternative strategy).
- Observed at the rating priority of its five applied alternative strategies, SMEs tend to choose Products Adaptation and Development as strategy alternative selection with the highest priority value. This decision is the logic consequences of their existence that already entering export market and have specific market segment. On this condition, the management perspective which used as references is fulfillment of vision, mission and strategy to direct the market orientation. Therefore, the adjustment of product's character to the trend and market demand is a must. However, the process of product development does not stop here as the only strategy, because of high-grade product will not gain an optimum appreciation from the market if it is not followed by several efforts for strengthening brand image on public mindset. In this part, the existence of other strategies is needed as supporting strategy so the effort to enhance SMEs export performance will reach effectively.

Rating Priorities on NAFED Hierarchy

- Base on NAFED perception, in the attainment effort of the main goal that is enhancing export performance of Indonesian SMEs, the front criteria and hence gets highest priority is Improving SMEs Products Competitiveness and Brand Image. It indicates that the responder, which in this case represents perspective from NAFED side, fully realize that overall NAFED policy shall be base on the orientation to assist the improvement of SMEs products. This idea comes from the awareness that one of main constraints of SMEs to enter global market is the aspect of products quality which oftentimes does not compliance to market expectation.
- For the alternative strategies, from overall weight of local and global priority, NAFED tend to choose Conducting Coordination for Developing Export Promotion Program as the main alternative strategy. It shows responder consciousness to the importance of policy synchronization between various parties which related to the development of SMEs export performance in Indonesia. It also indicates validity of indication which have been stated by many parties about the overlapping of the development program of SMEs export and NAFED realize the importance of synergy enhancement of its SMEs export promotion programs with similar programs which executed by various institutes in Indonesia.
- The consecutive of NAFED strategy priority also shows that Do Nothing is always on the lowest position with priority weighted is far distances with other alternative strategy priority. It realizes that "status quo"¹ is not an appropriate alternative strategy at this moment. It can comprehend also as opinion of responder which direct into idea that various SMEs export promotion programs which implemented by NAFED are not optimized to

¹ As have been explained in chapter 4, Do Nothing reflect on status quo and it's decipherable as one type of NAFED strategy which NAFED believe have no need execute changing for policy strategy, it is average value as one type developing program for export which already used is enough to share up developing SMEs export.

boost up for SMEs export performance and because of that it needs to make some improvements at variety of policy implementing aspects.

- 3) From the result of game theory analysis, there is no stressing point hence Pareto or Nash Equilibrium does not exist. The highest payoff of SMEs is Product Adaptation and Development, which is happened when NAFED applied strategy of Do Nothing. On the contrary, the highest payoff of NAFED is Conducting Coordination for Developing Export Promotion Program, which is reached when match two alternative strategies of SMEs (Developing of Export Management Skill and Implementing Promotion for Products and Services). The result of repeating the game theory pay-off calculation process shows that by excluding the perception of academicians the Pareto and Nash equilibrium still can not be reached.

6.2 Recommendation

Based on this research and some literatures, there are several recommendations which could give critical point for stakeholders concerned in SMEs export promotion program, as follows:

a. Policy Recommendation

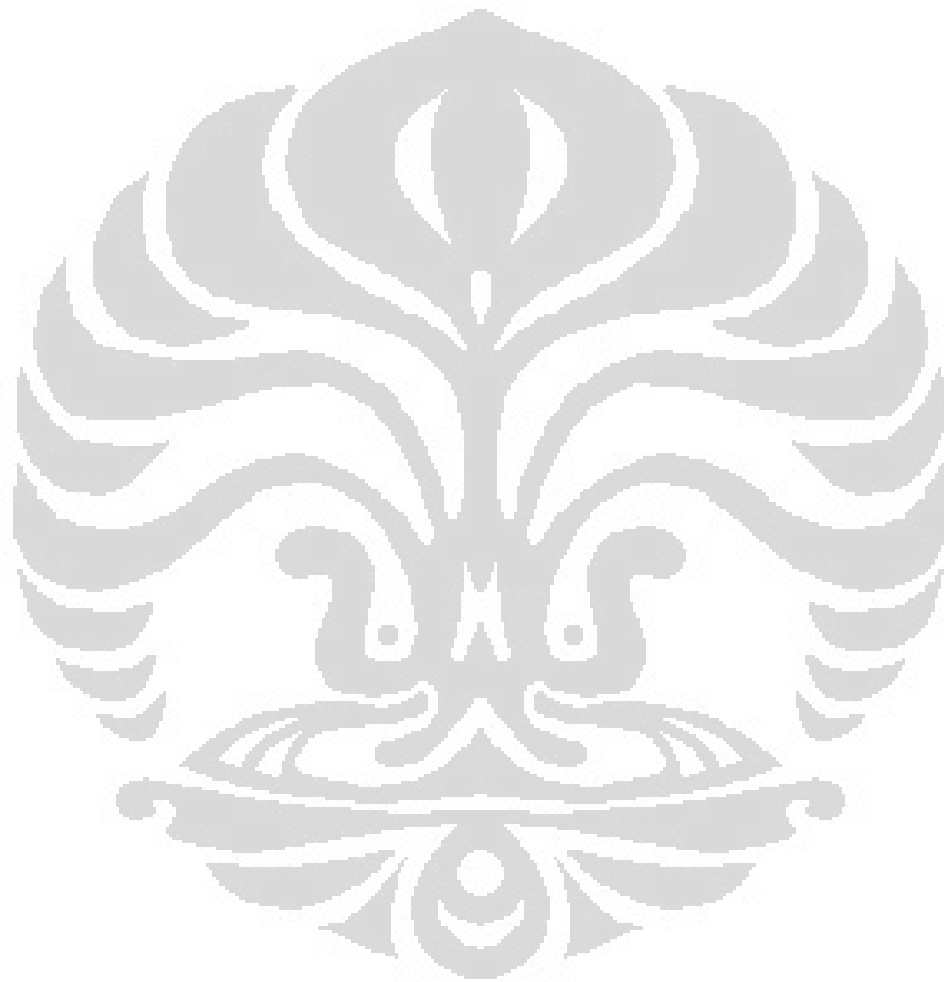
- The author has suggestions on behalf to compromise in form of combination strategy between Product Adaptation and Development (S1-SMEs) and Conducting Coordination for Developing Export Promotion Program (N1-NAFED) which remain to the best choice for both of parties to link their point of views. Through this combination, although they can not reach their optimal payoff value, they can obtain strategic unifications which are able to form a synergy so that can support attainment of the objective, either from SMEs or NAFED side, in an optimal way.
- For the overlapping current problem on SMEs export development programs as mentioned by many parties, the author fully concurs regarding with Sandee and Buddy (2002) said that it requires an institution which has authority to coordinate, so entirety programs inter institutions will be doing well in accordance and synergy of each other.

- Based on actual and recent conditions, NAFED and many institutions (government and non-government) related to the development of SMEs export performance have to more concern on the actualization of associated programs directed to the development of SMEs' products. Recently the supports given are more focused on the production capacity improvements, conversely, the supports should be delivered to the product quality side, including the product design quality.
- The existent promotion for SMEs products which partially administered by many institutions (especially NAFED) and SMEs, have to be well coordinated. Therefore, the promotion concept should be integrated and focused on the establishing brand image of Indonesian SMEs products in global market.

b. Recommendation on Future Study

- The result of Game Theory analysis is reflecting different point of view of SMEs and NAFED in the process of composing strategies. This factor also becomes a direct cause of asynchronous of SMEs and NAFED strategies hence the combination unable to reach highest payoff value. To solve this problem, a solution that has to be taken is repeating the process of Game Theory until synchronous point of view of NAFED and SMEs can be obtained and both of parties could get a compromise to harmonize their vision.
- In this research, the author limited to two perspectives. Nevertheless, observing the actual condition where many stakeholders have their own interest for the SMEs development, thus it requires more comprehensive study and invokes more perspectives.
- This research is discussing SMEs export generally; therefore it would be better if there were some studies concerning SMEs export development based on cluster or products classification. Base of thought that there is a dissimilarity of product character which would call for difference approach.

- Last but not least, government institutions who have their own interest of the improvement SMEs export performance oblige to do lots of studies having the disposal method which capable accommodating parties perspectives, for example the AHP method and Game theory, hence in taking a decision which can be applied not only based on the government perception but also involving other related parties.



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Appendix - 1 - Average Value for SMEs Perspective

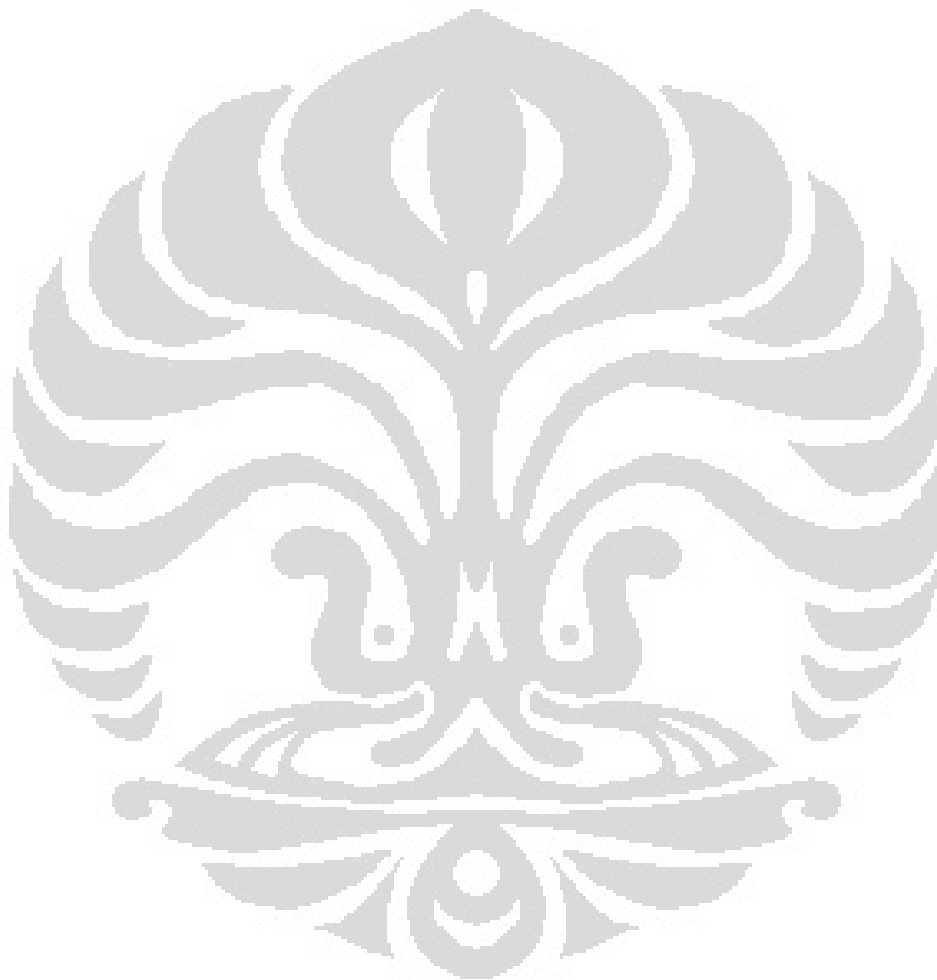
Average values of Respondent's Judgments (SMEs) related with AHP
Questionnaire

NO/ LEVEL	PAIRWISE COMPARISON		SCORE
(1)	(2)		(3)
I. Level 1 - General			
II. Level 2 - General Priority Related with Cost			
1	Improving Economic Gains (profit value)		5.300
2	Improving Products Competitiveness and Brand Image		4.800
3	Enlarging Market Access		2.086
III. Level 3 - SME Strategies related with Improving Income Objective			
1	Products adaptation and Development (including products design and packaging)	vs Developing of export management skill	5.333
2	Products adaptation and Development (including products design and packaging)	vs Implementing promotion for products and services	4.300
3	Products adaptation and Development (including products design and packaging)	vs Gathering potencial market information	5.000
4	Products adaptation and Development (including products design and packaging)	vs Penetration of potential foreign market	3.633
5	Developing of export management skill	vs Implementing promotion for products and services	1.586
6	Developing of export management skill	vs Gathering potencial market information	4.500
7	Developing of export management skill	vs Penetration of potential foreign market	1.400
8	Implementing promotion for products and services	vs Gathering potencial market information	3.833
9	Implementing promotion for products and services	vs Penetration of potential foreign market	1.433
10	Gathering potencial market information	vs Penetration of potential foreign market	1.100
III. Level 3 - SME Strategies related with Increasing Product and Brand Image Objective			
1	Products adaptation and Development (including products design and packaging)	vs Developing of export management skill	4.000

NO./ LEVEL	PAIRWISE COMPARISON		SCORE
(1)	(2)		(3)
2	Products adaptation and Development (including products design and packaging)	vs Implementing promotion for products and services	3.500
3	Products adaptation and Development (including products design and packaging)	vs Gathering potencial market information	4.000
4	Products adaptation and Development (including products design and packaging)	vs Penetration of potential foreign market	5.000
5	Developing of export management skill	vs Implementing promotion for products and services	1.086
6	Developing of export management skill	vs Gathering potencial market information	2.619
7	Developing of export management skill	vs Penetration of potential foreign market	1.167
8	Implementing promotion for products and services	vs Gathering potencial market information	4.333
9	Implementing promotion for products and services	vs Penetration of potential foreign market	3.133
10	Gathering potencial market information	vs Penetration of potential foreign market	1.600
III. Very Small Sized Retail Bank Using Multiple Objectives			
1	Products adaptation and Development (including products design and packaging)	vs Developing of export management skill	2.419
2	Products adaptation and Development (including products design and packaging)	vs Implementing promotion for products and services	2.586
3	Products adaptation and Development (including products design and packaging)	vs Gathering potencial market information	1.400
4	Products adaptation and Development (including products design and packaging)	vs Penetration of potential foreign market	3.100
5	Developing of export management skill	vs Implementing promotion for products and services	1.086
6	Developing of export management skill	vs Gathering potencial market information	1.386
7	Developing of export management skill	vs Penetration of potential foreign market	1.100
8	Implementing promotion for products and services	vs Gathering potencial market information	2.619

NO/ LEVEL	PAIRWISE COMPARISON		SCORE
(1)	(2)		(3)
9	Implementing promotion for products and services	vs Penetration of potential foreign market	2.135
10	Gathering potencial market information	vs Penetration of potential foreign market	1.100

Source: results of AHP questionnaire by experts



Appendix – 2 – Average Value for NAFED Perspective

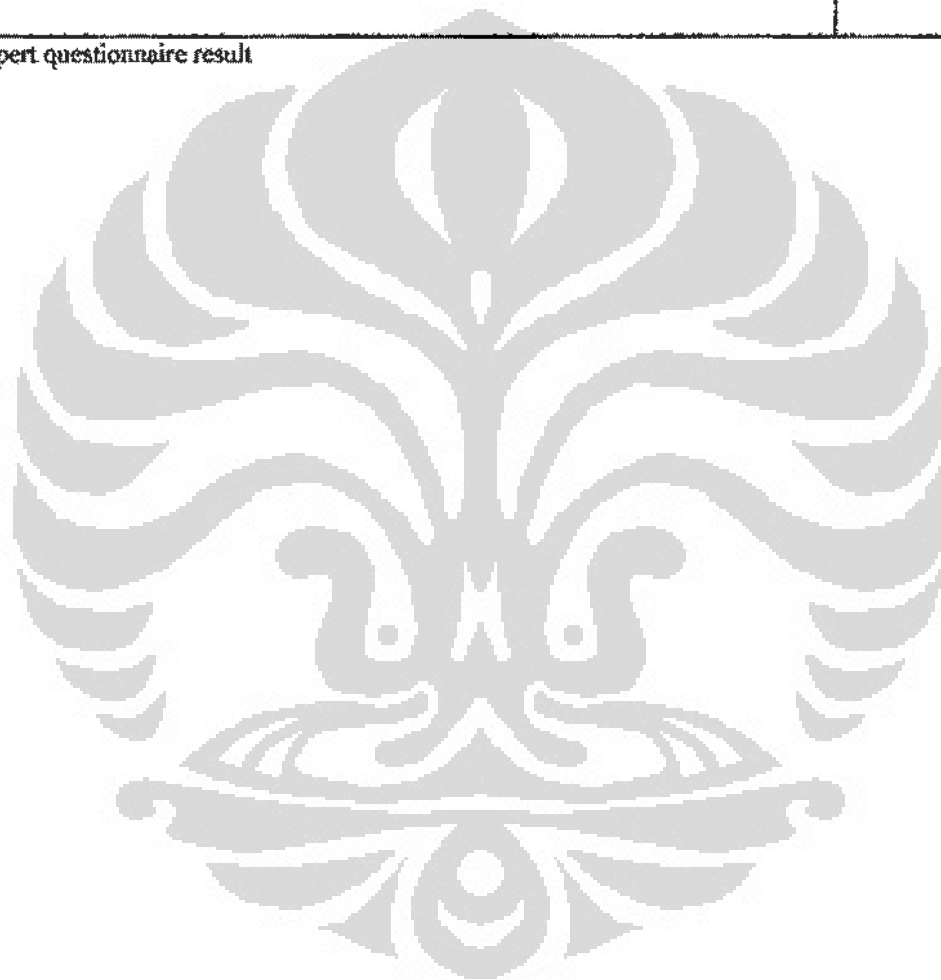
**Average values of Respondent's Judgments (NAFED) related with AHP
Questionnaire**

NO/ LEVEL	PAIRWISE COMPARISON		SCORE	
(1)	(2)		(3)	
I.	Level 1: Goal			
II.	Level 2: Priority Criterion related to Goal			
1	Enhancing SMEs export through trade promotion		1.133	
2	Improving SMEs products competitiveness and brand image		2.800	
3	Comprehensive potential market information		3.800	
III.	Level 3: SME's Strategic Plan related with firm-wide objective (Person's Objective)			
1	Conducting Coordination for Developing Export Promotion Program	vs	Developing Business Consultation and Training of Export Management	3.000
2	Conducting Coordination for Developing Export Promotion Program	vs	Enhancing Effectiveness of Market Intelligence and Analysis	2.500
3	Conducting Coordination for Developing Export Promotion Program	vs	Organizing Promotion for Indonesian Products and Services	2.586
4	Conducting Coordination for Developing Export Promotion Program	vs	Do Nothing	3.300
5	Developing Business Consultation and Training of Export Management	vs	Enhancing Effectiveness of Market Intelligence and Analysis	1.833
6	Developing Business Consultation and Training of Export Management	vs	Organizing Promotion for Indonesian Products and Services	1.300
7	Developing Business Consultation and Training of Export Management	vs	Do Nothing	4.000
8	Enhancing Effectiveness of Market Intelligence and Analysis	vs	Organizing Promotion for Indonesian Products and Services	1.300
9	Enhancing Effectiveness of Market Intelligence and Analysis	vs	Do Nothing	4.500
10	Organizing Promotion for Indonesian Products and Services	vs	Do Nothing	6.500

NO/ LEVEL	PAIRWISE COMPARISON		SCORE
(1)	(2)		(3)
III. Level 3: SMEs Strategies related with Increasing Product and Brand Image Objective			
1	Conducting Coordination for Developing Export Promotion Program	vs Developing Business Consultation and Training of Export Management	1.086
2	Conducting Coordination for Developing Export Promotion Program	vs Enhancing Effectiveness of Market Intelligence and Analysis	1.300
3	Conducting Coordination for Developing Export Promotion Program	vs Organizing Promotion for Indonesian Products and Services	1.800
4	Conducting Coordination for Developing Export Promotion Program	vs Do Nothing	4.500
5	Developing Business Consultation and Training of Export Management	vs Enhancing Effectiveness of Market Intelligence and Analysis	1.833
6	Developing Business Consultation and Training of Export Management	vs Organizing Promotion for Indonesian Products and Services	1.300
7	Developing Business Consultation and Training of Export Management	vs Do Nothing	4.500
8	Enhancing Effectiveness of Market Intelligence and Analysis	vs Organizing Promotion for Indonesian Products and Services	1.000
9	Enhancing Effectiveness of Market Intelligence and Analysis	vs Do Nothing	5.000
10	Organizing Promotion for Indonesian Products and Services	vs Do Nothing	6.500
IV. Level 3: SMEs Strategies related with Enhancing Market Objective			
1	Conducting Coordination for Developing Export Promotion Program	vs Developing Business Consultation and Training of Export Management	4.500
2	Conducting Coordination for Developing Export Promotion Program	vs Enhancing Effectiveness of Market Intelligence and Analysis	1.578
3	Conducting Coordination for Developing Export Promotion Program	vs Organizing Promotion for Indonesian Products and Services	1.800
4	Conducting Coordination for Developing Export Promotion Program	vs Do Nothing	4.500
5	Developing Business Consultation and Training of Export Management	vs Enhancing Effectiveness of Market Intelligence and Analysis	1.167
6	Developing Business Consultation and Training of Export Management	vs Organizing Promotion for Indonesian Products and Services	1.300
7	Developing Business Consultation and Training of Export Management	vs Do Nothing	4.000

NO/ LEVEL	PAIRWISE COMPARISON		SCORE
(1)	(2)		(3)
8	Enhancing Effectiveness of Market Intelligence and Analysis	vs Organizing Promotion for Indonesian Products and Services	4.500
9	Enhancing Effectiveness of Market Intelligence and Analysis	vs Do Nothing	6.000
10	Organizing Promotion for Indonesian Products and Services	vs Do Nothing	4.000

Source : expert questionnaire result



Appendix – 3 – Pairwise Comparison Matrix for SMEs Perspective

Pairwise Matrix Comparison for comparing SMEs criteria preferences and weights of criteria

	Improving E	Improving F	Enlarging A
Improving Economic Gains - Profit Value		5.3	4.8
Improving Products Competitiveness and Brand Image			2.086
Enlarging Market Access			

Pairwise Matrix Comparison for comparing criteria for increasing economic gains – profit value

	Product Ad	Developing	Implementi	Gathering F	Penetration
Product Adaptation and Developm		5.333	4.3	6.0	3.633
Developing of Export Management			1.586	4.5	1.4
Implementing Promotion for Produ				3.833	1.433
Gathering Potential Market Informa					1.1
Penetration of Potential Foreign M.					

Pairwise Matrix Comparison for comparing criteria for improving products competitiveness and brand image

	Product Ad	Developing	Implementi	Gathering F	Penetration
Product Adaptation and Developm		4.0	3.6	4.0	6.0
Developing of Export Management			1.086	2.619	1.167
Implementing Promotion for Produ				4.333	3.133
Gathering Potential Market Informa					1.6
Penetration of Potential Foreign M.					

Pairwise Matrix Comparison for comparing criteria for enlarging market access

	Product Ad	Developing	Implementi	Gathering F	Penetration
Product Adaptation and Developm		2.419	2.586	1.4	3.1
Developing of Export Management			1.086	1.386	1.1
Implementing Promotion for Produ				2.619	2.133
Gathering Potential Market Informa					1.1
Penetration of Potential Foreign M.					

Appendix – 4 – Final Synthesis for SMEs Perspective

Synthesis with respect to SMEs goal

Synthesis with respect to:

Goal: Enhancing Export Performance

Overall Inconsistency = .07

Product Adaptation and Development	.452	
Developing of Export Management Skill	.170	
Implementing Promotion for Products and Services	.163	
Gathering Potential Market Information	.077	
Penetration of Potential Foreign Market	.097	

Source : Data processing output

Synthesis with respect to Each SMEs Criterion

Synthesis with respect to: Improving Economic Gains - Profit Val...

(Goal: Enhancing Export Pe > Improving Economic Gains)

Overall Inconsistency = .08

Product Adaptation and Development	.516	
Developing of Export Management Skill	.175	
Implementing Promotion for Products and Services	.144	
Gathering Potential Market Information	.066	
Penetration of Potential Foreign Market	.098	

Synthesis with respect to: Improving Products Competitiveness ...

(Goal: Enhancing Export Pe > Improving Products Compet)

Overall Inconsistency = .07

Product Adaptation and Development	.480	
Developing of Export Management Skill	.152	
Implementing Promotion for Products and Services	.205	
Gathering Potential Market Information	.082	
Penetration of Potential Foreign Market	.080	

Synthesis with respect to: Enlarging Market Access

(Goal: Enhancing Export Pe > Enlarging Market Access)

Overall Inconsistency = .05

Product Adaptation and Development	.360	
Developing of Export Management Skill	.167	
Implementing Promotion for Products and Services	.215	
Gathering Potential Market Information	.140	
Penetration of Potential Foreign Market	.118	

Source: Data processing output

Appendix – 5 – Pairwise Comparison Matrix for NAFED Perspective

Pairwise Matrix Comparison for comparing NAFED criteria preferences and weights of criterion

	Enhancing	Improving	Compreher
Enhancing SMEs Export Through Trade Promotion		1.133	2.8
Improving SMEs Products Competitiveness and Brand Ima			3.8
Comprehensive Potential Market Information			

Pairwise Matrix comparison for comparing criteria for enhancing SMEs export through trade promotion

	Conducting	Developing	Enhancing	Organizing	Do Nothing
Conducting Coordination for Deve		3.0	2.5	2.586	3.3
Developing Business Consultation			1.833	1.3	4.0
Enhancing Effectiveness of Marke				1.3	4.5
Organizing Promotion for Indonesi					6.5
Do Nothing					

Pairwise Matrix Comparison for comparing criteria for Improving SMEs products competitiveness and brand image

	Conducting	Developing	Enhancing	Organizing	Do Nothing
Conducting Coordination for Deve		1.088	1.3	1.8	3.6
Developing Business Consultation			1.833	1.3	4.6
Enhancing Effectiveness of Marke				1.0	5.0
Organizing Promotion for Indonesi					6.5
Do Nothing					

Pairwise Matrix Comparison for comparing criteria for comprehensive potential market information

	Conducting	Developing	Enhancing	Organizing	Do Nothing
Conducting Coordination for Deve		4.6	1.578	1.8	4.5
Developing Business Consultation			1.167	1.3	4.0
Enhancing Effectiveness of Marke				4.5	6.0
Organizing Promotion for Indonesi					4.0
Do Nothing					

Appendix - 6 - Final Synthesis for NAFED Perspective

Synthesis with respect to NAFED goal

Synthesis with respect to:

Goal: Enhancing Export Performance of Indonesian SMEs

Overall Inconsistency = .05

Conducting Coordination for Developing Export P...	.323	
Developing Business Consultation and Training of...	.235	
Enhancing Effectiveness of Market Intelligence an...	.198	
Organizing Promotion for Indonesian Products an...	.192	
Do Nothing	.051	

Source : Data processing output

Synthesis with respect to Each NAFED Criteria

Synthesis with respect to: Enhancing SMEs Export Through Tra...

(Goal: Enhancing Export Pe > Enhancing SMEs Export Thr)

Overall Inconsistency = .08

Conducting Coordination for Developing Export P...	.368	
Developing Business Consultation and Training of...	.205	
Enhancing Effectiveness of Market Intelligence an...	.171	
Organizing Promotion for Indonesian Products an...	.181	
Do Nothing	.054	

Synthesis with respect to: Improving SMEs Products Competitiv...

(Goal: Enhancing Export Pe > Improving SMEs Products C)

Overall Inconsistency = .03

Conducting Coordination for Developing Export P...	.269	
Developing Business Consultation and Training of...	.269	
Enhancing Effectiveness of Market Intelligence an...	.198	
Organizing Promotion for Indonesian Products an...	.213	
Do Nothing	.051	

Synthesis with respect to: Comprehensive Potential Market Infor...

(Goal: Enhancing Export Pe > Comprehensive Potential M)

Overall Inconsistency = .10

Conducting Coordination for Developing Export P...	.372	
Developing Business Consultation and Training of...	.171	
Enhancing Effectiveness of Market Intelligence an...	.290	
Organizing Promotion for Indonesian Products an...	.131	
Do Nothing	.046	

Source : Data processing output

Appendix - 7 - Average calculation of respondent appraisal

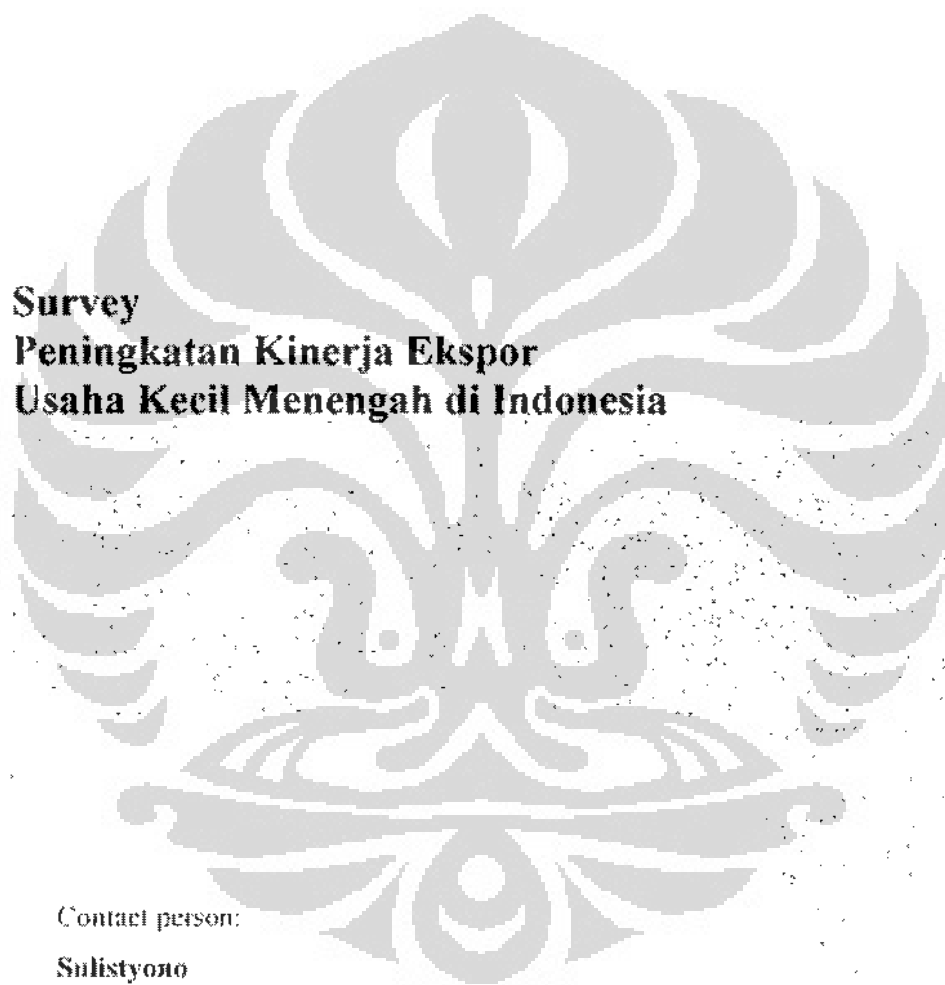
Average calculation of respondent appraisal on Game Theory Questionnaire

No	SME's Strategies (S)		NABED Strategies (N)	
	Comparison	Value	Comparison	Value
1	Strategy respons related with N1		Strategy respons related with S1	
	S1 : S2	1.600	N1 : N2	1.333
	S1 : S3	2.086	N1 : N3	2.286
	S1 : S4	1.578	N1 : N4	1.600
	S1 : S5	2.078	N1 : N5	4.000
	S2 : S3	1.433	N2 : N3	3.500
	S2 : S4	3.333	N2 : N4	3.000
	S2 : S5	2.100	N2 : N5	5.000
	S3 : S4	1.833	N3 : N4	2.300
	S3 : S5	3.500	N3 : N5	5.500
S4 : S5	1.800	N4 : N5	4.000	
2	Strategy respons related with N2		Strategy respons related with S2	
	S1 : S2	1.167	N1 : N2	2.333
	S1 : S3	3.333	N1 : N3	3.000
	S1 : S4	1.133	N1 : N4	2.300
	S1 : S5	3.333	N1 : N5	4.000
	S2 : S3	3.500	N2 : N3	4.000
	S2 : S4	4.500	N2 : N4	4.000
	S2 : S5	3.500	N2 : N5	5.500
	S3 : S4	1.100	N3 : N4	1.300
	S3 : S5	4.000	N3 : N5	4.000
S4 : S5	3.500	N4 : N5	3.500	
3	Strategy respons related with N3		Strategy respons related with S3	
	S1 : S2	2.800	N1 : N2	3.333
	S1 : S3	2.600	N1 : N3	1.833
	S1 : S4	1.167	N1 : N4	1.833
	S1 : S5	1.433	N1 : N5	4.500
	S2 : S3	1.333	N2 : N3	1.333
	S2 : S4	1.167	N2 : N4	1.500
	S2 : S5	1.833	N2 : N5	3.500
	S3 : S4	1.500	N3 : N4	1.833
	S3 : S5	3.833	N3 : N5	4.000
S4 : S5	2.833	N4 : N5	5.500	
4	Strategy respons related with N4		Strategy respons related with S4	
	S1 : S2	3.000	N1 : N2	2.300
	S1 : S3	1.333	N1 : N3	1.333
	S1 : S4	1.433	N1 : N4	1.133
	S1 : S5	3.800	N1 : N5	4.500
	S2 : S3	1.333	N2 : N3	1.333
S2 : S4	1.333	N2 : N4	1.300	

No.	SMB Strategies (S)		NABID Strategies (N)	
	Comparison	Value	Comparison	Value
	S2 : S5	1.833	N2 : N5	4.000
	S3 : S4	5.500	N3 : N4	5.000
	S3 : S5	5.000	N3 : N5	6.000
	S4 : S5	1.433	N4 : N5	3.500
5	Strategy respons related with N5		Strategy respons related with S5	
	S1 : S2	5.500	N1 : N2	1.586
	S1 : S3	2.619	N1 : N3	2.333
	S1 : S4	4.500	N1 : N4	2.333
	S1 : S5	1.619	N1 : N5	4.500
	S2 : S3	1.419	N2 : N3	1.333
	S2 : S4	1.833	N2 : N4	1.333
	S2 : S5	1.433	N2 : N5	4.000
	S3 : S4	2.133	N3 : N4	1.833
	S3 : S5	1.633	N3 : N5	4.500
	S4 : S5	1.667	N4 : N5	4.500

Source : Recapitulation of questionnaire average data.

APPENDIX

Appendix – 8 – Questionnaire for SMEs Perspective

**Survey
Peningkatan Kinerja Ekspor
Usaha Kecil Menengah di Indonesia**

Contact person:

Sulistiyono

Telp.(021) 7111XXXX

Hp. 0817.15.XXXX

E-mail : tee.tion@gmail.com

tee_on02@yahoo.com



Data Responden

Mohon diisi mengenai data pribadi responden berikut ini :

1. Nama Responden : _____

2. Alamat Rumah : _____
Jakarta Kode pos: _____

3. Telpon/Fax : _____

4. Usia Responden : _____ tahun

5. Pendidikan terakhir :
a. SD/SLTP b. SLTA e. D1/D2/D3
d. S1 e. S2 e. S3
f. lainnya (sebutkan) _____

6. Pekerjaan :
a. PNS/TNI b. Karyawan Swasta c. Wiraswasta
d. Buruh/tani e. Ibu Rumah Tangga e. Mahasiswa/Pelajar
f. Pensiunan g. Lainnya (sebutkan) _____

Kuesioner Untuk UKM

"Peningkatan Kinerja Ekspor UKM Indonesia"

Dari Segi Kepentingan dan Strategi UKM

I. Latar Belakang dan Tujuan Penelitian

Satu dasawarsa yang lalu, pada saat Indonesia digoncang krisis perekonomian, banyak usaha besar yang terpuruk dan mengalami kebangkrutan. Sungguh diluar perkiraan, ditengah situasi krisis tersebut ternyata Usaha Mikro Kecil dan Menengah (UMKM) mampu untuk tetap berdiri dan terbukti tangguh bertahan (Jurnal KUKM edisi April 2007). Prestasi ini mendapatkan apresiasi dari banyak pihak, hingga Presiden Soesilo Bambang Yudhoyono dalam satu pernyataannya menyebutkan, "Bisa dibilang UMKM saat itu menjadi satu-satunya sektor yang mampu memutar roda perekonomian Indonesia. Pasalnya, saat itu sektor riil besar mengalami kemandegan hingga kebangkrutan. Hal yang sama terjadi pada sektor perbankan, properti, perdagangan dan kelompok usaha besar lainnya".

Hal di atas menjadi salah satu bukti bahwa pentingnya peranan UKM dalam perekonomian Indonesia sebagaimana telah disebutkan di beberapa peraturan dan perundang-undangan adalah benar adanya. UU No. 9 tahun 1995 menyebutkan posisi usaha kecil sebagai bagian integral dunia usaha yang merupakan kegiatan ekonomi rakyat mempunyai kedudukan, potensi dan peran yang strategis didalam struktur perekonomian nasional. Posisi dan peran UKM tersebut ditegaskan pula melalui beberapa peraturan yang lain, yaitu PP No. 44 tahun 1997 tentang Kemitraan, PP No. 32 tahun 1998 tentang Pembinaan dan Pengembangan Usaha kecil, Inpres No. 10 tahun 1999 tentang Pemberdayaan Usaha Menengah dan Kepres No. 127 tahun 2001 tentang Bidang/Jenis Usaha yang dicadangkan untuk Usaha Kecil dan Bidang/Jenis Usaha yang dicadangkan untuk Usaha Menengah atau Besar Dengan Syarat Kemitraan. UU No. 20 tahun 2008 sebagai pengganti UU No. 9 tahun 1995 kembali menyatakan dengan jelas akan posisi dan peran UKM, dimana disebutkan bahwa sesuai dengan amanat Ketetapan Majelis Permusyawaratan Rakyat Republik Indonesia Nomor XVI/MPR-RI/1998 tentang Politik Ekonomi dalam rangka Demokrasi Ekonomi, Usaha Mikro, Kecil, dan Menengah perlu diberdayakan sebagai bagian integral ekonomi rakyat yang mempunyai kedudukan, peran, dan potensi strategis untuk mewujudkan struktur perekonomian nasional yang makin seimbang, berkembang, dan berkeadilan. Dan karenanya, pemberdayaan UMKM perlu diselenggarakan secara menyeluruh, optimal, dan berkesinambungan melalui pengembangan iklim yang kondusif, pemberian kesempatan berusaha, dukungan, perlindungan, dan pengembangan usaha seluas-luasnya, sehingga mampu meningkatkan kedudukan, peran, dan potensi Usaha Mikro, Kecil, dan Menengah dalam mewujudkan pertumbuhan ekonomi, pemerataan dan peningkatan pendapatan rakyat, penciptaan lapangan kerja, dan pengentasan kemiskinan.

Sepanjang rentang tahun 1997-2006, jumlah usaha skala kecil dan menengah mencapai sekitar 99% dari keseluruhan jumlah usaha di Indonesia dan memberikan kontribusi sebesar 54-57% dari total Produk Domestik Bruto. Namun meskipun jumlah dan pertumbuhan tahunan UKM cukup tinggi, peran UKM terhadap konfigurasi ekspor nasional masih berada jauh dibawah usaha skala besar. Ini dikarenakan kebanyakan UKM masih cenderung menggarap pasar domestik dan juga karena masih adanya beberapa kendala yang harus dihadapi oleh UKM untuk mampu menembus pasar internasional. Sampai saat sekarang, kemampuan untuk

mengenali pasar potensial, peningkatan ragam dan kualitas produk serta keterbatasan akses ke pasar global merupakan tantangan umum bagi UKM Indonesia.

II. Petunjuk Umum Pengisian Kuesioner

Skala Persepsi

Nilai Skala	Definisi (berdasarkan tingkat kepentingan)	Penjelasan
1	Kedua elemen sama pentingnya	Dua strategi yang memiliki tingkat kepentingan yang sama terhadap satu tujuan
3	Elemen yang satu sedikit lebih penting daripada elemen yang lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang sedikit lebih tinggi dari strategi/kegiatan yang lain
5	Elemen yang satu lebih penting dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan lebih tinggi dari strategi/kegiatan yang lain
7	Satu elemen jelas lebih penting dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang jauh lebih tinggi dari strategi/kegiatan yang lain
9	Satu elemen jelas sangat penting (secara mutlak) dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang mutlak lebih tinggi dari strategi/kegiatan yang lain

Contoh pengisian bila dipilih nilai 5 di sebelah kiri

Lebih penting meningkatkan nilai keuntungan				Sama penting	Lebih penting meningkatkan daya saing produk dan memperkokoh brand image			
9	7	5	3		3	5	7	9

Bila dipilih 5 di kiri (dilingkari) artinya meningkatkan nilai keuntungan 5 kali lebih penting dari pada meningkatkan daya saing produk dan memperkokoh brand image

III. Kuesioner Bagian 1 - Tujuan dan Strategi UKM



Petunjuk Pengisian:

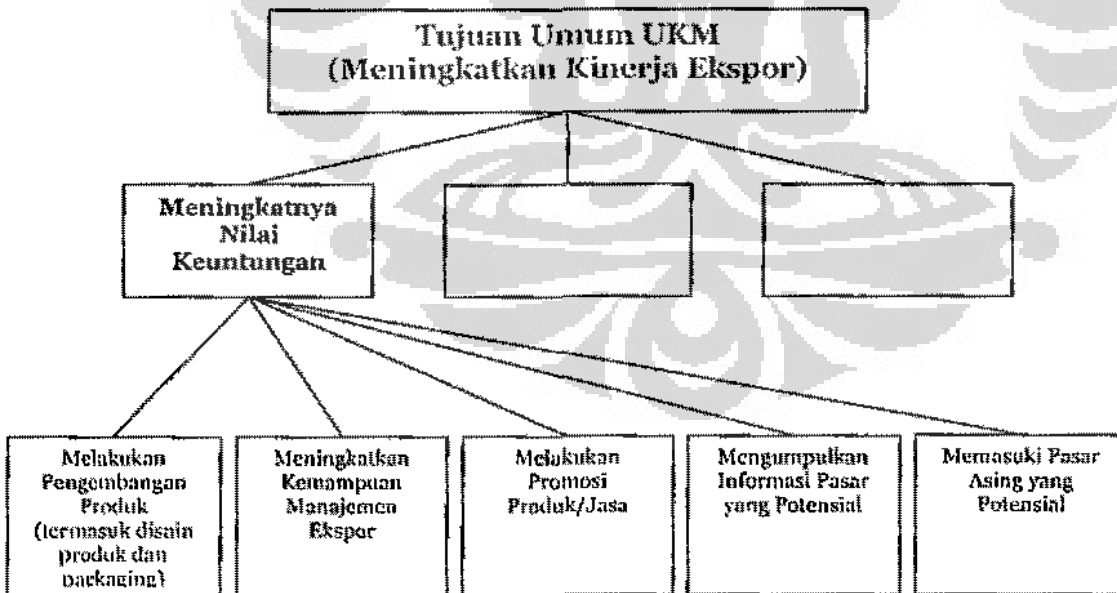
Lingkirlah sebuah angka saja dibawah ini yang mencerminkan kepentingannya

Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor, maka lingkariilah sebuah angka saja dibawah ini yang mencerminkan tingkat kepentingannya

Lebih penting meningkatkan nilai keuntungan ←				Sama penting	Lebih penting meningkatkan daya saing produk dan memperkokoh brand image →			
9	7	5	3		3	5	7	9

Lebih penting meningkatkan nilai keuntungan ←				Sama penting	Lebih penting memperluas pangsa pasar →			
9	7	5	3		3	5	7	9

Lebih penting meningkatkan daya saing produk dan memperkokoh brand image ←				Sama penting	Lebih penting memperluas pangsa pasar →			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh UKM dalam upaya meningkatkan kinerja ekspornya dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

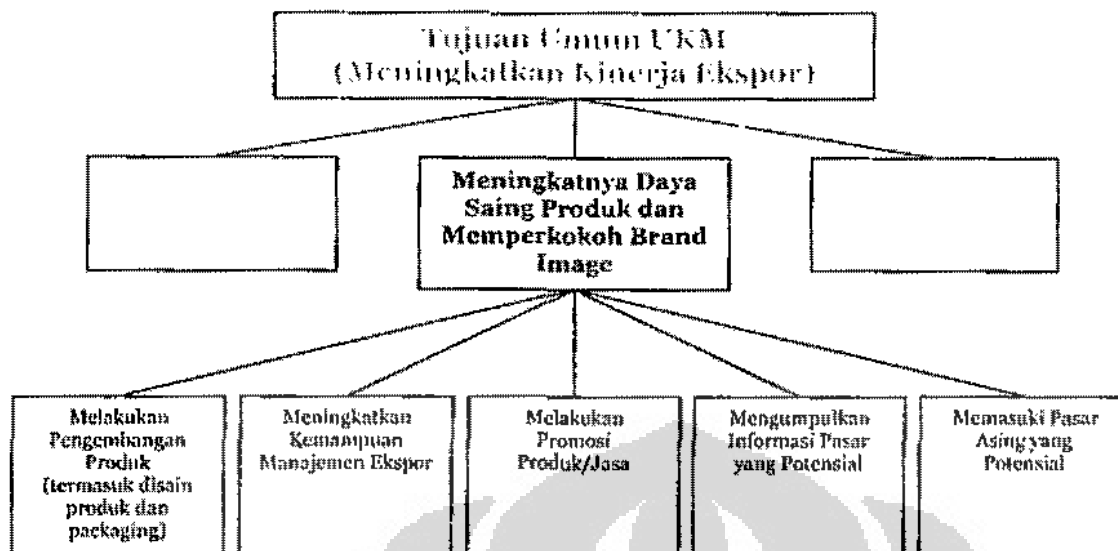
Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Nilai Keuntungan UKM, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh UKM dalam upaya meningkatkan kinerja ekspornya dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatkan Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatkan Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatkan Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----→					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

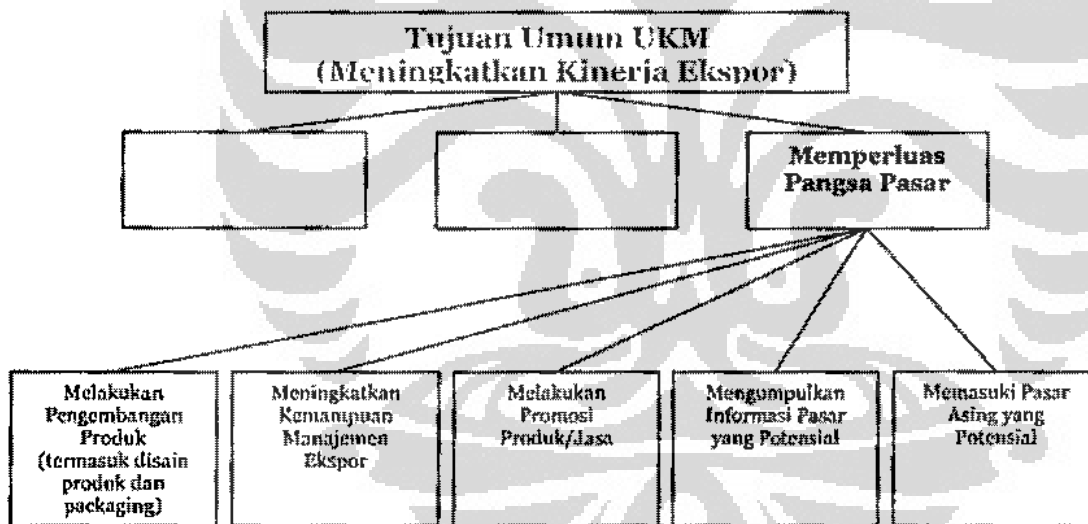
Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

9. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Meningkatnya Daya Saing Produk dan Memperkokoh Brand Image, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh UKM dalam upaya meningkatkan kinerja ekspornya dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting melakukan promosi produk/jasa				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk Tujuan Umum UKM meningkatkan kinerja Ekspor khususnya Untuk Memperluas Pangsa Pasar, alternatif mana yang lebih penting harus dicapai oleh UKM? (lingkarilah).

Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

IV. Kuesioner Bagian 2 - Strategi UKM dalam menghadapi strategi BPEN

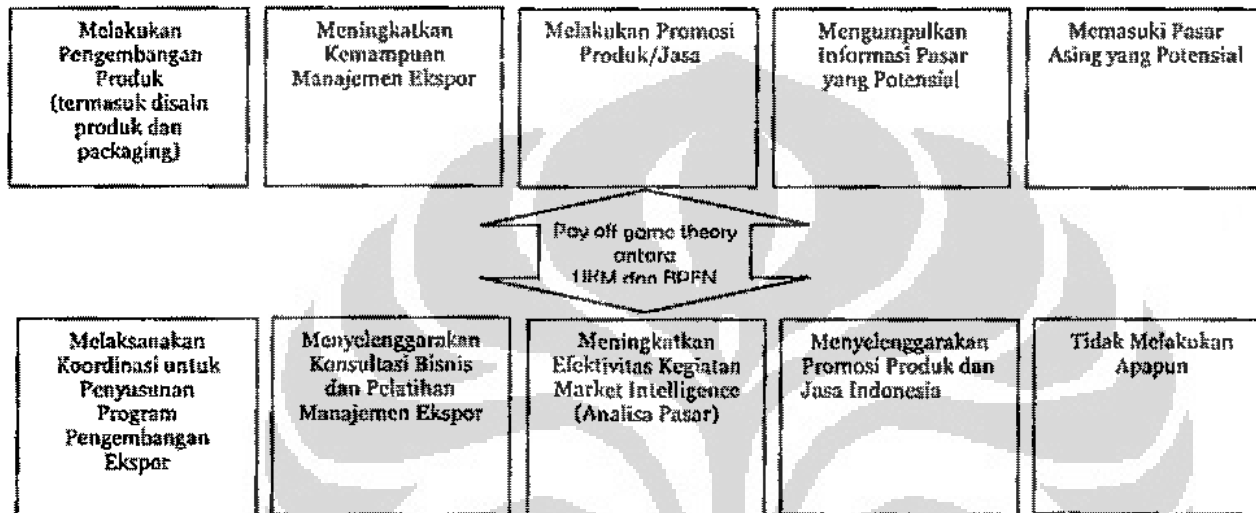
Badan Pengembangan Ekspor Nasional (BPEN), sebagai Trade Promotion Organization (TPO) di Indonesia, yang didukung oleh Pusat Pelatihan Ekspor Indonesia (PPEI) dan Indonesian Trade promotion Centre (ITPC), telah berusaha mewujudkan program-program yang bertujuan untuk membantu UKM ekspor dalam mengembangkan produk dan jasanya sehingga mampu bertahan ditengah kancan persaingan pasar dunia. Sayangnya, program pengembangan ekspor yang diselenggarakan oleh BPEN dilihat oleh banyak pihak tidak mampu meningkatkan kinerja ekspor UKM secara optimal.

Berdasar pada beberapa fakta di atas, penelitian ini akan memberikan penekanan terhadap berbagai permasalahan dan strategi dalam upaya meningkatkan kinerja ekspor UKM di Indonesia, baik yang terwujud melalui program-program BPEN maupun yang dilaksanakan oleh UKM itu sendiri. Aspek yang ditinjau dari

kuesioner ini adalah penilaian expert dalam posisi sebagai bagian dari dunia usaha/UKM (bukan pemerintah) terkait dengan tujuan tersebut di atas.

Bagan berikut merupakan bentuk hirarki dari permasalahan dan strategi UKM dalam upaya meningkatkan kinerja ekspornya. Level atas merupakan alternatif-alternatif strategi yang dipilih oleh UKM untuk dapat mencapai kriteria ataupun tujuan utamanya (goal). Hirarki ini juga sekaligus menggambarkan bahwa strategi yang dilakukan oleh UKM tersebut akan menghadapi, atau mungkin juga berbenturan, dengan strategi-strategi BPEN yang juga berkeinginan untuk mencapai tujuan utamanya (level bawah).

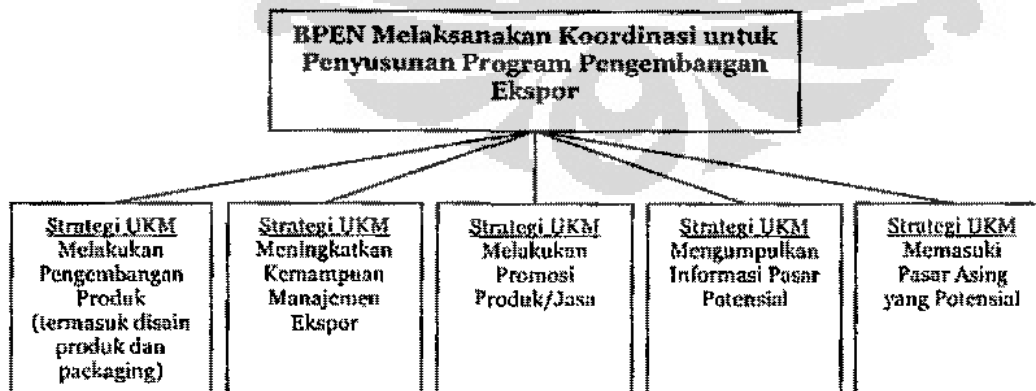
Strategi UKM untuk Meningkatkan Kinerja Ekspornya



Strategi BPEN untuk Meningkatkan Kinerja Ekspor UKM Indonesia

Setiap poin permasalahan yang ada pada kuesioner di bagian ini, akan dilengkapi dengan hirarki yang memberikan gambaran bahwa dalam melaksanakan setiap alternatif strateginya, UKM akan menghadapi strategi BPEN. Karenanya, penentuan tingkat kepentingan dari masing-masing strategi UKM harus tetap melihat keterkaitannya dengan strategi yang diaplikasikan oleh BPEN.

Menghadapi kendala/ pejuang Strategi BPEN



Strategi UKM

1. Untuk menanggapi strategi BPEN -- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----→					-----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi BPEN -- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----→					-----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi BPEN -- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

4. Untuk menanggapi strategi BPEN -- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
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5. Untuk menanggapi strategi BPEN -- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----→					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi BPEN --- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi BPEN --- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
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8. Untuk menanggapi strategi BPEN --- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

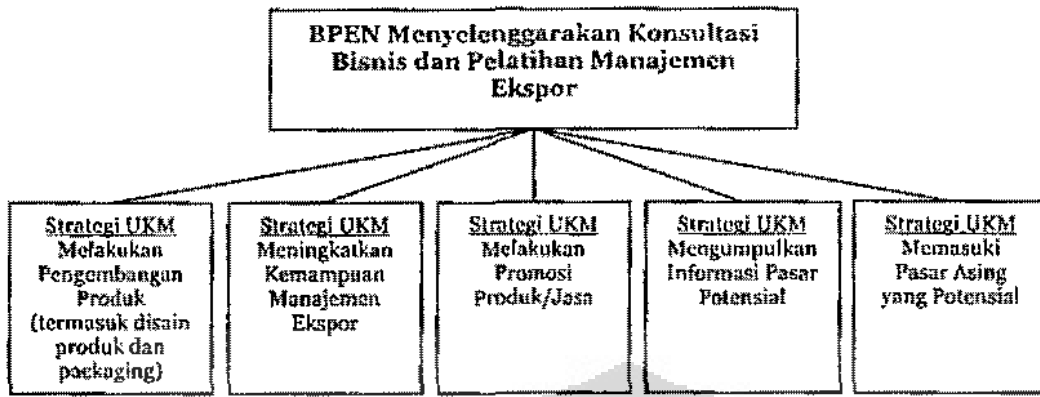
9. Untuk menanggapi strategi BPEN --- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk menanggapi strategi BPEN --- "Melaksanakan Koordinasi untuk Penyusunan Program Pengembangan Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

Menghadapi ketidapastian tentang Strategi BPEN



Strategi UKM

1. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)	Sama penting	Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor
←		→
9 7 5 3		3 5 7 9

2. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)	Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa
←		→
9 7 5 3		3 5 7 9

3. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)	Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial
←		→
9 7 5 3		3 5 7 9

4. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)	Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial
←		→
9 7 5 3		3 5 7 9

5. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
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8. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
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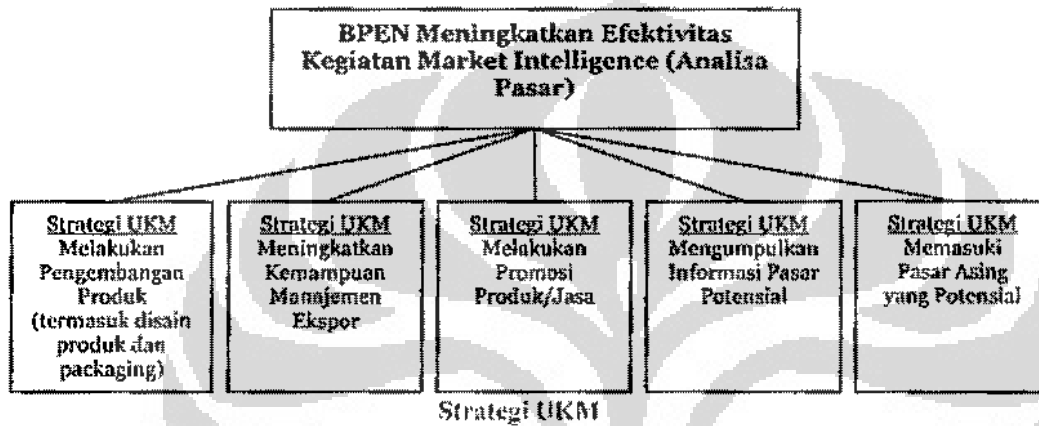
9. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
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10. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Konsultasi Bisnis dan Pelatihan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

Menghadapi kendala/ peluang Strategi BPEN



1. Untuk menanggapi strategi BPEN --- "Meningkatkan Efektivitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----					-----→			
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2. Untuk menanggapi strategi BPEN --- "Meningkatkan Efektivitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi BPEN --- "Meningkatkan Efektivitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
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4. Untuk menanggapi strategi BPEN -- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
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5. Untuk menanggapi strategi BPEN -- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----→					-----→			
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6. Untuk menanggapi strategi BPEN -- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----→					-----→			
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7. Untuk menanggapi strategi BPEN -- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
9	7	5	3		3	5	7	9

8. Untuk menanggapi strategi BPEN -- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
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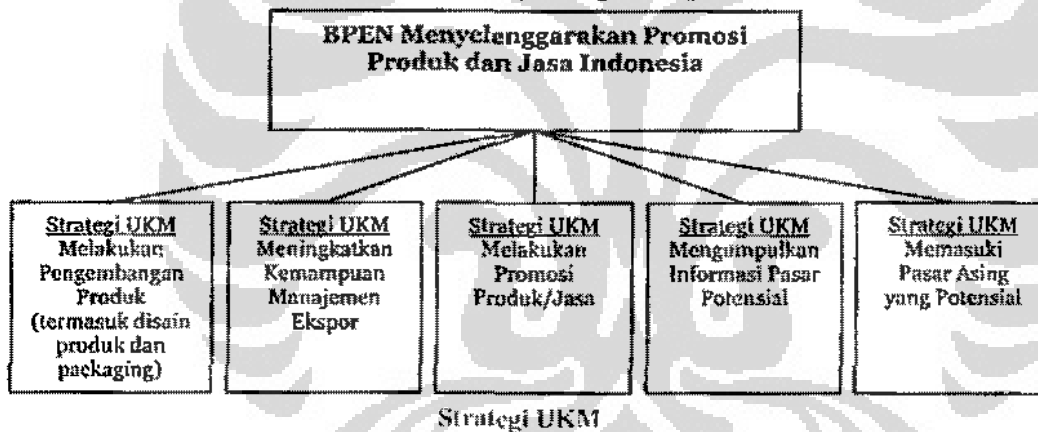
9. Untuk menanggapi strategi BPEN --- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
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10. Untuk menanggapi strategi BPEN --- "Meningkatkan Efektifitas Kegiatan Market Intelligence (analisa pasar)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----→					-----→			
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Menghadapi kendala/ peluang Strategi BPEN



1. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----→					-----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----→					-----→			
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3. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
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4. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
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5. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
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6. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

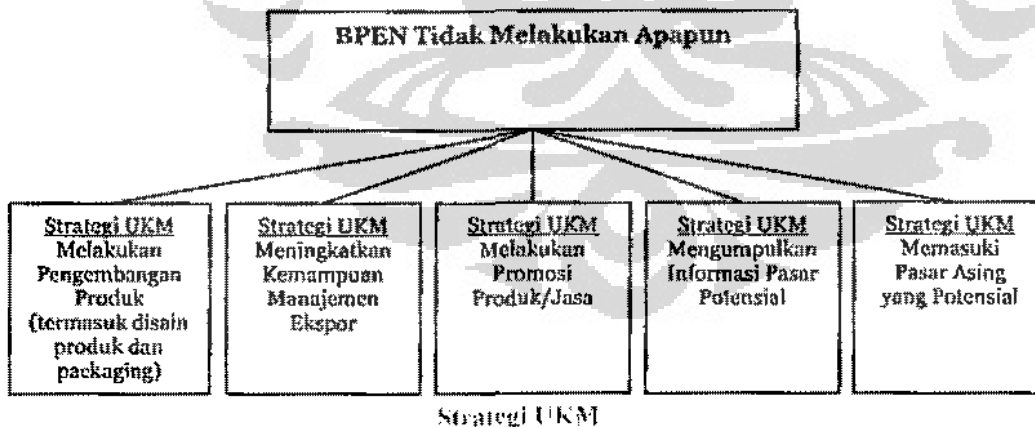
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Strategi UKM: Lebih penting melakukan promosi produk/jasa				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk menanggapi strategi BPEN --- "Menyelenggarakan Promosi Produk dan Jasa Indonesia", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

Menghadapi kendala/ peluang Strategi BPEN



Strategi UKM

1. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting melakukan pengembangan produk (termasuk disain produk dan packaging)				Sama penting	Strategi UKM: Lebih penting memasuki pasar asing yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting melakukan promosi produk/jasa			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi BPEN --- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor				Sama penting	Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi BPEN -- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

<u>Strategi UKM: Lebih penting meningkatkan kemampuan manajemen ekspor</u>				Sama penting	<u>Strategi UKM: Lebih penting memasuki pasar asing yang potensial</u>			
←-----					-----→			
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8. Untuk menanggapi strategi BPEN -- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

<u>Strategi UKM: Lebih penting melakukan promosi produk/jasa</u>				Sama penting	<u>Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial</u>			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk menanggapi strategi BPEN -- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

<u>Strategi UKM: Lebih penting melakukan promosi produk/jasa</u>				Sama penting	<u>Strategi UKM: Lebih penting memasuki pasar asing yang potensial</u>			
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10. Untuk menanggapi strategi BPEN -- "Tidak Melakukan Apapun", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh UKM? (lingkarilah).

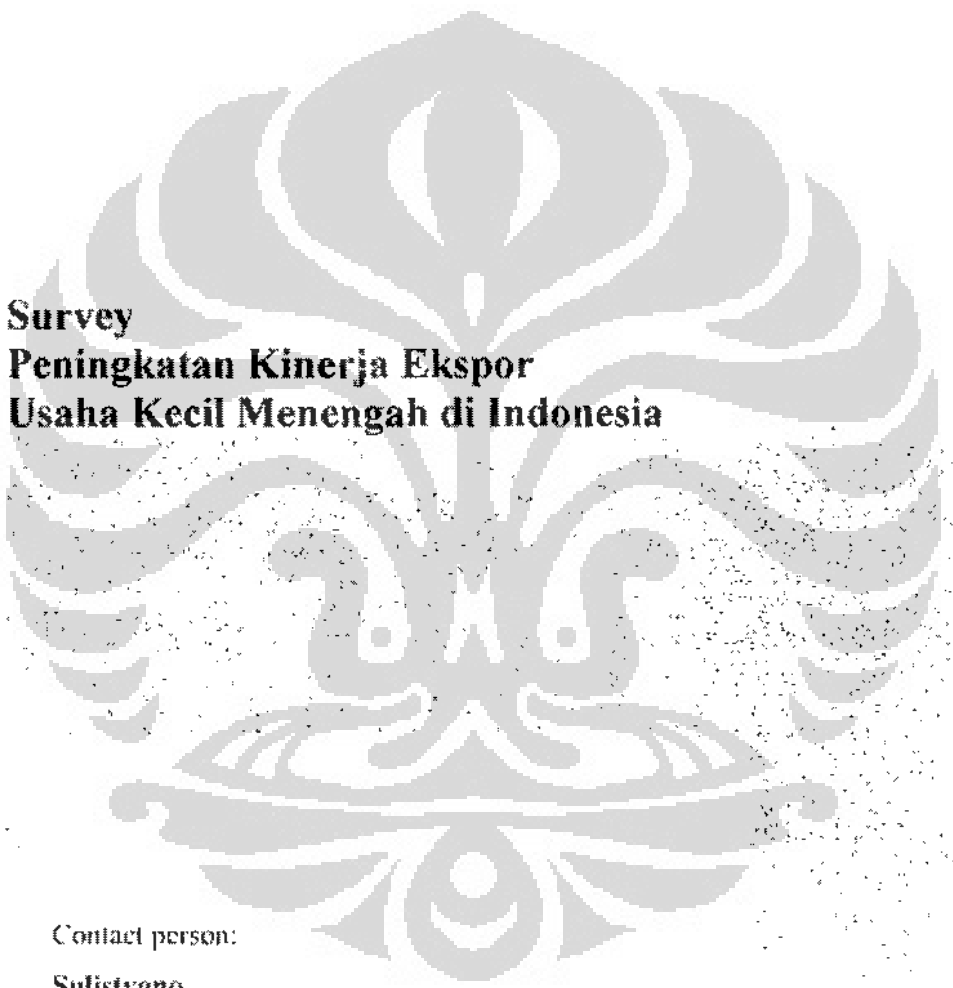
<u>Strategi UKM: Lebih penting mengumpulkan informasi pasar yang potensial</u>				Sama penting	<u>Strategi UKM: Lebih penting memasuki pasar asing yang potensial</u>			
←-----					-----→			
9	7	5	3		3	5	7	9

V. Kuesioner Bagian 3 – Pertanyaan Umum

1. Kondisi perusahaan anda saat sekarang
 - Nilai penjualan rata-rata pertahun : Rp.
 - Nilai ekspor rata-rata pertahun : Rp.
2. Ke negara manakah tujuan ekspor perusahaan anda :
3. Faktor apa sajakah yang menghambat pengembangan ekspor perusahaan anda?
 -
 -
 -
4. Faktor apa sajakah yang mendukung pengembangan ekspor perusahaan anda?
 -
 -
 -
5. Untuk dapat meningkatkan volume ekspor perusahaan anda, strategi atau cara apa sajakah yang pernah anda laksanakan?
6. Dalam upaya meningkatkan volume ekspor perusahaan anda tersebut, pihak-pihak atau lembaga pemerintah mana sajakah yang telah memberikan dukungan secara intensif? Dalam bentuk apakah dukungan tersebut diberikan?
7. Dalam upaya meningkatkan volume ekspor perusahaan anda, apakah BPEN telah memberikan dukungan yang sesuai dengan harapan anda?
 - Jikalau sudah, dukungan dalam bentuk apakah yang Anda rasakan sangat membantu?
 - Jikalau belum, dukungan dalam bentuk apakah yang anda harapkan dari keberadaan BPEN?

————— *Terima kasih atas partisipasi Anda* —————

APPENDIX

Appendix - 9 - Questionnaire for NAFED Perspective

**Survey
Peningkatan Kinerja Ekspor
Usaha Kecil Menengah di Indonesia**

Contact person:

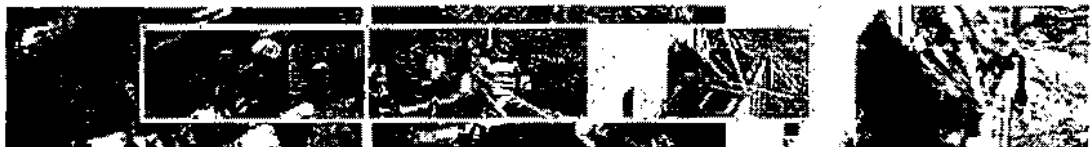
Sulistiyono

Telp.(021) - 7111XXXX

Hp. 0817.15.XXXX

E-mail . tee.tion@gmail.com

tee_on02@yahoo.com



Data Responden

Mohon diisi mengenai data pribadi responden berikut ini :

1. Nama Responden : _____

2. Alamat Rumah : _____
Jakarta Kode pos: _____

3. Telpon/Fax : _____

4. Usia Responden : _____ tahun

5. Pendidikan terakhir :
a. SD/SLTP b. SLTA c. D1/D2/D3
d. S1 e. S2 e. S3
f. lainnya (sebutkan)

6. Pekerjaan :
a. PNS/TNI b. Karyawan Swasta c. Wiraswasta
d. Buruh/tani e. Ibu Rumah Tangga e. Mahasiswa/Pelajar
f. Pensiunan g. Lainnya (sebutkan)

Kuesioner Untuk BPEN

"Peningkatan Kinerja Ekspor UKM Indonesia"Dari Segi Kepentingan dan Strategi BPEN

1. Latar Belakang dan Tujuan Penelitian

Dukungan ekspor terhadap perekonomian Indonesia beberapa tahun terakhir ini terus mengalami peningkatan. Menyoroti peran ekspor, maka pembahasan tidak akan lepas dari ekspor non migas yang merupakan tulang punggung ekspor Indonesia. Dalam struktur ekspor, komoditi non migas secara konsisten menyumbang lebih dari 75% terhadap total ekspor Indonesia dalam beberapa tahun terakhir. Karenanya, pemerintah secara intensif terus berupaya untuk mendorong pengembangan ekspor non migas melalui berbagai kebijakannya. Antara lain melalui keberadaan dan peran Badan Pengembangan Ekspor Nasional (BPEN).

Seerti disebutkan dalam profilnya, BPEN yang berdiri pada tahun 1971 dengan nama Lembaga Pengembangan Ekspor Nasional (LPEN) ini diharapkan mampu memberikan dukungan dalam memposisikan produk dan jasa nasional sehingga mampu bertahan di tengah kompetisi pasar global. Berdasar pada Keputusan Menteri Perindustrian dan Perdagangan No. 29/MPP/SK/2/1996, BPEN memiliki tugas pokok untuk melaksanakan koordinasi dan pembinaan dibidang pengembangan ekspor nasional. Lebih lanjut dijelaskan pula bahwa visi BPEN adalah mewujudkan daya saing global produk non-migas Indonesia dan meningkatkan peran ekspor non-migas untuk memacu pertumbuhan ekonomi nasional. Melihat tugas dan fungsinya tersebut, dapat dikatakan bahwa BPEN, sebagai organisasi yang juga dikenal dengan istilah Trade Promotion Organization (TPO), memiliki peran strategis dalam memberikan daya dukung terhadap peningkatan kinerja ekspor nasional.

Kembali dikaitkan dengan dukungan ekspor terhadap perekonomian Indonesia, berbagai kajian menyebutkan bahwa terdapat ketimpangan dalam konfigurasi ekspor nasional, yaitu peran UKM sebagai sektor yang memegang porsi sekitar 99% dari total usaha di Indonesia ternyata masih belum mampu memberikan nilai kontribusi yang signifikan. Hal ini tentunya patut menjadi perhatian BPEN sebagai lembaga yang berada di garda depan pengembangan ekspor Indonesia.

I. Petunjuk Umum Pengisian Kuesioner

Skala Persepsi

Nilai Skala	Definisi (berdasarkan tingkat kepentingan)	Penjelasan
1	Kedua elemen sama pentingnya	Dua strategi yang memiliki tingkat kepentingan yang sama terhadap satu tujuan
3	Elemen yang satu sedikit lebih penting daripada elemen yang lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang sedikit lebih tinggi dari strategi/kegiatan yang lain
5	Elemen yang satu lebih penting dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan lebih tinggi dari strategi/kegiatan yang lain
7	Satu elemen jelas lebih penting dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang jauh lebih tinggi dari strategi/kegiatan yang lain

9	Satu elemen jelas sangat penting (secara mutlak) dari pada elemen lainnya	Strategi/kegiatan yang satu memiliki tingkat kepentingan yang mutlak lebih tinggi dari strategi/kegiatan yang lain
---	---	--

Contoh pengisian bila dipilih nilai 5 di sebelah kiri

Lebih penting meningkatkan ekspor UKM melalui promosi dagang				Sama penting	Lebih penting meningkatkan daya saing dan brand image produk UKM			
9	7	5	3		3	5	7	9

Bila dipilih 5 di kiri (dilingkari) artinya meningkatkan ekspor UKM melalui promosi dagang 5 kali lebih penting dari pada meningkatkan daya saing dan brand image produk UKM.

II. Kuesioner Bagian 1 - Tujuan dan Strategi BPEN



Petunjuk Pengisian:

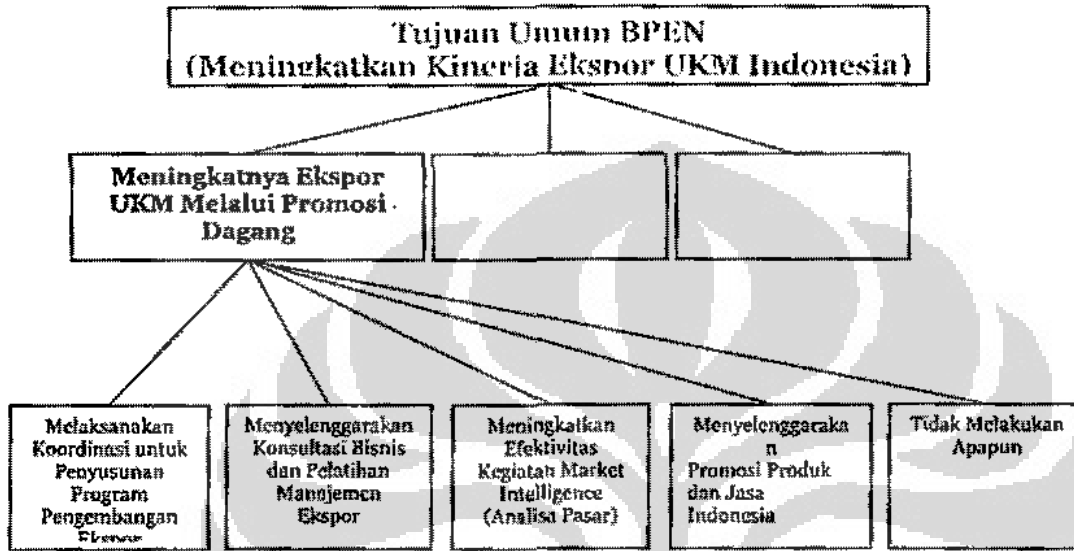
Lingkariilah sebuah angka saja dibawah ini yang mencerminkan kepentingannya

Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia, maka lingkariilah sebuah angka saja dibawah ini yang mencerminkan tingkat kepentingannya

Lebih penting meningkatkan ekspor UKM melalui promosi dagang				Sama penting	Lebih penting meningkatkan daya saing produk dan brand image produk UKM			
9	7	5	3		3	5	7	9

Lebih penting meningkatkan ekspor UKM melalui promosi dagang				Sama penting	Lebih penting menyediakan informasi pasar potensial yang komprehensif			
9	7	5	3		3	5	7	9

Lebih penting meningkatkan daya saing produk dan brand image produk UKM ←				Sama penting	→ Lebih penting menyediakan informasi pasar potensial yang komprehensif			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh BPEN dalam upaya meningkatkan kinerja ekspor UKM di Indonesia dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←				Sama penting	→ Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←				Sama penting	→ Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----→					-----→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----→					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----→					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----→					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----→					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatnya Ekspor UKM Melalui promosi Dagang, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

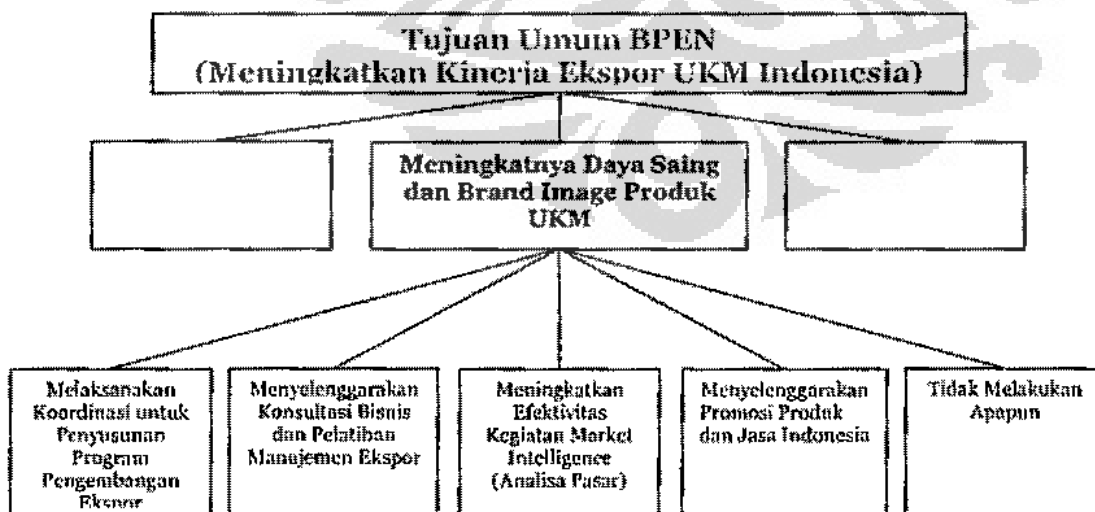
Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
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Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting tidak melakukan apapun			
←					→			
9	7	5	3		3	5	7	9

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Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Lebih penting tidak melakukan apapun			
←					→			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh BPEN dalam upaya meningkatkan kinerja ekspor UKM di Indonesia dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

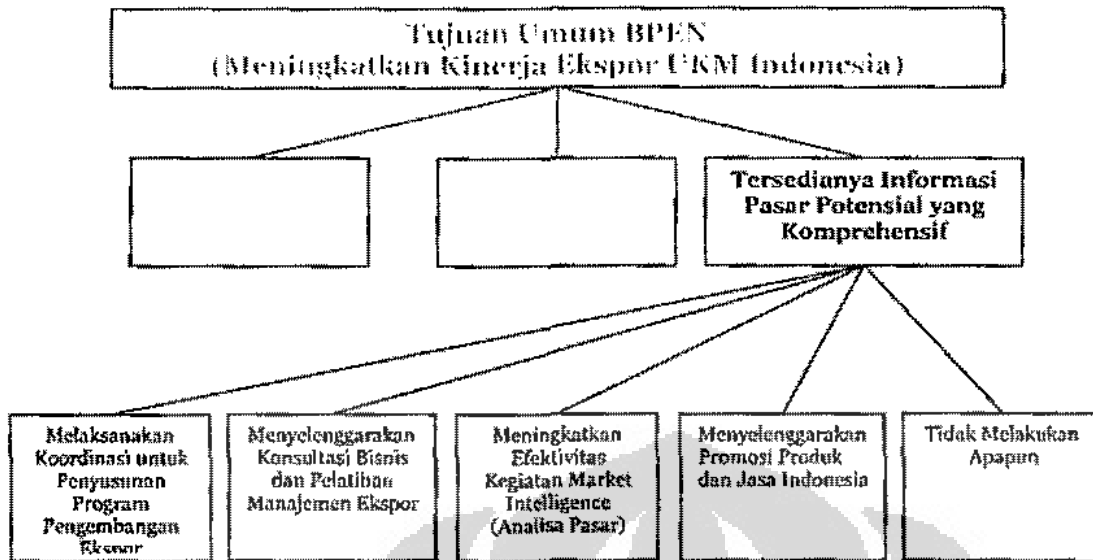
Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

10. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Meningkatkan Daya Saing dan Brand Image Produk UKM, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9



Berdasarkan bagan hirarki di atas, bandingkanlah tingkat kepentingan dari masing-masing tujuan atau alternatif strategi yang dilaksanakan oleh BPEN dalam upaya meningkatkan kinerja ekspor UKM di Indonesia dengan menuliskan nilai sesuai ranking yang ada pada panduan skala persepsi.

Perbandingan tingkat kepentingan antar alternatif

1. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
←					→			
9	7	5	3		3	5	7	9

2. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting meningkatkan efektivitas kegiatan market intelligence (analisa pasar)			
←					→			
9	7	5	3		3	5	7	9

3. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←					→			
9	7	5	3		3	5	7	9

4. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Lebih penting tidak melakukan apapun			
←					→			
9	7	5	3		3	5	7	9

10. Untuk Tujuan Umum BPEN meningkatkan kinerja Ekspor UKM Indonesia khususnya Untuk Tersedianya Informasi Pasar Potensial yang Komprehensif, alternatif mana yang lebih penting harus dicapai oleh BPEN? (lingkarilah).

Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Lebih penting tidak melakukan apapun			
←					→			
9	7	5	3		3	5	7	9

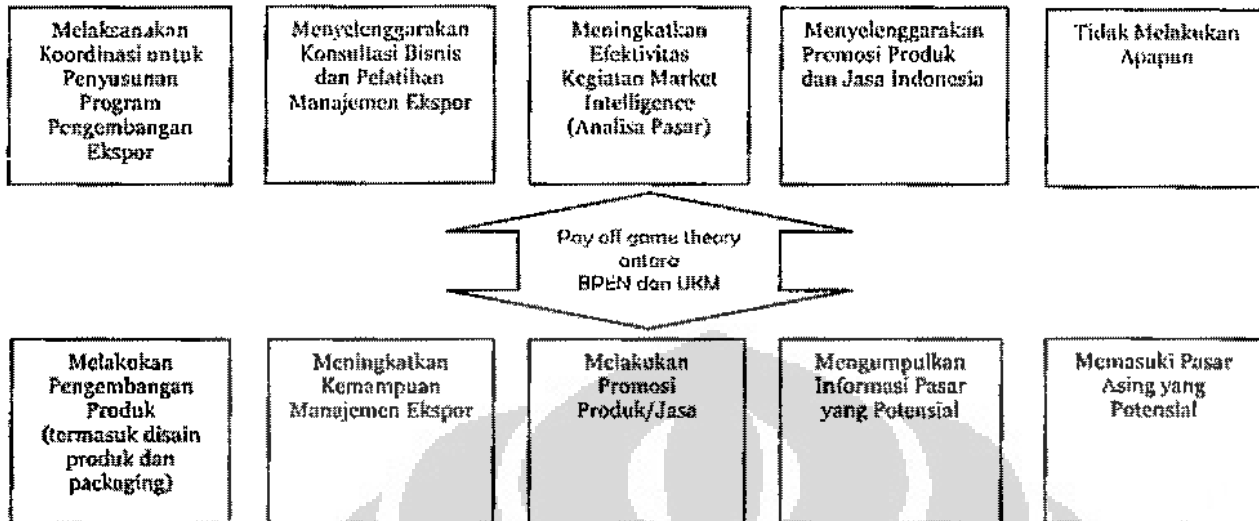
II. Kuesioner Bagian 2 - Strategi BPEN dalam menghadapi strategi UKM

Melihat keterkaitan antara dukungan ekspor terhadap perekonomian Indonesia, berbagai kajian menyebutkan bahwa terdapat ketimpangan dalam konfigurasi ekspor nasional, yaitu peran UKM sebagai sektor yang memegang porsi sekitar 99% dari total usaha di Indonesia ternyata masih belum mampu memberikan nilai kontribusi yang signifikan. Hal ini tentunya patut menjadi perhatian BPEN sebagai lembaga yang berada di garda depan pengembangan ekspor Indonesia. Terlebih apabila melihat anggapan banyak pihak yang menyatakan bahwa program pengembangan ekspor yang selama ini diselenggarakan oleh BPEN belum mampu meningkatkan kinerja ekspor UKM secara optimal. Dalam salah satu laporannya, ADB Technical Assistance menyebutkan bahwa terdapat banyak program pengembangan ekspor UKM yang tumpang tindih antar berbagai kementerian dan lembaga. Solusi terdekat dari permasalahan tersebut adalah dengan pemusatan semua program promosi ekspor di tingkat nasional, yaitu di BPEN.

Berdasar pada beberapa fakta di atas, penelitian ini akan memberikan penekanan terhadap berbagai permasalahan dan strategi dalam upaya meningkatkan kinerja ekspor UKM di Indonesia, baik yang terwujud melalui program-program BPEN maupun yang dilaksanakan oleh UKM itu sendiri. Aspek yang ditinjau dari kuesioner ini adalah penilaian expert dalam posisi sebagai bagian dari aparatur pemerintah terkait dengan tujuan tersebut di atas.

Bagan berikut merupakan bentuk hirarki dari permasalahan dan strategi BPEN dalam upaya meningkatkan kinerja ekspor UKM Indonesia.. Level atas merupakan alternatif-alternatif strategi yang dipilih oleh BPEN untuk dapat mencapai kriteria ataupun tujuan utamanya (goal). Hirarki ini juga sekaligus menggambarkan bahwa strategi yang dilakukan oleh BPEN tersebut akan menghadapi, atau mungkin juga berbenturan, dengan strategi-strategi UKM yang juga berkeinginan untuk mencapai tujuan utamanya (level bawah).

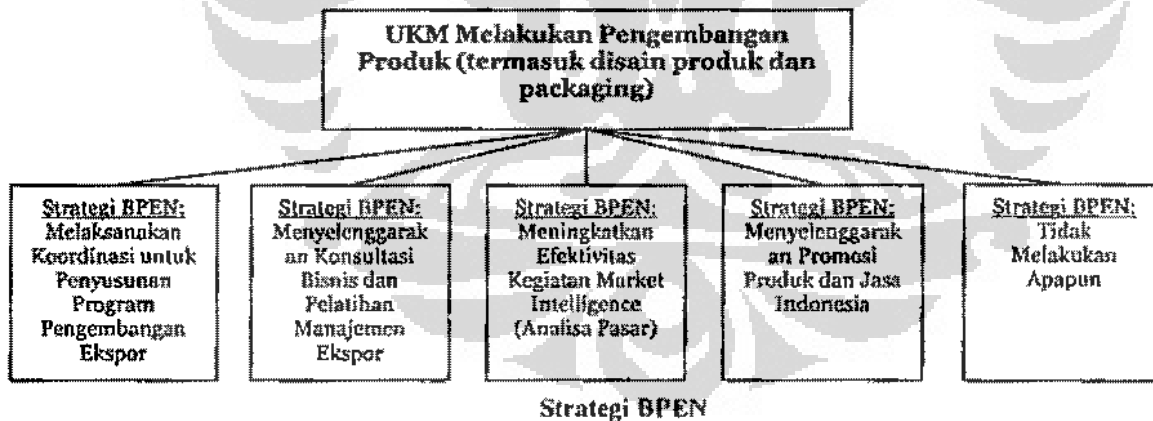
Strategi BPEN untuk Meningkatkan Kinerja Ekspor UKM Indonesia



Strategi UKM untuk Meningkatkan Kinerja Ekspornya

Setiap poin permasalahan yang ada pada kuesioner di bagian ini, akan dilengkapi dengan hirarki yang memberikan gambaran bahwa dalam melaksanakan setiap alternatif strateginya, BPEN akan menghadapi strategi UKM. Karenanya, penentuan tingkat kepentingan dari masing-masing strategi BPEN harus tetap melihat keterkaitannya dengan strategi yang diaplikasikan oleh UKM.

Menghadapi kendala/pejuang Strategi UKM



1. Untuk menanggapi strategi UKM -- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
←					→			
9	7	5	3	3	5	7	9	

2. Untuk menanggapi strategi UKM --- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----→					-----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi UKM --- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----→					-----→			
9	7	5	3		3	5	7	9

4. Untuk menanggapi strategi UKM --- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----→					-----→			
9	7	5	3		3	5	7	9

5. Untuk menanggapi strategi UKM --- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----→					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi UKM --- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----→					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi UKM -- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk menanggapi strategi UKM -- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

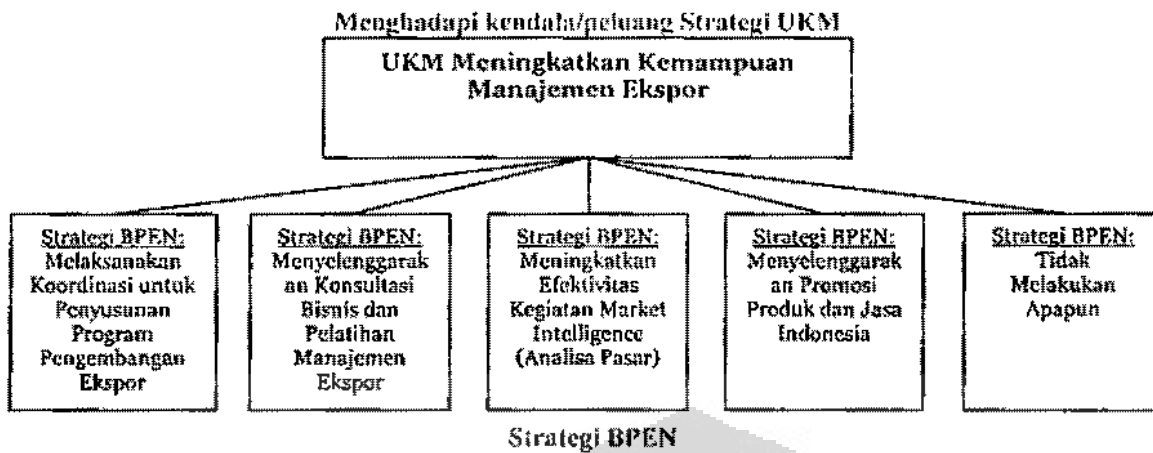
Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk menanggapi strategi UKM -- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
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10. Untuk menanggapi strategi UKM -- "Melakukan Pengembangan Produk (termasuk disain produk dan packaging)", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9



1. Untuk menanggapi strategi UKM -- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←-----→				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor -----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi UKM -- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←-----→				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar) -----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi UKM -- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←-----→				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia -----→			
9	7	5	3		3	5	7	9

4. Untuk menanggapi strategi UKM -- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor ←-----→				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun -----→			
9	7	5	3		3	5	7	9

5. Untuk menanggapi strategi UKM --- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi UKM --- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi UKM --- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

8. Untuk menanggapi strategi UKM --- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

9. Untuk menanggapi strategi UKM --- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

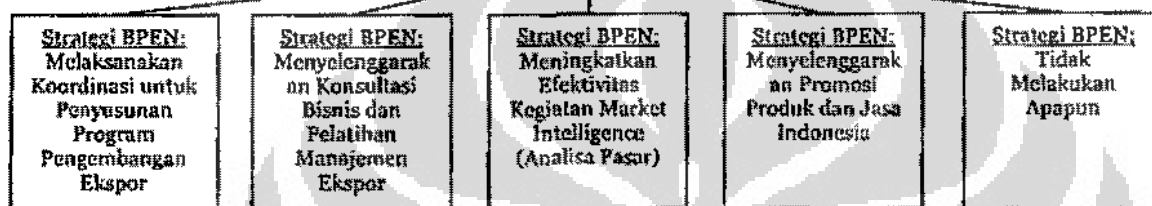
Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
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10. Untuk menanggapi strategi UKM -- "Meningkatkan Kemampuan Manajemen Ekspor", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

Menghadapi kendala/pejuang Strategi UKM

UKM Melakukan Promosi Produk/Jasa



Strategi BPEN

1. Untuk menanggapi strategi UKM -- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
←-----					-----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi UKM -- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

3. Untuk menanggapi strategi UKM -- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

4. Untuk menanggapi strategi UKM --- "Melakukan Promosi Produk/Jasa". strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
9	7	5	3		3	5	7	9

5. Untuk menanggapi strategi UKM --- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
←-----					-----→			
9	7	5	3		3	5	7	9

6. Untuk menanggapi strategi UKM --- "Melakukan Promosi Produk/Jasa". strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
←-----					-----→			
9	7	5	3		3	5	7	9

7. Untuk menanggapi strategi UKM --- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----					-----→			
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8. Untuk menanggapi strategi UKM --- "Melakukan Promosi Produk/Jasa". strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
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9. Untuk menanggapi strategi UKM -- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

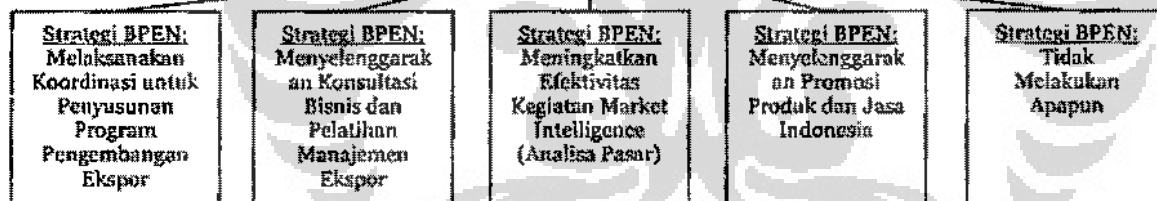
Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----→					-----→			
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10. Untuk menanggapi strategi UKM -- "Melakukan Promosi Produk/Jasa", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
←-----→					-----→			
9	7	5	3		3	5	7	9

Menghadapi kendala/peluang Strategi UKM

UKM Mengumpulkan Informasi Pasar yang Potensial



Strategi BPEN

1. Untuk menanggapi strategi UKM -- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor			
←-----→					-----→			
9	7	5	3		3	5	7	9

2. Untuk menanggapi strategi UKM -- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
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3. Untuk menanggapi strategi UKM --- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
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4. Untuk menanggapi strategi UKM --- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting melaksanakan koordinasi penyusunan program pengembangan ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
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5. Untuk menanggapi strategi UKM --- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)			
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6. Untuk menanggapi strategi UKM --- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
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7. Untuk menanggapi strategi UKM --- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan konsultasi bisnis dan pelatihan manajemen ekspor				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
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8. Untuk menanggapi strategi UKM -- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting meningkatkan efektifitas kegiatan market intelligence (analisa pasar)				Sama penting	Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia			
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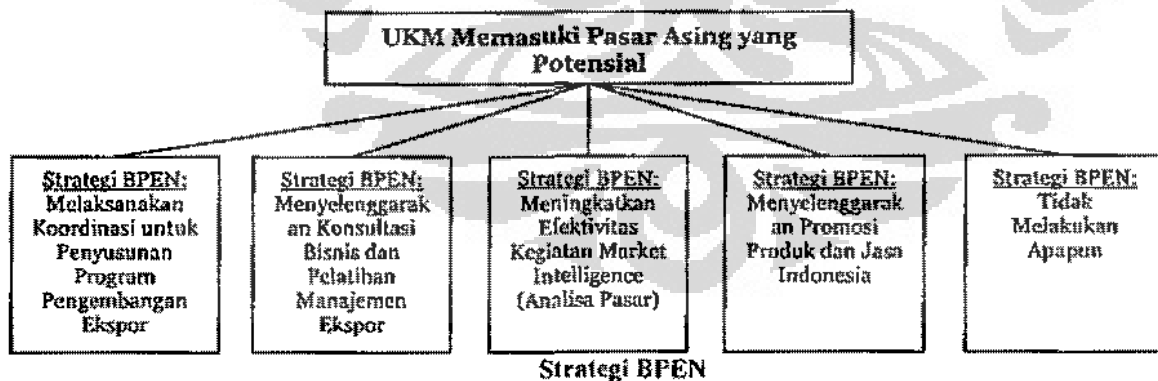
9. Untuk menanggapi strategi UKM -- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

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10. Untuk menanggapi strategi UKM -- "Mengumpulkan Informasi Pasar yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
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Menghadapi kendala/peleuang Strategi UKM



11. Untuk menanggapi strategi UKM -- "Memasuki Pasar Asing yang Potensial", strategi mana yang lebih penting/efektif untuk dilaksanakan oleh BPEN? (lingkarilah).

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Strategi BPEN: Lebih penting menyelenggarakan promosi produk dan jasa Indonesia				Sama penting	Strategi BPEN: Lebih penting tidak melakukan apapun			
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III. Kuesioner Bagian 3 – Pertanyaan Umum

1. Menurut pendapat Anda, faktor apa sajakah yang selama ini menghambat pengembangan ekspor UKM?
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-
-
2. Faktor apa sajakah yang selama ini mendukung pengembangan ekspor UKM?
-
-
-
3. Menurut pendapat Anda, apakah UKM telah secara aktif melakukan upaya untuk dapat meningkatkan volume ekspornya? Strategi atau cara apa sajakah yang secara umum mereka laksanakan?
4. Dalam upaya meningkatkan volume ekspor UKM, pihak-pihak atau lembaga pemerintah mana sajakah yang telah memberikan dukungan secara intensif? Dalam bentuk apakah dukungan tersebut diberikan?
5. Dalam upaya meningkatkan volume ekspor UKM, apakah BPEN telah memberikan dukungan yang optimal?
 - Jikalau sudah, dukungan dalam bentuk apakah yang secara langsung dirasakan manfaatnya oleh UKM?
 - Jikalau belum, dukungan dalam bentuk apakah yang menurut Anda dapat mendukung pengembangan ekspor UKM secara efektif?

————— *Terima kasih atas partisipasi Anda* —————