

Value Enhancement Process on Indonesian SME through Product Formula Development, Product Durability Enhancement, and Product Label Design

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Abstract— The purpose of this paper is to highlight an additional chances of increasing product competitiveness through product re-development for Bolognese Sauce produced by SME Rere's Kitchen. A series of coaching session were conducted with the owner of SME Rere's Kitchen in East Jakarta as intervention. The result from each session were collected, analyzed and discussed further with the owner using pareto analysis to arrive at the most urgent problems to be solved. The results from pre-coaching sessions conclude that Bolognese Sauce product is unable to compete competitively in the market. This condition was caused by overly priced strategy and communication problem with the targeted market. Further analysis shows that overpriced condition was never be a strategy, but more likely as a result of un-optimized production cost. Other cause of the uncompetitive condition was the false 'freshness' strategy employed by the SME. Business coaching sessions performed conclude that there is a need to re-develop the product's details in order to increase product's competitiveness. The product re-development allow Rere's Kitchen to optimize Bolognese Sauce's COGS resulted in COGS reduction to 18%. Further sessions also revealed the needs for Rere's Kitchen to re-evaluate production capacity to support product's inventory management which positively influence product's competitiveness. The conclusion of the overall study revealed that Indonesian SME often need a different and specific approach to increase their competitiveness. Instead of using sophisticated management method, several SME cases require a brief step-back to the basic matter to be improved. This study was only conducted on a single specific SME food and beverage business located at East Jakarta, Indonesia. Despite the limitation introduced, the findings of this study could be a benefit for SME Rere's Kitchen. The paper adds to the literature on Indonesian SME by enabling researchers and practitioners to understand more about problem and condition faced by micro scale Indonesian SME. It also contributes for additional insight to the field of Indonesian SME.

Index Terms— Durability Enhancement, Indonesian SME, Product Formula Development, Value Creation.

1 INTRODUCTION

MSME which in Indonesia also known as *UMKM (Usaha Mikro, Kecil dan Menengah)* hold an important and strategic role in national economic development, and development outcomes distribution. When the crisis hit national economy at the period of 1997-1998, only MSME were able to remain strong, and even grow in number, proving that MSME are less affected by the crisis (Sarwono [5]).

Based on data published by the Indonesian Central Bureau of Statistics (BPS), despite the national economic crisis at 1997-1998, the number of MSME continued to increase, absorbing 99 million to 104 million workers by 2013. In 2013, the number of business units in Indonesia recorded was 57,900,787 business units, and 99.99 percent of them (57,895,772 business units) were micro, small, and medium enterprises (MSME), leaving only 0.01 percent or 5,066 units is a big enterprise unit.

Still according to the same data, the contribution of micro, small and medium enterprises to Indonesian GDP is still above 50 percent and labor absorption in this sector is still very high to reach more than 90 percent. Nevertheless, regardless of the contribution indicator to the formation of GDP and labor absorption has a high enough rate, access of micro, small and medium enterprise (MSME) sector to global supply chain is very minimal. The contribution of MSMEs in Indonesia to the global supply chain is only 0.8 percent.

In addition, the contribution of the MSME sector to Indonesian exports in 2015 is only 15.8 percent, this figure is much smaller compared to Southeast Asian countries such as Thailand which reached 29.5 percent and the Philippines 20 percent. In comparison, at the global level, the contribution of the German SME sector to exports reached 55.9 percent and Japan about 53.8 percent (Kementrian Perindustrian RI [2]). In November 2016, the President of Indonesia Joko Widodo (Jokowi) in his opportunity to accept the perpetrators of micro, small and medium enterprises (SMEs) in Merdeka Palace stated that SMEs that have high endurance will be able to sustain the country's economy, even during the global crisis. Jokowi really hope UMKM actors become the front guard in developing people's economy (Suharto [8]).

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Fig 1. Women for the World official logo

Women for the World Foundation (WFW) is a foundation founded by drg. Rosa Rai Djalal, with the vision of empowering, encouraging and creating independent women and actively participating in the fields of economy, politics and education, to improve the welfare of family stability and support the government in poverty alleviation. WFW has various programs, one of which is the Business Coaching program for MSME which is under its supervision.

One of the MSME that are under the supervision of WFW is Rere's Kitchen. Rere's Kitchen was founded by Mrs. Indrawulan Widawati in 2009 in Jakarta after she decided to resign from her job to spend more time with her family. This business unit produces and sells various types of wet and dry foods such as klapertaart, Bolognese sauce, cheese sticks and others according to buyer's request. The production process is fully done conventionally and independently when there is order from the buyer, either online or offline, making the production process becomes fluctuate. This makes Rere's Kitchen has not specifically allocate production area other than the kitchen of owners.

Operating for more than 5 years, Rere's Kitchen does not employ any structured marketing method, instead the marketing activity was done through online communication media such as Facebook, WhatsApp, Instagram and online market such as Tokopedia. In addition, Rere's Kitchen also relies more on the word-of-mouth performed by its existing customers.

Related study of MSME's performance and competitiveness performed on Mexico revealed that SME differ considerably in their rate of business performance and growth, because business improvement trajectory depends on a series of factors including capability and competency in production, marketing, and related business functions. The success of SMEs depends, however, not only on the goals and the efforts of the managerial teams, but also on the sustainable strategy building and implementation skills to gain competitive advantage by enhancing competencies on various functional fronts. The SMEs need to develop performance improvement capability (PIC) strategies that explain the substantial and sustained differences in rates of improvement within and across organization (Atristain & Rajagopal [1]).

It is also said that the sources of MSME's competitiveness are innovation, entrepreneurship, human capital, financial resource, potential market and business strategy (Setyawan Agus, Isa, Wajdi, Syamsudin, & Nugroho Permono [6]). While another study conclude that MSME's key constraint of development including lack of finance, and marketing difficulties (Tambunan [9]). Since most studies found were focused more on strategic level which sound sophisticated, there is a need to further research for the basic operation steps needed to improve Indonesian MMSE's value which can provide competitiveness.

This research draws the subject of discussion back to the most basic stage of increasing product's value and aim to analyze the impact of performed Business Coaching session in order to optimize Rere's Kitchen operation strategy to minimize product COGS and optimize the production capacity of Bolognese sauce while maintaining the value of healthiness and freshness which became its main advantage.

2 LITERATURE REVIEW

2.1 COGS and Product Development

Products and services are developed to satisfy market needs. It follows, then, that an important way of judging the effectiveness of the product and service development process is to judge how it performs in terms of quality, speed, dependability, flexibility and cost or also known as performance objectives (Slack & Lewis [7]). Even in SME industry, the market is often competitive and equipped with demanding customers who require updated and 'refreshed' products and value.

Small changes to products and value offered can provide a significant impact on product competitiveness. Furthermore, on SME world, amount of unit cost (COGS) playing a large role on deciding product competitiveness which lead to business profitability, ability to survive and growth in the future. This means that during competitiveness assessment of a product, instead of playing a sophisticate management card, the first thing that needs to be done is internal assessment on business process to evaluate whether the unit cost is already at optimum condition and so does product development.

2.2 Capacity Planning

One of the most basic decision area in business operation is capacity. That is why it is the first of the operations strategy decision areas to be treated (Slack & Lewis [7]). The generic purposes of business operation is to ensure that the business is able to provide and manage the ability to supply demand, and this is where capacity becomes a vital part. Incorrect capacity strategy decisions affect a large part of the business, and the consequences of getting it wrong are almost always serious and sometimes fatal to a organization's competitive abilities.

Over high capacity will leads to underutilization and drives up costs, while over small capacity will leads to operation's ability serve customers and earn revenues. Setting the exact capacity for business operation is rarely happened, but that does not necessarily means that business can ignore capacity strategy, even tough for MSME.

For a business to employ correct capacity strategy, the first step would be determining the demand forecast, but for MSME, this step is rarely done since they do not understand how to do it. Even though the forecast was performed, the actual capacity may not be the same as forecast demand. It may be modified to account for the relative certainty, or uncertainty, of demand, long-term changes in expected demand level, the availability of capital needed, the ratio of fixed to variable costs and general economies of scale (Slack & Lewis [7]).

In this case, capacity planning will only possible after further analysis of the current condition of the business.

2.3 MSME Current Condition

Engaging in the food industry, Rere's Kitchen has a wide market, though as a consequence of the vastness of the market, the competition is rather intensive compared to other industry. In the strict market competition conditions, it becomes very important to have a product with high competitiveness in order to optimize sales and profits, as well as improve the ability to survive and grow. Therefore, in this case there is a need to map the current business conditions in order to simplify the search of the root problems that occur, the potential, and business risks related.

In most Indonesian MSME cases, business owner often does not understand about their own business processes, and this one is included. Therefore there is a need to visualize the current business to improve the understanding either by business owners or by other parties in interest. Weske, M (2012) defines Business Process or sometimes referred as Business Method as a set of structured activities related to each other which in a certain order will produce a service or product for certain customers of the business. A good understanding of the actual business processes of MSMEs is absolutely necessary in order to sort out the processes and find the problem or sub-process that can be improved to increase business competitiveness.

3 RESEARCH METHODOLOGY

Data collection

Coaching is a form of development where a person called coach provides support to the learner or client in achieving a particular goal by providing training or guidance (Passmore, 2010). In accordance with the qualitative nature of business coaching, the data used for analysis and research were conducted using two methods, which are in-depth-interview

and observation. Data collection activities were addressed to Mrs. Indrawulan Widawati as the owner of Rere's Kitchen SME since it still does not have employees or organizational structure.

Data Analysis

Data collected through in-depth-interview and observation process will be further analyzed using several analysis tools such as Generic Competitive Strategies, Porter's Five Forces, SWOT and Business Model Canvas. Gap analysis will be conducted as the final analysis to determine existing gap between the current conditions and the ideal conditions, define major issues related in order to formulate the most appropriate solution.

Business Coaching Process

The process started by selecting one of MSME (Rere's Kitchen) under Women for the World supervision. It then followed by initial introductory session and kick-off as a sign of the commencement before the actual business coaching process performed. Depicted below are stages performed in the business coaching process.

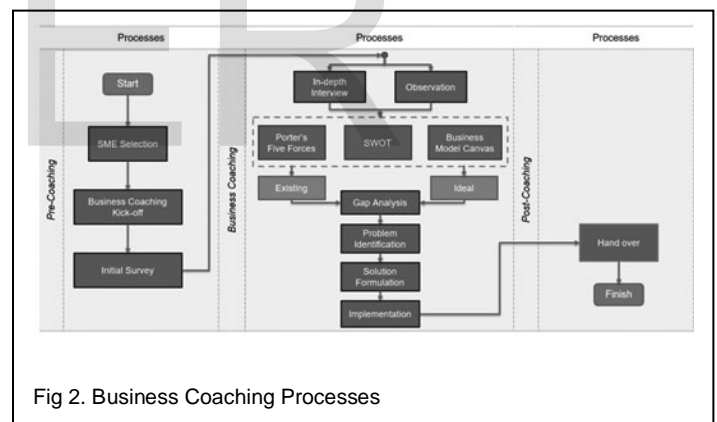


Fig 2. Business Coaching Processes

4 FINDINGS AND DISCUSSION

Rere's Kitchen Business Profile

In order to perform further analysis, presented below are some details of SME Rere's Kitchen collected.

TABLE 1
BUSINESS PROFILE

MSME's Profile Details	
Owner	Indrawulan Indrawati
Business name	Rere's Kitchen
Motivation	Become a productive housewife which able to manage its own business.
Established on	2009
Initial investment	IDR 1,500,000 to purchase gas oven (shared usage with another products)
Funding	Personal fund
Human resources	All activities are handled personally since there is no human resources.
Facilities	No special facilities except private home.
Product	Healthy homemade Bolognese sauce
Sales (per month)	IDR 1,500,000 - IDR 2,500,000
Market segment	Mainly on Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi)
Marketing methods	Facebook, Instagram, WhastApp, Tokopedia (marketplace), and Word of mouth

Rere's Kitchen business process, as shown at Figure 3, is quite common as generic Indonesian MSME except that there is 'order pooling' which could be a problem. This 'order pooling' node is used to delay production until there are *half-of-batch* (1 batch = 24 bottles Bolognese sauce) orders received, in order to optimize the economics of scale, and dead-stock prevention. The entire production process takes approximately 5 - 7 hours and consist of three major phases which are preparation, main process, sterilization and packing as shown at Figure 4.

Also provided on Table 2, details of Bolognese sauce current unit cost which highlight several components with the highest proportion for further analysis in order to optimize process.

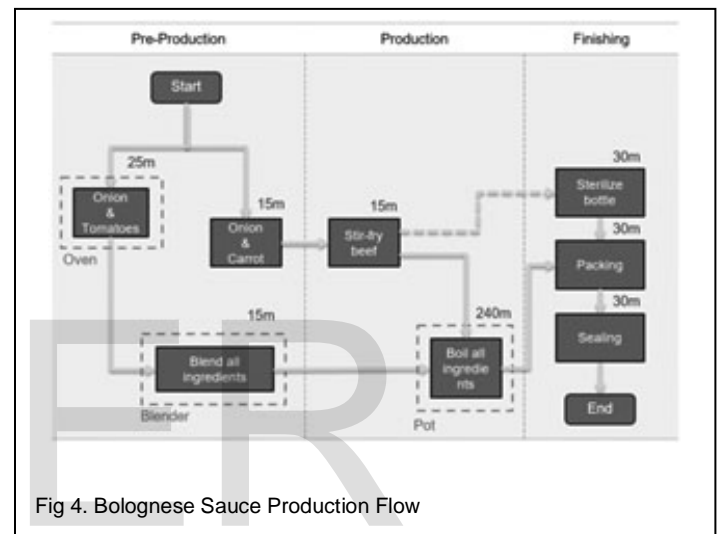


Fig 4. Bolognese Sauce Production Flow

TABLE 2
UNIT COST COMPONENTS

Unit Cost Components		
1	Beef (*)	37.29 %
2	Tomatoes (*)	14.27 %
3	Onion	6.16 %
4	LVOO (*)	8.11 %
5	Cooking Herbs	6.49 %
6	Bottle (*)	20.67 %
7	Gas	3.24 %
8	Bubble Wrap	1.13 %
9	Label	2.63 %

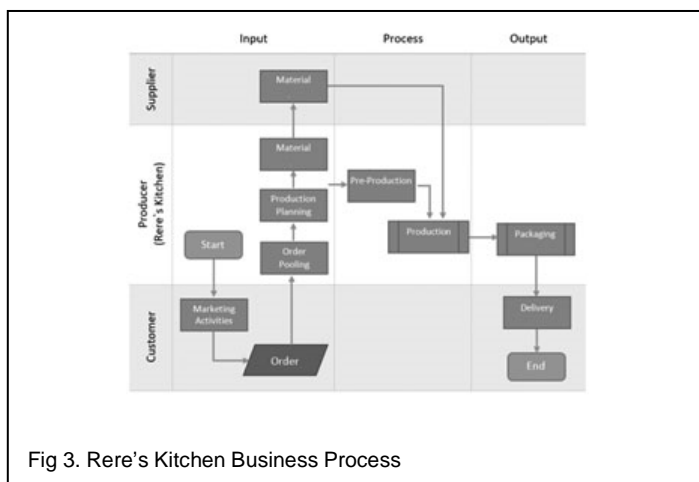


Fig 3. Rere's Kitchen Business Process

According to the data acquired above, there are several findings which could be further analyzed in order to understand the root cause and minimize the potential of the problem, which are:

- Production process spend up to 5-7 hours.
- Order must be placed 3 days in prior in order to accommodate fresh materials.
- MSES does not manage inventory.
- Low and unstable product availability.
- Premium price.
- Strong competition.
- No significant business growth after 5 years of operations.

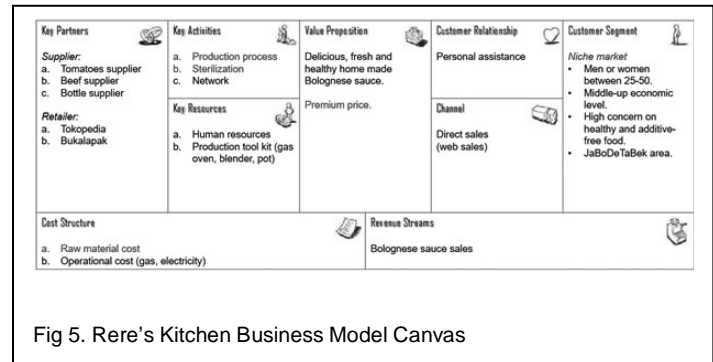
Generic Competitive Strategies

Competitive strategy of an organization is closely related to the conditions of management in order to be able to compete well. In this case, there are two main factors in determining a competitive strategy, (1) whether a company's market target is broad or narrow and (2) whether the company is pursuing a competitive advantage linked to lower costs or differentiation (Thompson, Strickland, Gamble, & Peteraf [10]). Combination of those two criteria resulted on five different generic strategies which are *low-cost provider strategy*, *broad differentiation strategy*, *focused low-cost strategy*, *focused differentiation strategy*, and *best-cost strategy*.

Based on this perspective, Rere's Kitchen is currently implementing *focused differentiation strategy*, where the target market is a niche market of men or women who have married, aged between 25-50 years, having economic level equal to SES A1, like to consume pasta, concern more in healthy food, avoid MSG and preservatives and living or working at JaBoDeTaBek (Jakarta, Bogor, Depok, Tangerang, and Bekasi) area. While the differentiation Rere's Kitchen offer is delicious, fresh and healthy homemade Bolognese sauce with no MSG, preservative and additive.

Business Model Canvas

A business model describes or explains the logic or rationale of how a company or organization generates, transmit and capture value (Osterwalder, Pigneur, Smith, & Movement [4]). Using this model will help business to easily describe and manipulate alternate business models in order to form a new competitive strategy. It consist of 9 building main blocks that illustrate the logic of how an organization generates profits. Actual business model canvas for Rere's Kitchen is depicted below.



Red marks on the business model indicates block or components which need further exploration. First, niche market which will affect sales significantly and could stall business growth. This due to the fact that, Bolognese sauce is not a luxury item which could grow well on a particular niche market. Expansion of the target market will have the potential to provide greater opportunities to increase sales. Second, one of the value proposition is premium price, which obviously will rise a question regarding its worthiness. Hence, a deeper analysis is needed to determine whether the premium price is the right strategy.

Third, the key activities are production and sterilization which rely on a skilled human resource. While the existing condition, only allow Mrs. Indrawulan as the owner, this will only possible on a small scale, and there will be a need for a special allocation when the production scale is enlarged. Fourth, distribution channel which rely solely through web sales alone without any other offline method. Fifth, raw materials cost which never optimized from the current 43%.

Porter's Five Forces

The Five Forces (Porter, 2008) analysis framework explains that competition pressure on an industry comes from 5 sources (1) Rivalry among competing sellers, (2) Potential New Entrant, (3) Substitute product, (4) Supplier bargain power, and (5) Customer bargain power. In first force, Bolognese sauce industry could simply divided by 2 groups, retail and homemade (also known as home industry or MSME) as shown on Appendix 4.

TABLE 3
COMPETITORS

Competitors on Bolognese Sauce Market			
Retail Product		SME Products	
1	My Taste Sauce	1	Pawon Bundo
2	Resto Secret Recipes	2	Lasagna Lasagne
3	Mc Lewis	3	Dapur Gendis
4	Lafonte	4	Cemilan Bos Bimo
5	Pronas	5	Dapoer Miya
6	San Remo	6	Salma Home Made Sauce
7	Diamond	7	Umraz

In spite of the fact that the competitor list does not necessarily represent all existing competitors in this industry, it can illustrate the pressure from industry participants. In addition, from the product price comparison shown at Figure 6 and Figure 7 below, it can be clearly seen that Rere's Kitchen price is not competitive enough either in retail group or homemade group, this condition put a high pressure in terms of first force.



Fig 6. Price comparison with retails



Fig 7. Price comparison with homemade

New business players in the industry will threaten the position of existing business actors. This is because often, new

challengers will compete very hard to get market share (Thompson et al. [10]). According to the author's observations, the Bolognese sauce industry in homemade class (UMKM) has a weak barrier of entry, because it doesn't require any special skills to make a Bolognese sauce. Based on this, it can be concluded that the second force, pressure from potential new entrants is in a high position.

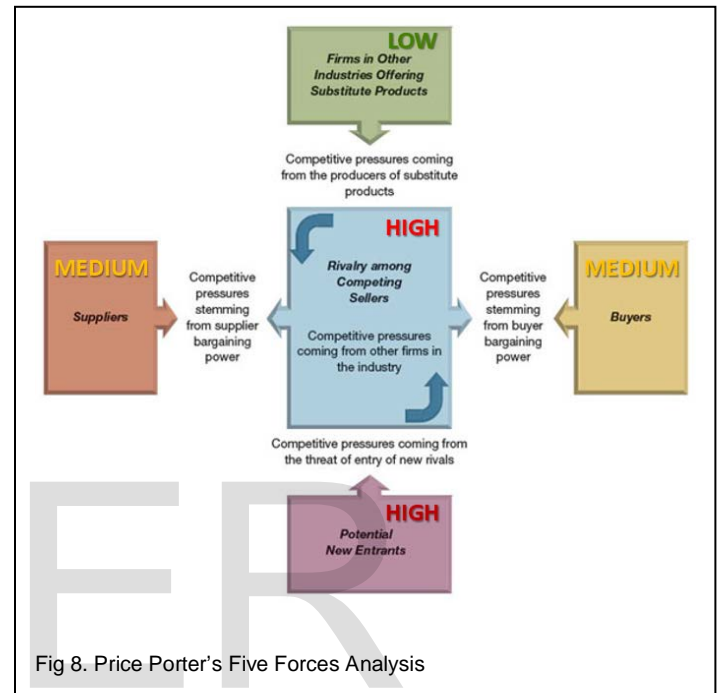


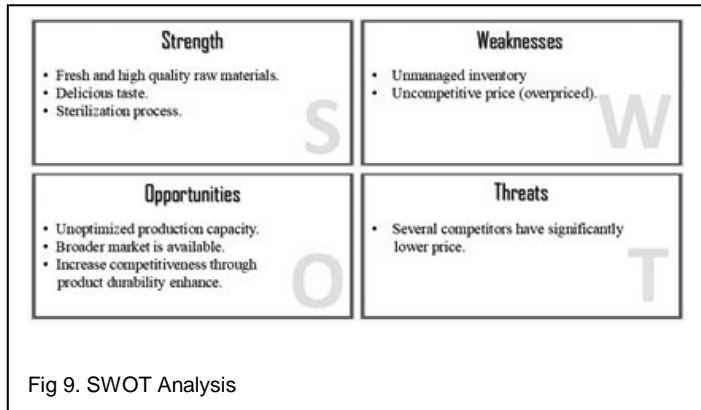
Fig 8. Price Porter's Five Forces Analysis

The main function of Bolognese sauce is as a complementary product for pasta such as spaghetti, macaroni and so on. In general, there are 2 types of sauce commonly used as a complement to pasta-based foods, which are Bolognese sauce, carbonara sauce, and BBQ sauce. Based on the observation performed on the possible substitute product, there is only one competitor (Lafonte) is capable to produce them, though with a different value proposition group. So based on the actual condition, it can be concluded that the third force, competition from the substitute product is low.

One of the common issue in almost every MSME in Indonesia is low bargain power towards their suppliers. Rere's Kitchen is no different, even though the condition is balanced by the ability of Rere's Kitchen to change supplier with insignificant amount of time. This balanced conditions resulted in medium pressure to the business. The last force, customer's pressure, can be considered high since it only needs small effort for a customer to switch brand in order to gain small amount of saving in their budget and also due to the fact that current price is not above customer's tolerance, based on survey result on Appendix 1.

SWOT Analysis

Internal analysis of MSME also performed using SWOT Analysis, which is a simple yet powerful tool to analyze the strengths and weaknesses of an organization, opportunities in the market, and threats for future survival (Kotler & Armstrong [3]). The result of this analysis as shown below.



Gap Analysis

The results of previous analysis show that the main problem of Rere's Kitchen is the low competitiveness of Bolognese sauce products compared to its competitor. Further analysis of the root cause of the current condition shows some of the findings as follows:

- The price of Bolognese sauce is above the price range that the customer can still tolerate (45,000 - 50,000 per bottle).
- In addition to its premium prices, the delivery costs (using direct courier) adds extra burden up to 40% of the product's prices for the customer.
- High delivery costs are due to low product endurance at room temperature.
- Unmanaged inventory due to dead stock worries resulted in low product availability.
- The product label does not represent the value proposition of the product to be delivered.

Based on those findings, it can be concluded some of the root causes needs to be solved in order to improve the competitiveness of Bolognese sauce products. The root causes were also weighted based on urgency and solution readiness in order make priority on the solutions.

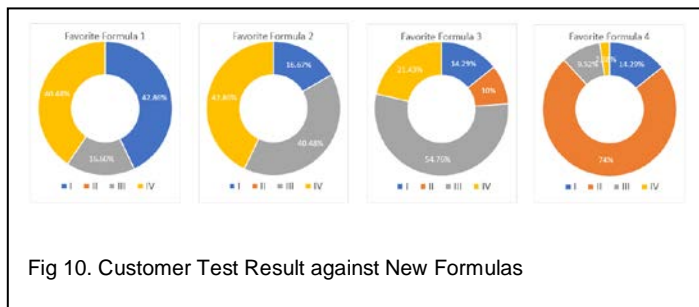
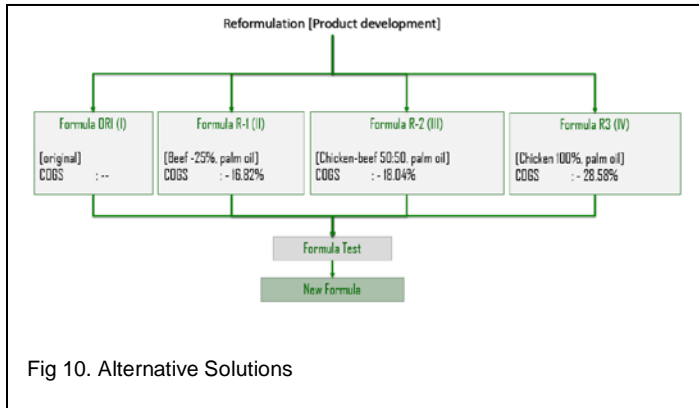
TABLE 4
WEIGHTED GAP ANALYSIS

No	Gap	Pt	Wgt	Pt x Wgt	%	% Cum.
1	Unit cost (COGS) is too high resulted in overpriced condition which led to uncompetitive condition.	100	4	400	35.71	35.71
2	Low product durability during delivery.	90	4	360	32.14	67.86
3	Unoptimized production capacity.	80	3	240	21.43	89.29
4	Label design does not reflect product's values.	60	2	120	10.71	100
Point range		: 0-100				
Weight range		: 1-4				

Implemented Solutions

1. Unit Cost (COGS) Optimization

In accordance with the results of the previous analysis, one method that can be used to improve the price competitiveness of Bolognese sauce products is by evaluating product's unit cost (COGS) for potential waste. As shown on Table 2, there are four components with the highest percentage (beef, bottle, tomatoes and LVOO) which could be further evaluated. The evaluation resulted on potential waste on beef, and LVOO usage. So, in order to improve this condition, we create three alternative formulas to be tested on customers in comparison with the original formula. Depicted below are differences between each formulas and the result of the test.



It is clearly shown that alternative formula IV is very promising to replace the original formula with unit cost reduction up to 28.58%.

Reduction of the unit cost is one step towards price competitiveness. The next step is lowering the selling price in order to compete better with existing competitors. Recalling actual data provided on Figure 6 and Figure 7, lowering the selling price to IDR 50,000 will create significant competitiveness boost for the product. Detailed margin calculation can be analyzed below.

TABLE 5
MARGIN AND COST CALCULATION WITH ALTERNATIVE PRICE

COGS	Original Price	Alternative Price 1	Alternative Price 2
Total COGS	616,750	440,500	440,500
COGS Reduction	0 %	28.58 %	28.58 %
Unit Cost	25,697	18,354	18,354
Price	60,000	45,000	50,000
Profit per unit	34,302	26,645	31,645
Profit gap	-	(7,656)	(2,656)
Profit per batch	857,552	666,145	791,145
Profit gap	-	(191,406)	(66,406)

As we can see, reducing selling price will also lowering margin, even after unit cost reduction. This impact is most likely need to be handled. So, in order prevent such condition, production capacity must be evaluated.

2. Capacity Optimization

Production capacity evaluation is performed with two objectives. First, to prevent margin reduction as an impact of lowering price. Second, to improve product availability which is on of current weakness of the MSME.

Based on the observations made, the current capacity is not yet optimum and refers to the respective capacity of the equipment used, it is possible to increase the capacity up to 1.5 x of the current capacity without having to make significant investments. In Table 6 below, it can be seen that by increasing the production capacity by 1.5 times from the current capacity (from 24 bottles per batch to 36 bottles per batch), Rere's Kitchen can compensate the decrease of selling price and increase profit per batch up to IDR 281,697 compared to previous conditions.

TABLE 6
MARGIN AND COST CALCULATION WITH INCREASED CAPACITY

COGS	Original Capacity	Alternative 1 1.5 x Capacity	Alternative 2 1.5 x Capacity
Total COGS	616,750	660,750	660,750
COGS Reduction	0 %	28.58 %	28.58 %
Unit Cost	25,697	18,354	18,354
Price	60,000	45,000	50,000
Profit per unit	34,302	26,645	31,645
Profit gap	-	(7,656)	(2,656)
Profit per batch	857,552	959,250	1,139,250
Profit gap	-	101,697	281,697

3. Durability Enhancement

One disadvantage of non-preservative food products is its extremely low resistance at room temperature. This disadvantage also happens to existing competitor products, where they require delivery by courier, *ojek* or *online ojek* which increase the cost of purchasing up to 150% for the customer. Currently, Rere's Kitchen has been using post-production sterilization methods that are considered capable of providing extra endurance for the products, however, the sterilization method is based solely on articles from the internet and has no

further study. To overcome this issue, a standard sterilization method need to be employed. One standard which can be used is home-cooked packing method issued by the US Department of Agriculture - USDA (USDA, 2015).

After the methods is verified and adjusted as needed, endurance test series was carried out with promising result as follows.

TABLE 7
ENDURANCE TEST RESULT

	Case	Check	Target	Result
Pouch	1 Freezer Packed in pouch, store at freezer	1 month, weekly	2 months	
	2 Chiller Packed in pouch, store at chiller	2 weeks, every two days	1 month	
	3 Room temperature Packed in pouch, store at room temperature, dining table/kitchen/cupbo ard	Daily	1 week	3 days (bad)
Bottle				
Sterilization	1 Freezer No seal, store at freezer	2 month s, weekly	3 months	>3 months
Sterilization	2 Chiller No seal, store at chiller	2 month s, weekly	3 months	3 months
Sterilization	3 Room temperature No seal, store at room temperature, dining table/kitchen/cupbo ard	2 month s, daily	1 month	2 months
Sterilization Seal	4 Sealed, store at refrigerator for 2 days, room temperature, open seal, normal usage	daily	2 weeks	3 months
Delivery				
Sterilization Seal	1 Sealed, delivered by JNE/JNT/TIKI regular Normal packaging		5 days	>5 days
Sterilization Seal	2 Sealed, delivered by WAHANA (or longer courier) Normal packaging		10 days	>10 days

Based on test result above, it is proven that by using standardized sterilization methods can improve product endurance significantly to improve product's value from customer's perspective.

4. Label Re-design

Rere's Kitchen's Bolognese sauce value proposition is "Delicious, fresh, and healthy homemade Bolognese sauce with premium selling price". This value proposition weight on three value components, which are great taste, freshness, and healthiness. Unfortunately, the actual design of the label does not convey any of the values. Therefore, to increase deliver correct value image of the sproduct, there is a need to redesign the label.

After reviewing the expected design aspects, as well as the basic concepts, a new design from the Bolognese sauce packaging label is shown in the figure below.



Fig 11. Current Design (left) vs New Design (right)

5 CONCLUSIONS

While innovation is one of the most important matter for business survival, some condition require us to take a brief step back and review for the most basic things, the value. As for this case, value enhancement for Bolognese sauce products was done using several methods in hope of delivering significant results. COGS reduction was done by replacing the components of meat and LVOO (Light Virgin Olive Oil) which shows waste characteristics through reformulation process. Through this process, the COGS could be lowered by 28.58%, and will provide extra space for MSMEs to apply Best Cost strategy where the current selling price IDR 60,000 per bottle will be lowered to IDR 50,000 per bottle to compete with competitors. Although the selling price reduction also impacted on profit reduction, production capacity improvement was able to compensate for this. Capacity increase by 1.5 times will provide overall profit increase to 32.8% without requiring significant investment.

Another value enhancement effort was made by improve and testing product endurance at room temperature by implementing basic method taken from the United States

Department of Agriculture. Using such methods, the product in a sterilized state will have a durability of up to one year in a closed condition and stored in a shaded or darkened room. Even though there is no need for Bolognese sauce to have a shelf life of up to one year, but according to the endurance test results conducted up to 3 months in the refrigerator has been very sufficient for existing needs.

Last but not least, label redesign was done and expected to deliver a better image of values communicated to customers compared to the old one.

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