

## **Local Potential Optimization: A SWOT Review of the Traditional Moke Beverage Industry in Sikka Regency**

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### **Abstract**

This study aims to analyze the moke cottage industry with the SWOT technique. The research was conducted by in-depth interviews with the main informants of the moke business in Nele and Watu Gong villages, Sikka Regency. The results of the interviews were analyzed using the SWOT technique. The results of the study indicate that the moke cottage industry has the opportunity for being developed mainly due to the support of the availability of raw materials. However, it should be noted that the moke business actor has limited resources so that they failed to analyze various aspects related to the production and marketing of moke. There needs to be a collaborative effort between moke businesses, investors and local governments to develop moke home industry in Sikka Regency

**Keywords:** Strength, Weakness, Opportunities, Threat, Moke

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### **PENDAHULUAN**

The increase in population is directly proportional to the increase in the labor force. A significant increase in the labor force is not matched by the availability of jobs. Limited job opportunities have led to an increase in unemployment. The Center of Reform on Economics (CORE) Indonesia predicts that the open unemployment rate in the second quarter of 2020 will reach 8.2% under a mild scenario, 9.79% under a moderate scenario and 11.47% under a severe scenario (Yulianingsih et al., 2020). Data from the Central Bureau of Statistics shows that there was an increase in the number of unemployed people in Indonesia from 8.40 million people in February 2022 to 8.42 million people in August 2022. The total labor force in 2022 was 143.72 million people with an open unemployment rate (TPT) of 5.86% in August 2022. This figure increased by 0.03% points compared to February 2022 (Sadya, 2022). The increase in unemployment occurred due to the imbalance between the number of labor force and the availability of jobs (Adriyanto et al., 2020). The availability of jobs cannot absorb the increasing number of labor force.

Limited job opportunities require people to start their own business to stabilize the family economy. The International Labor Organization (ILO) explains that the creation of new businesses is very important in helping to reduce the increase in unemployment. New

businesses are new ideas that grow from the identification of opportunities that exist in the surrounding environment (Bala & Dongoran, 2021). New businesses must have creative and innovative characteristics. The products produced are new products and have unique elements so that they can be distinguished from other products (Yulianingsih et al., 2020). Creating new jobs indicates an entrepreneurial spirit as a source of forming a creative mindset. Entrepreneurship is the ability to find and evaluate opportunities, gather the necessary resources and act to turn opportunities into potential profits (Mutiarasari, 2018). The establishment of creative businesses is one of the solutions to social problems such as poverty and unemployment (Usman & Hapsari, 2022). Business innovation can be done by building a home business utilizing local wealth around. Home business development is suitable for all groups because it requires minimal capital (Yulianingsih et al., 2020).

Home industry is a small industry with a home activity center with 1- 4 workers (Avianti & Sihalo, 2015). The management of the home industry is usually by people who have kinship relationships. The capital required by home businesses is small with traditional equipment (Ihsan & Firdaus, 2019). Home industry business actors utilize local potential that has selling power but not yet as a source of income. The home industry plays a role in building the local economy from family to national (Saleh et al., 2018). Competition in a free market requires home industry players to become innovators by offering product differentiation. Innovation is a competitive advantage for business actors, especially when they are in a similar product market. Despite being an important demand, the development of home industries often faces obstacles. Human resource capacity and local government support are the most common obstacles experienced by business actors (Taib & Roswita, 2018).

The processing of palm sap into moke is one of the many home industries developed in Sikka Regency. Moke is a traditional alcoholic beverage of Sikka Regency made from distilled palm sap (Saka, 2020). The geographical condition of Sikka Regency is suitable for lontar plants. This natural support ensures the availability of *nira* in abundance. The availability of raw materials makes moke production possible on a daily basis. Communities in several places in Sikka Regency have made moke production and sales one of their main livelihoods (Dentis, 2017). Moke home industry business actors can fulfill their daily needs from the proceeds of sales. Moke has a high demand in the market but business actors have not been able to utilize this opportunity well. The facts show that business actors produce without having the intention of developing the business. This is evidenced by the production and sale of moke is only limited to meeting daily needs. In addition, the local government has not yet seen the potential of *lontar* plants as the flagship crop of Sikka Regency ([sikkakab.go.id](http://sikkakab.go.id)).

Several previous studies have been conducted but have not examined the moke business as a local wisdom-based business that can develop. Research by Saka (2020) and Serfiyani et al (2020) examined moke from a legal perspective. Dentis (2017) examined the socio-economic life of traditional beverage distillers. Meanwhile, Detha & Datta (2016) examined the content of compounds in moke. Previous research has not examined the prospects for moke business development. This study tries to complement the results of previous research by analyzing the strengths and weaknesses of the moke business as well as opportunities and challenges so that the business can grow. Business actors need to know the strengths and weaknesses as well as opportunities and threats in order to develop the business. Researchers assume that business actors experience several

obstacles in the production and marketing process. On the other hand, the availability of raw materials and geographical conditions that allow the cultivation of palmyra plants as raw materials for making moke are opportunities for business development. This study will discuss the development opportunities of the moke home industry in Sikka Regency using the SWOT analysis method.

## LITERATURE REVIEW

### Moke

Traditional alcoholic beverages are fermented beverages of the archipelago produced from various fruits and plants. The naming of traditional alcoholic beverages is different for each region, such as *tuak*, *arak*, *sopi* and *badeng*. These drinks have become part of the tradition and culture of the place where they are produced (Jessica, 2020). One of these traditional alcoholic beverages is moke. Moke is a traditional alcoholic beverage typical of Sikka Regency, Maumere. Based on Article 1 of Sikka District Head Regulation Number 42 of 2019 concerning Production and Management of Moke Typical of Sikka Regency, it states that moke is *tuak* which is purified from substances that are harmful to health using certain technology, carried out by individuals and/or legal entities to be circulated with an alcohol content of 40% (forty percent). *Tuak* is a traditional alcoholic beverage of Sikka Regency made from local raw materials in a traditional and hereditary manner, packaged simply containing ethanol (C<sub>2</sub>H<sub>5</sub>OH), processed from the tapping of palm sap or *enau* containing carbohydrates by fermentation and distillation or fermentation without distillation either by giving prior treatment or not, adding other ingredients or not, or processed by mixing concentrate with ethanol or by diluting the drink with ethanol.

The process of making moke begins with slicing the fruit of the *lontar* tree (*Borassus flabellifer*) to produce *nira* or white moke (*tua bura* in Sikka). The water droplets are collected with pieces of bamboo. The collected *nira* is then cooked and distilled. The process of cooking and distilling *nira* uses traditional equipment that is assembled into one unit, namely a fire furnace, earthen pots, and bamboo strings. The furnace serves as a place to burn the *nira*, the earthen pot serves as a container for cooking the *nira*, and the bamboo string serves as a condensation container. To make the bamboo string, a type of bamboo (large-sized bamboo) is needed. The process of cooking *nira* will reach the evaporation stage. The vapor produced will automatically pass through the bamboo series that has been arranged. In the bamboo series, the process of cooling and condensation occurs. Condensation will produce water droplets at the end of the bamboo. The result of these water droplets is called moke (*tua mitan* in Sikka language) (Keda, 2020).

### SWOT Analysis

SWOT analysis is an identification of systematic strategy formulation in decision making related to business development and maximizing performance (Nggini, 2019). SWOT analysis seeks to maximize strengths and opportunities and minimize weaknesses and threats at the same time. Analysis of the external environment aims to identify opportunities and threats while internal analysis affects the formation of strengths and weaknesses (Sundari et al., 2022). Strategies in business must be prepared so that they become guidelines in implementing and observing the success rate of programs that have been running and will be implemented. Strategy evaluation can be analyzed with SWOT.

SWOT analysis is used to assess the various strengths and weaknesses of the company's resources and the opportunities and external challenges faced by the company (Augustinah et al., 2022). Traditional alcoholic beverages are fermented drinks produced from various kinds of fruits and plants. The naming of traditional alcoholic beverages is different for each region, such as *tuak*, *arak*, *sopi* and *badeng*. These drinks have become part of the tradition and culture of the place where they are produced (Jessica, 2020).

## **METHODS**

The research method used was descriptive qualitative with a key informant interview approach. Moke business actors in Nele and Watu Gong Villages, Sikka Regency became the main informants of the research. The results of in-depth interviews were analyzed using the SWOT technique. This technique will look at the strengths and weaknesses (internal) as well as opportunities and challenges (external) of the moke home industry.

## **RESULTS AND DISCUSSION**

### **SWOT Analysis Result**

This research uses SWOT analysis to analyze the interview results. SWOT is an analysis method that can be used by business actors in developing a business. SWOT analysis is used to develop a business or carry out a business strategy that has been planned (Nggini, 2019). This analysis emphasizes the company's attention on the internal side, namely strengths (strengths) and weaknesses (weaknesses) and external, namely opportunities, and threats. Business actors are expected to be able to increase strengths and have the ability to read opportunities, while minimizing weaknesses and threats. The development of the moke business in Sikka Regency can be analyzed using the SWOT method.

#### **Strength**

##### **Raw Material Availability.**

The availability of raw materials is very important in the production process. The success of the production process depends on the procurement and selection of quality raw materials (Hilary & Wibowo, 2021). The geographical condition of Sikka Regency is very suitable for palm plants so that the availability of raw materials for making moke is guaranteed. In addition, the geographical conditions also allow the cultivation of palmyra plants as future raw material capital. Logically, this condition benefits moke producers because raw materials are always available for the production process. Business actors in the moke processing home industry in Sikka Regency own lontar trees (raw materials) and production sites independently. This is beneficial because production costs can be minimized so that the selling price can target middle and lower class consumers. Adequate availability of raw materials makes the production process unimpeded so that the number of sales is stable and even increases (Lukmandono, 2015).

##### **Affordable Production Costs.**

Production costs consist of raw material costs, direct labor costs, and factory overhead costs (Mulyadi, 2005). Production costs can be minimized by moke processing home industry businesses. The availability of raw materials is sufficient and privately owned by business actors. Raw material costs can be minimal because there is no process of buying

and selling raw materials. Factory overhead costs can be reduced, for example, the cost of renting a place can be minimal because the processing place is owned by yourself or family with a small rental fee.

### **Weakness**

#### **Cost Analysis Skills.**

Knowledge and ability to analyze costs are important aspects of business development (Pujiati, 2014). Knowledge helps business actors to analyze weaknesses and then turn them into strengths. In the moke home industry of Sikka Regency, knowledge related to cost analysis is still very minimal. This is evidenced by the absence of direct labor costs, which is one of the main components of production cost calculation. Direct labor costs are not calculated by business actors on the grounds that the workers are themselves. Business actors still have to pay themselves as an appreciation for the work they have done and as a motivation to increase productivity (Hikmah, 2020). In the moke production process, business actors work from the time they slice the fruit of the palm tree until the moke is ready to be marketed, so they deserve to be paid. Generally, to set prices, business actors consider the prices offered by competitors of similar products, not considering the calculation of costs that have been used. Business actors tend to recognize sales results as net profits even though in every product sale, production costs are attached. This causes the sales results to not be recognized as net profit because they have not been deducted from production costs.

The inaccuracy of cost analysis also makes the determination of the selling price erroneous. Moke business actors generally determine the selling price considering competitors' prices. The competitor price component is indeed one of the considerations for determining the selling price. However, it is important that consideration of the costs that business actors have incurred is the main factor in determining the selling price (Purnama et al., 2019). When the selling price does not consider costs, there is a possibility that the selling price cannot cover costs. A major mistake of moke business actors in Sikka Regency is recognizing sales proceeds as net profit so that the selling price is considered appropriate. Moke is usually sold in 600ml bottles at a price of Rp 25,000 or Rp 20,000 with monthly sales of Rp 3,600,000-Rp 4,500,000. Moke entrepreneurs tend to recognize sales results as net profit even though each product has production costs attached. Here's a simple calculation estimate:

Monthly yield + 5- 6 per 5 Liter

20 liters = 120,000ml = 200 bottles (600ml) = + 6 bottles/day

Sales = 6 bottles X Rp. 25,000 = Rp 150,000/day or Rp 4,500,000/month

Sales: 6 bottles X Rp. 20,000 = Rp 120,000/day or Rp 3,600,000/month Sales.

**Table 1. Estimated monthly production cost calculation**

Description	Cost Per Month
Palm tree rental in the form of profit sharing	Rp 120.000
Worker wages @ IDR 100,000/person. Production process at least 2 people	Rp 3.000.000
Freight cost	Rp 150.000
Fire Wood	Rp 80.000
Depreciation and other expenses	Rp 150.000
Total Costs	Rp 3.500.000

Source: Data processed by researchers, 2023

Simple calculations show that the actual net profit generated by moke business actors is IDR 100,000 (IDR 20,000) and IDR 1,000,000 (IDR 25,000). This cost calculation has never been considered by business actors because they consider the sales results to be net profit. This cost calculation is important so that business actors can consider the fair selling price and increase profits.

#### **Traditional Marketing Techniques.**

Moke business actors have not utilized technological advances to market their products. Online-based marketing techniques have not been used so that market reach is limited. Products are only marketed with a limited scope, for example, neighbors. Business actors only market moke in certain areas and market achievements are only obtained from word of mouth. This causes the product to take a long time to reach consumers. If business actors are able to adapt to technological advances, market achievements can increase because the market reach is also getting wider (Febriyantoro & Arisandi, 2018).

#### **Unhygienic Product.**

Moke product packaging uses used mineral water bottles, usually collected from various places or given by people. Using used bottles as packaging makes moke products less healthy. Packaging should be new and have a seal. Unhealthy packaging will damage the ingredients or products in the packaging. This contradicts the function of packaging as a means of interaction between materials or products with the surrounding environment so that it is beneficial for products and consumers (Suwaidah et al., 2014). Packaging in accordance with applicable health standards shows the identity of quality products.

#### **Opportunities**

The distribution of a product from producer to consumer is very important. Manufacturers will choose markets and marketing strategies to increase product sales. The increase in sales depends on the quality of the product.

Products are believed to have more quality than other products when they have a brand. Brand is a distinguishing power and is used in trading activities for goods and services (Permata et al., 2019). Trademarks are marks used on goods traded by a person or several persons jointly or legal entities to distinguish from other similar goods (Article 1 of Law No. 15 of 2001). In simple terms, a trademark is an identifying mark so that goods have distinctive characteristics so that they can be distinguished from similar products. Trademarking a product gives the product legal protection and business development.

Generally, the establishment of home-scale community businesses focuses on how to sell products without paying attention to the brand and quality of appearance on the packaging (Martina et al., 2021). Home industries (moke) in Sikka Regency still do not have good product packaging and do not even have a brand. When moke is only marketed using used plastic bottles, the identity is not clear, who is the seller and where the moke comes from.

However, when moke has packaging and a brand, it has an identity not only in name but also in quality. Brands require businesses to maintain quality because the market already knows the brand. Home industry players need to realize the importance of product brand development. Industry players must think innovatively and creatively so that the output becomes different from similar products (Herlambang, 2015).

The brand can be the uniqueness of the product. The design of the name or logo and attractive packaging will add to the bargaining power of the product. Brands can be an

added value, especially for home industries in marketing and product recognition. Brand and packaging are a unique unit that distinguishes a product from similar products. Brands and packaging are very important for producers and their products, because (Husnulwati, 2012): 1) Being a differentiator, especially for similar products; 2) Means of marketing and building product image; 3) If registered becomes a valuable asset (HAKI); and 4) Forcing the company to maintain and even improve quality because the product brand is known in the market. In the end, the product brand will create a product image in the form of impressions and consumer assessments after consuming the product. Consumers have their own impression when they hear the brand of moke products. Companies try to create a positive product image by maintaining and improving product quality.

### **Threats**

#### **Similar Business Competitors.**

Business competition requires business actors to have an advantage. The moke-making home industry in Sikka Regency is one of many moke-making places in the NTT region.

This causes the moke sales market to be limited to the area around production only. In addition, competitors selling moke or similar drinks already have attractive packaging and are able to create a brand image in the eyes of consumers. If moke business actors in Sikka Regency cannot compete with moke business actors from other places, this home industry will be difficult to develop. Tight business competition makes every home industry must use its resources to create a brand image (Azis et al., 2021).

#### **Counterfeit Products.**

The phenomenon of counterfeit products is unstoppable and difficult to stop in the market (Musnaini, 2014). Counterfeit products "pass off" their products as other, more marketable products to increase sales. Moke business actors in Sikka Regency still use used plastic bottles as product packaging. The use of used plastic bottles means the product does not have attractive packaging, is not branded and does not have a standardized seal. Moke products from other places with poor quality may claim to be Sikka moke products. This makes Sikka moke experience a decline in market demand.

#### **Middleman Price.**

Moke business owners generally sell their produce at prices set by middlemen. Price determination by middlemen is often unfavorable to moke businesses. Middlemen fully control the price so that business actors follow the price (Paduloh et al., 2021). In addition, organizationally, business actors have weak power so they are easily controlled by middlemen's prices (Wildayana, 2016). Although it is not profitable, moke business actors continue to sell to middlemen to meet their daily needs.

#### **Local Government Support.**

The local government does not yet see palm trees as a superior crop. In fact, lontar trees can produce a product (moke) typical of Sikka Regency. The local government has not realized that moke from palm trees can be a potential local product that can be developed into a superior product. The Sikka District Government needs to learn from Bali in the development of the traditional Balinese alcoholic drink arak. The Bali Regional Government has issued Governor's Regulation No. 1 of 2020 on the Management of Balinese Distilled and Fermented Beverages. This regulation legalizes Balinese Arak as

a prospective industry in improving the economic welfare of the community by promoting it as a heritage-based product (Jessica, 2020).

The local government of Sikka Regency does not yet have a movement to cultivate palm trees and empower moke home industry players. This is evidence that the local government does not yet see moke as a potential superior local product. Sikka Regent Regulation No. 42/2019 on the Production and Management of Moke Typical of Sikka Regency has not been implemented optimally. This is evidenced by the non-standardized moke production process and the lack of awareness of hygienic and attractive brands and packaging. In addition, the local government lacks socialization to develop the moke home industry in Sikka Regency.

#### Seasonal Changes.

Seasonal changes affect crop productivity and the production process (Herlina & Prasetyorini, 2020). The rainy season is one of the obstacles in the moke making process. Moke production in the rainy season is minimal due to constraints in the process of climbing and slicing palm fruits. Bamboo, which is usually used as a tool to climb palm trees, becomes slippery and has a higher risk of accidents. In addition, the sliced palm fruit mixed with rainwater is of poor quality.

**Table 2. IFE Matrix**

Internal Factors	Weight (W)	Score (S)	Rating (W x S)
<b>Strength</b>			
Availability of Raw Materials	0.20	4	0.80
Affordable Production Cost	0.15	4	0.60
<b>Weakness</b>			
Cost Analysis Capability	0.15	2	0.30
Traditional Marketing Techniques	0.15	2	0.30
Unhygienic Products	0.15	2	0.30
Total IFE			2,30

Source: data processed by researchers, 2023

**Table 3. IFE Matrix**

External Factors	Weight (W)	Score (S)	Rating (W x S)
<b>Opportunities</b>			
Brand Development	0.20	4	0.80
Technology Usage	0.10	4	0.40
<b>Challenges</b>			
Similar Business Competitors	0.15	3	0.45
Counterfeit Products	0.15	2	0.30
Middleman Price	0.15	2	0.30
Lack of Local Government Support	0.25	2	0.50
Total EFE			2,75

Source: data processed by researchers, 2023

From the IFE Matrix and EFE Matrix analysis, it can be concluded that the moke home industry in Sikka Regency has a number of significant internal strengths, such as abundant availability of raw materials and affordable production costs. However, there are also internal weaknesses that need attention, including a lack of cost analysis skills and limitations in traditional marketing techniques. On the external side, the moke industry has promising opportunities such as brand development and utilization of technology to expand market reach. However, challenges such as competition from similar businesses, the presence of counterfeit products, as well as prices set by middlemen, indicate risks that need to be addressed to achieve sustainable growth. By identifying these factors, the



moke cottage industry in Sikka Regency can design appropriate strategies to improve performance and overcome obstacles, thereby achieving a more competitive position in the local and national markets.

#### **SWOT Matrix Analysis**

##### **SO (Strengths-Opportunities) Strategy.**

By leveraging internal strengths such as abundant availability of raw materials and affordable production costs, the moke home industry in Sikka Regency can develop SO strategies that optimize market opportunities. By focusing on brand development of moke products and utilization of technology in marketing, the company can reach more consumers and improve its brand image. Thus, the industry can maximize its internal strengths to benefit from existing external opportunities.

##### **WO (Weaknesses-Opportunities) Strategy.**

The moke home industry in Sikka Regency can overcome its internal weaknesses and take advantage of market opportunities through appropriate WO strategies. By improving moke's cost and product quality analysis capabilities, companies can overcome obstacles in traditional marketing techniques and lack of product identity. In this way, this industry can improve its internal conditions while taking advantage of existing market opportunities to increase its competitiveness.

##### **ST (Strengths-Threats) Strategy.**

The moke home industry in Sikka Regency can utilize its internal strengths to overcome or reduce the impact of external threats through the ST strategy. By increasing operational efficiency and maintaining product quality, companies can face competition from similar businesses and overcome the threat of counterfeit products. In this way, this industry can maintain its position in the market and reduce the risks it faces.

##### **Strategi WT (Weaknesses-Threats)**

The moke home industry in Sikka Regency can reduce its internal weaknesses and anticipate the impact of external threats through the WT strategy. By improving product quality and cost analysis capabilities, companies can overcome the threat of counterfeit products and prices set by middlemen. In this way, the industry can strengthen its position in the market while reducing the risks it faces.

## **CONCLUSION**

The moke home industry in Sikka Regency has the opportunity to develop and become more advanced. The availability of abundant raw materials is one of the main keys to business development. It should be noted that the development of a moke home industry must be supported by adequate human resource capabilities. This is of course related to management and business expansion. Business actors also need to be aware of market competition for similar products that have attractive brands and packaging. This is a big threat to moke businesses who still use used plastic bottles as unhygienic packaging. Even though it comes as a threat, business actors need to learn from competitors regarding opportunities to create attractive brands and packaging as product identities so they can compete in the market. Collaboration between moke business actors or important

investors is one option for business development. Apart from that, local governments have an important role in efforts to develop local potential (moke), especially the cultivation of palmyra plants and empowering business actors through outreach and other activities that support product development. The government also needs to try to help business actors in expanding the marketing of Sikka Regency's typical moke with policies that support local potential.

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