

Optimization of Natural Resources And Cultural Heritage As Ceramic Industry Business Development Strategy

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Abstract: *The objective of the research is explore the business of ceramic industry in Malang City, whether internal and external factors were influential toward the development of the ceramic industry, and how to optimize natural resources and cultural heritage to develop the ceramic industry. The object of the research was the ceramic center in Dinoyo Village Lowokwaru District Malang City, the population were the entire 32 ceramic industry craftsmen/business owners, and the census and questioner method were used to collect data. The SWOT analysis technique was used to analyze the data using the descriptive qualitative approach. SWOT analysis on the internal (strength and weaknesses) and external factors (opportunities and threats) indicated weakness as compared to the strength and little opportunities as compared to the threats against the ceramic industry. Meaning that the challenges in managing the ceramic industry is tremendous which influence the development and competitiveness. Internal factors which are determined by production development (natural resources, art & culture), marketing, human resources, and financial, impacted the development of small scale ceramic industry. External factors determined by local competitors, consumers, foreign products (China) impacted the development of small scale ceramic industry.*

Key words: *Ceramic Industry, Development Strategy, Natural Resources and Art & Culture.*

I. Introduction

As the second biggest city in East Java after Surabaya, Malang holds *Tri Bina Cita* as its motto, namely as a city of education, tourism and industry. The biggest potential that Malang has is as a city of education and tourism. Malang is one of the conducive locations as an industrial region. Geographically, Malang is strategically located and is supported by adequate transportation facilities, but maintains a preserved environment and supports the development of ceramic industry in East Java.

The small scale and handicraft industry in Malang has progressed rapidly, based on the type of business, there are 1308 small scale industry units. In one village area there are more or less 50 business units spread out in the City of Malang, consisting of ceramic handicraft small scale industry in Dinoyo, Malang City. In the outset, the ceramic industry was just a small scale industry initiated in the 1950s. This ceramic industry has given tremendous influence to the community especially in the economic sector. Once a home industry, modestly managed by craftsmen, the ceramic of Malang has gained popularity. The availability of raw materials, such as white clay (kaolin), feldspar, quartz, ball clay, and supported by skilled craftsmen, the Malang ceramic industry grew rapidly and has popularly been known as "Dinoyo Ceramics". The Dinoyo Ceramic Center is one of UKM (Small Medium Enterprises) in the ceramic industry sector holding distinctive features and has become one of the icons of Malang City.

The Department of Industry and Trade or Disperindag (2013) Malang has featured products namely Ceramics, Pottery, Cripsy Tempeh (fermented soybean cake), Furniture, Rattan, Cornflakes, Sanitary Products, Stove and Food Industry. The presence of the ceramic industry in Dinoyo Village has a significant role in increasing the community's income. In addition, the ceramic industry has been capable of absorbing adequate number of work force, and elevated the community's physical livelihood (clothing, food and home), health and education.

Tambunan (2000) mentioned that in Indonesia UKM can be observed from the good number of business units, significant contribution to work opportunity and income, particularly in the regions and for the low income households, and the significant role UKM has for the development of national economy. In addition, these business units have acted as the driving engines crucial for for the development of local economy and community.

Small and Medium Enterprises (UKM) play an important role in the economy of a state, holding central position in creating a formidable industrial system, and the backbone for a strong economy. Tambunan (2000) stated that there are three main reasons on the roles of UKM: (a) the ability to absorb work force, (b) their contribution to Gross Domestic Product (GDP), and (c) acceleration in creating change and innovation.

Meanwhile, Hardono (2004) suggested that UKM has classic constraints, namely constraints related to the quality of human resources (HR), weak business management, low access to financing and market, and minimal information and technology in hand.

In its journey, every business is always faced with obstacles and constraints, either internally or externally. These constraints are not only faced by corporations but also by small and medium enterprises. In the ceramic industry the constraints faced are among others: 1) the abundance of imported ceramic products especially from China, despite the government's regulations to put a halt against imports of ceramics; 2) the limited number of ceramic raw material processing industry, so that raw materials for certain quality must still be imported; 3) weak attainment of Research and Development, 4) low competency of Human Resources in the design sector; and 5) weak competitiveness of local ceramic industry attributed to the minimal utilization of technology in responding to the many challenges against the ceramic industry (Depperin: 2009)

In addition to the constraints mentioned above, there are other constraints faced by the ceramic industry, among others: 1) capital constraint, for most small and medium enterprises capital is the main constraint to develop their business; 2) technical constraint, as it is only done by few individuals, small and medium enterprises are limited by the number of human resources in terms of production technicalities, leading to the non-existence of new innovations and gives the impression of delivering monotonous products; 3) marketing constraint, only marketed in nearby surrounding areas, whereas products of such small and medium enterprises could actually be marketed in other regions and could even be exported; 4) managerial constraint, business is managed through simple and modest system, based only on the experience of a small enterprise owners. The objective of this research is to explore the possibility on how to optimize natural resources and cultural heritage for the development of ceramic industry using SWOT analysis.

II. Critical Review

1. Strategic Management

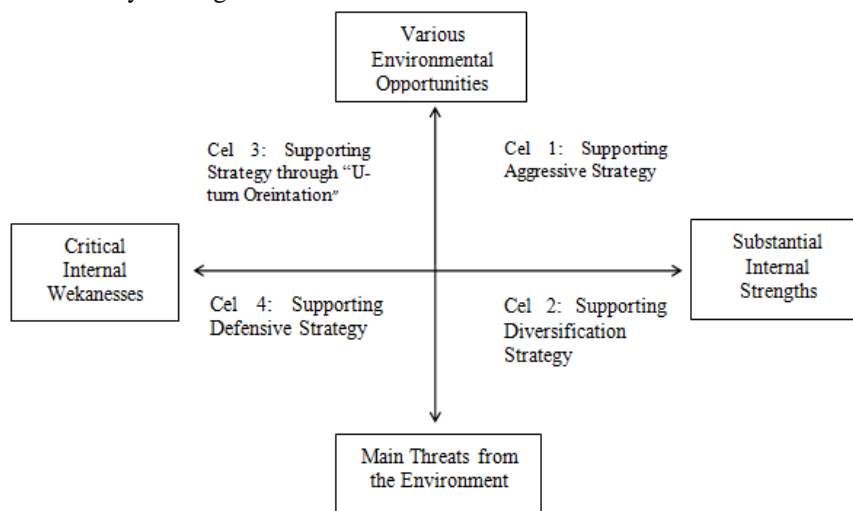
Managing a company or business is always faced with various internal and external challenges both in the present and future, requiring strategic management to determine the strategy and tactics to achieve predetermined objectives. Siagian (2000:15) defines strategic management as: "a series of basic decisions and actions made by top management and implemented by all ranks in the organization to achieve the organization's goal." The goal is to give theoretical concept that is fundamental related with performance (Respati and Amin, 2014)

A company needs to identify and assess available strategies for its respective business units. Various factors need to be put into considerations in performing strategic analysis at the business unit level, in order to arrive at a certain alternative believed to be the right decision. There are three approaches as instruments to assess various factors to be reckoned with, namely "SWOT" analysis, matrix approach, and preparation of basic strategic group models.

2. SWOT Analysis

SWOT analysis is a potent analysis instrument when used properly. "SWOT" is an abbreviation of "Strengths", "Weaknesses", "Opportunities", and "Threats". The Strengths and weaknesses factors in a company exist within a certain business unit while opportunities and threats are environmental factors faced by respective business units. It is said that "SWOT" analysis can be a potent instrument to perform strategic analysis. The potency lies in the capabilities of a company's decision makers to maximize the role of the strength factor and the exploitation of opportunity which at the same time functioning as instrument to minimize weaknesses and suppress occurring threats. If business units' decision makers could perform the two factors mentioned above properly, then the effort to select and determine an effective strategy will result in the achievement of expected business goals.

Illustration 1: SWOT Analysis Diagram



Source: Sondang P.Siagian, "Manajemen Stratejik", 2000 pp.176

3. Relevant Research

The study made by International Labour Organization (ILO) as put forward by Sethuraman (1993), explains that UKM activities are not limited to certain works, but also encompass various economic activities which among others is marked by: easy to be entered into, relying on local resources, own business, small scale operation, labor intensive and adaptive technology, skills can be obtained from outside formal education, and not directly impacted by regulation and competitive market. The study conducted by ILO mentioned that the UKM sector has unique traits: small scale business, family owned, labor intensive, individual business status, zero promotion, and with no constraints.

Manning, et al (1991) suggested that the UKM sector is part of the city and village economic system not receiving optimal assistance from the government or has been unable to utilize assistance provided or already receiving assistance but incapable of exploiting it. The UKM sector in Indonesia has the following characteristics: unorganized business activities because business units do not make use of facilities/institutions available, not holding business permit, unorganized pattern of business activities in terms of location and working hours, and in general the government policies to assist the economically-weak groups have not reached this sector, and in general UKM in Indonesia is still faced with various obstacles and constraints.

4. Marketing Strategy

Abidin (2010) – in many regions, the issue on strategic marketing is still the main focus, particularly for local cultural products. The traditional cultural product industry still used outdated marketing method leading to a decline in such industry. However, efforts to develop local cultural products could regain market share. Such policy could prevent the diminishing cultural values and history due to globalization. Products from local cultures is an expression of art and culture that could attract foreign buyers and hold high export potential, although in general, part of this industry are micro businesses having difficulties to market their products abroad.

The development of e-commerce is a strategy that could assist the marketing of products to foreign countries in low cost. But before that, it requires efforts to close digital gap and the construction of internet infrastructures. To overcome the limited volume and resources, local culture businesses could establish cooperation development strategy, such as mutually-benefitting marketing cooperation with local cultural industry and other businesses as well. These business pairs could establish associations or networks to promote their products.

5. Product Strategy

In terms of product, ceramic as a commodity, the ceramic business is entering a new era, namely the highly competitive global market. Therefore, to maintain sustainability and competitiveness in the global market arena, requires the preparation of basis for the development of ceramic product design oriented to local art and culture. Such measure is expected to be able to create superior ceramic product design excelling above the competitors (Competitive Advantage), unique and possessing Distinctive Competence, and not easily imitated (Porter, 1995).

Ceramic is a kind of product, either functional or non-functional, that accentuates decorative values and virtuosity with exceptional craftsmanship, delving unique traditional values. According to Yasraf (2005), it requires unique development representation. Meaning that design development should not lead to “total disengagement” with local norms, institution and values. On the contrary, there should be efforts to reinstate traditional values, not rigidly conserving them, but through reinterpretation and recontextualization processes to find sustainable innovation and discover unique aesthetic experience without undermining fundamental local values.

6. Small Businesses Development Strategy

According to Kartasasmita (1996), developing small businesses requires appropriate strategy, covering the following aspects. Firstly, improved access to productive assets, primarily capital, besides technology and management. This has been discussed in various forums, seminars, literatures, and so forth. Secondly, improved access to market, covering a wide range of spectrum, from business backup to market information, production support, and marketing facilities and infrastructures. For small businesses in rural areas in particular, the most helpful economic infrastructures is transportation infrastructure. Thirdly, entrepreneurship, as mentioned earlier. In this regard, training on the knowledge and skills required to do business, and subsequently or during the training it is important to implant the spirit of entrepreneurship. This should also be expanded and to be started since the early stage, in our education system, to build an independent nation, meaning a strong business and industry nation. This effort will reinforce the current economic transformation process driven by cultural transformation, meaning the modernization of value system in the community. Fourthly, institution. Economic institution in a broad sense means market. Strengthening the market is important, but it needs to be accompanied by control to avoid deviation and the creation of a bigger gap. This requires appropriate interventions, not contradictory to basic principles in a democratic economy, but continues to guarantee social equity. Fifthly, business partnership. Business partnership is an important and strategic channel for the development of the people’s economy. Partnership has been tested and proven in other countries, such as in the four “Asian Tiger” countries of Taiwan, Hongkong, Singapore and South Korea. Through backward linkage pattern, large businesses and small and medium enterprises will be linked, as well as Foreign Investment Companies (PMA) and local small businesses. One of the partnership pattern that would be significantly beneficial to small businesses if applied widely is the sub-contracting pattern, which gives the opportunity for small and medium businesses in the provision of raw materials and components, and in the distribution of corporations’ products.

III. Methods

The type of Research and Development, descriptive-qualitative approach with data collection using questionnaires, interview and documentation. The study took place at Dinoyo Village Malang City and was more focused on the owners of ceramic handicraft industry. The subject of study was owners of the ceramic industry. The population was the entire ceramic industry business managers at the ceramic industry center in Dinoyo Malang City. The researcher’s considerations in selecting the ceramic industry business as the object are as follows: (1) ceramic industry is a featured product of Malang, (2) Malang’s ceramics have been widely known by the public which started only as home industry and modestly managed by craftsmen, (3) Malang City as a city of education, tourism and industry, (4) the ceramic industry in Malang has huge potential to be developed, and (5) absorbing work force as it is a labor intensive industry. Primary data were collected using questionnaires and interview with respondents and through census of 32 ceramic industry entrepreneurs. Data were analyzed using the SWOT analysis method.

IV. Results Of Study

To more appropriately identify the strategic position of ceramic industry at the Dinoyo Ceramic Center in Malang the SWOT analysis was performed, by assessing indicators of internal system illustrated through Strengths and Weaknesses and indicators of external system illustrated as Opportunities and Threats.

1. Strength : a). business owners at productive age; b). extensive experience; c). readily available work force; d). skilled work force; e). experienced work force; f). variety of products; g). product quality equal to local competitors; h). materials easily obtained; i). good quality materials; j). Innovation and product development already in progress. (10 indicators)

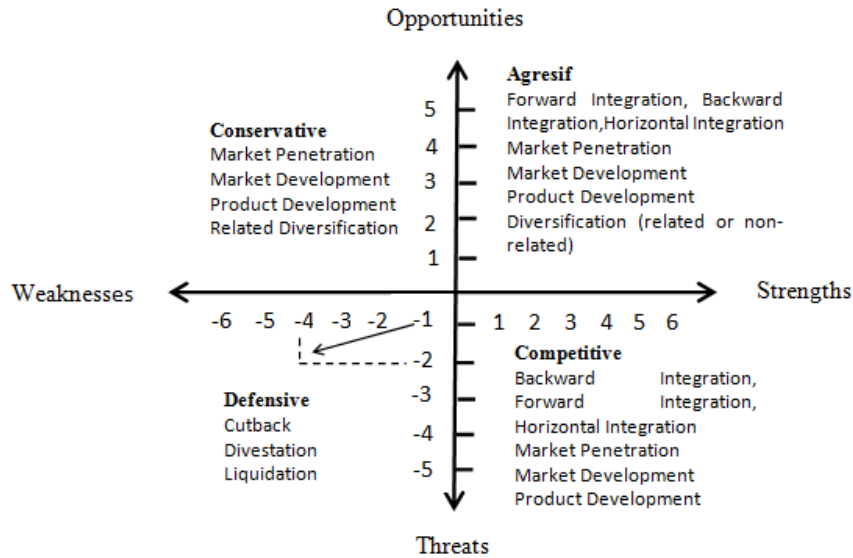
2. Weaknesses: a). low education level of entrepreneurs; b). limited number of manpower; c). Unattainment of technology; d). low education level of work force; e). zero training on ceramics; f). No technological application in production; g). low promotional efforts (event participation); h). limited promotional media; i). distribution channel (agent) non-existence ; j). pricing based on basic price; k). no outlets outside business location; l). low capital; m). limited capital sources; n). no bookkeeping/administration. (14 indicators)

3. Opportunity: a). potential marketing regions; b). business highly prospective; c). government support available; d). the potential of domestic market is open; e). significant international market potential; f). existence of ceramic industry association. (6 indicators)

4. Threats: a). local competitors; b). low-priced Chinese imports; c). Imposition of tariff and non-tariff in export destination countries; d). competition in the global market in terms of price and quality; e). competitors' superior product design; f). competitors' superior product quality; g). competitors' superior promotional efforts; h). application of technology by competitors. (8 indicators)

The strength, weaknesses, opportunity and threats (SWOT) of the Ceramic Center in Dinoyo Malang City (-4;-2) can be illustrated on a SWOT diagram as follows:

Illustration 2 : SWOT Analysis



The link/connection of internal and external factors of the ceramic industry at the Dinoyo Ceramic Center in facing competition can be illustrated on the SWOT analysis matrix as follows:

Ceramic Industry SWOT Analysis Matrix at the Dinoyo Village Ceramic Center Illustration 3. SWOT Analysis Matrix

Internal Factors → External Factors ↓	STRENGTH (S) * entrepreneurs at productive age * business experience * readily available work force * skilled work force * experienced work force * Variety of products * Product quality equal to local competitors * Material readily available * Good quality material * Product innovation already in progress.	WEAKNESSES (W) * low education level enterprenurs * limited number of work force * technology not attained * low education level work force * zero training * manual product design * low promotion * limited promotional media *No distribution channel
	OPPORTUNITY (O) * Potential marketing regions * good business prospects * Government support * Open domestic market * respectable foreign market * existence of ceramic industry association	STRATEGY (S-O) Use strength to exploit opportunity Market Penetration&Product Development

THREATS (T) * Local competitors * low-priced Chinese imports. * Imposition of tariff and non-tariff. * Competition in the global market in terms of quality & price. * Competitors' superior product design * Competitors' superior product quality * Competitors' superior promotional efforts * Application of technology by competitors.	STRATEGI (S-T) Engage strength to minimize threats Enhance the role of Association, Government, Universities & Corporations	STRATEGI (W-T) Minimize weaknesses to minimize threats Application of Technology & Equipment/Machinery
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V. Discussion

Determination of Strategy 1. Data Input Stage

In providing the weighting to the field data acquired using questionnaires from ceramic entrepreneurs encompassing human resources, product or operational, marketing, financial, administration, competitors and others against internal and external factors in the ceramic industry at the Dinoyo Ceramic Center Malang City.

1. Internal Factor Evaluation Matrix (IFE).

Determination of weighting and evaluation against internal and external factors (strength and weaknesses) at every variable indicator based on relative interest perception, the extent of opportunity and contribution against strategy development, where the entire weighting total is equal to one point zero (1.000). Followed by giving rating scale between 1 to 4, where 1 is very low and 4 is very high. Followed by determining the score by multiplying the weight and rating. The score/value is used to determine the quadrant on the IFE Matrix, formulated on an IFE Matrix. Matrix on internal factors can be seen on the table below.

Table 1 Internal Strategic Factor Matrix On the table above the total IFE score for

Internal Strategic Factor	Weight (B)	Rating (R)	Score/Value (BxR)
A. STRENGTH			
Respondents under productive age	0,028	3	0.084
Work experience	0,032	4	0.128
Source of work force	0,035	2	0.070
Service period	0,042	3	0.126
Employee's work experience	0,036	4	0.144
Type of product produced	0,043	4	0.172
Quality of product produced	0,057	4	0.228
Type of material used	0,012	2	0.024
Source of material	0,018	2	0.036
Material quality	0,023	2	0.046
Production process applied	0,031	2	0.062
Product innovation and development	0,012	3	0.036
Total A.	0.369		1.156
B. WEAKNESSES			
Low education level	0.054	1	0.054
Number of work force employed	0.022	2	0.044
Technology not attained	0.046	1	0.046
Low education level of work force	0.054	2	0.108
Zero training on ceramics	0.043	2	0.086
Manual product design	0.039	1	0.039
Inadequate promotion (joining events)	0.047	2	0.094
Limited promotional media	0.042	1	0.042
No distribution channel (agent)	0.038	2	0.076
Unclear product pricing	0.021	2	0.021
No outlets	0.034	2	0.068
Limited capital	0.062	1	0.162
Limited source of capital	0.031	2	0.062
No bookkeeping/Administration	0.045	1	0.045
Support from association not optimal	0.028	2	0.056
Low support from universities	0.025	2	0.050
Total B.	0.631		0.974
Total IFE (A + B)	1,00		2.130

Ceramic business is 2,130. The score indicated that the company has a strong position because the score obtained is higher than the IFE average score, which is 2.000. In running its business the owner has not optimally exercise good management strategy that could minimize the weaknesses of the ceramic industry.

1.1. Strength

The main strength of the Dinoyo ceramic industry is that it is a featured product and an icon of Malang City, and a product well-known to the community. Ceramic industry entrepreneurs are still young (at productive age), possessing extensive work experience, readily available local work force, experienced/skillful work force, variety of products, product quality equal to local competitors, source of material originating from Malang, quality of materials used in production process adequate and product innovation and development are already in place.

1.2. Weaknesses

The major weakness of ceramic industry entrepreneurs is their low education level, with limited number of employees employed. Technology not attained, education level of employees relatively low, zero training on ceramics, technology not used in product design, inadequate promotional efforts, limited media to promote products, no distribution channel to market products, pricing based on basic price, not outlet outside business location, capital used for business very limited, sources of capital used for business very limited, and no bookkeeping/administration.

2. External Factor Evaluation Matrix (EFE)

The determination of weighting and evaluation against external factors (strengths and weaknesses) on every variable indicator was based on relative interest perception, the extent of opportunity and contribution toward the development of strategy, where the total weighting is equal to 1 point zero (1.000). Followed by providing rating scale between the numbers of 1 to 4, where 1 is very low and 4 is a very high scale. Kemudian memberikan skala rating antara angka 1 sampai 4, dimana skala 1 sangat rendah dan skala 4 sangat besar/tinggi. Followed by determining the score/value by multiplying the weight and rating. The score is used to determine the quadrant on the IFE Matrix, formulated in an EFE Matrix. Matrix on external factor can be observed on the table below.

Table 2 External Strategic Factors Matrix

External Strategic Factors	Weight (B)	Rating (R)	Score/Value (BxR)
A. OPPORTUNITY			
Potential marketing regions	0.175	4	0.700
Good business prospect/opportunity	0.168	3	0.504
D Support of Regional Administration/Government	0.065	2	0.130
Total A.	0.408		1.334
B. THREATS			
Low annual average sales turnover	0.065	2	0.130
No separation of funds	0.052	1	0.052
Adequacy of funds	0.049	2	0.098
Low capital turnover	0.055	2	0.110
Fierce competition	0.146	1	0.146
Superior competitors' product motif/pattern	0.062	2	0.124
Superior competitors' product quality	0.084	1	0.084
Superior competitors' promotion efforts	0.079	2	0.158
Total B.	0.592		0.902
Total IFE (A + B)	1.00		2.236

The EFE Matrix above indicated that the total EFE score/value is 2.236. Such score indicates that ceramic industry entrepreneurs have adequately exploited existing opportunity and avoided threats against their business. However the measures taken have not been optimal and ceramic industry entrepreneurs should have exploited existing opportunities even more and find strategies to avoid threats.

2.1. Opportunity

The major opportunities of this business are potential marketing regions, promising business prospect/opportunity of, support from the government for industry development, potential for domestic market

is still open because the consumption per capita for tiles is still very low (1.0 m/year), market potential to export destination countries such as the US, European Union, Middle East, Africa and ASEAN countries, the existence of ceramic industry entrepreneur association.

2.2. Threats

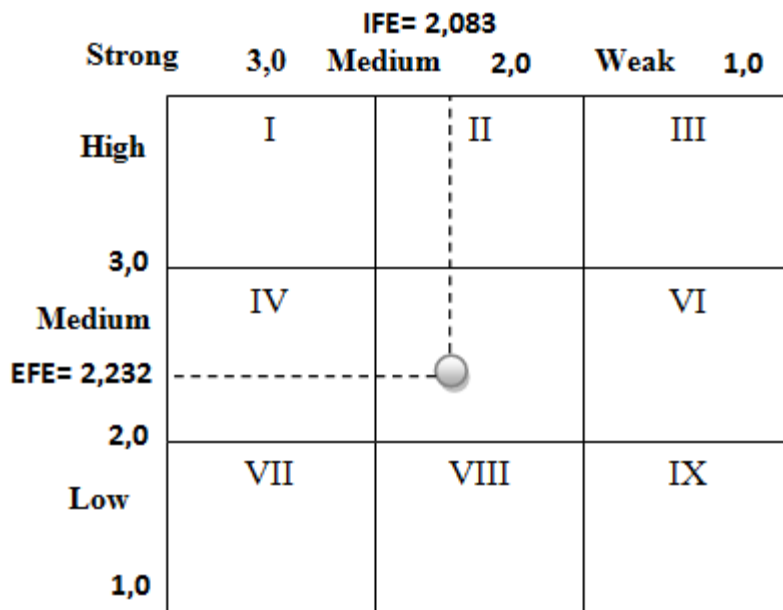
The major persistent threats are the abundancy of competitors’ product in the market, the rampant low-priced Chinese imports, imposition of tariff and non-tariff in several export destination countries, competition against ceramic products in the global market in terms of quality and price, competitors’ superior product design, competitors’ superior product quality, competitors’ superior promotional efforts, and application of technology by competitors.

3. Data Equalization Stage

3.1. Internal and External Matrix (IE)

In determining the strategy to be applied, the company’s position needs to be ascertained beforehand. From the IFE analysis, the score obtained was 2.130 and from the EFE analysis the score was 2.236. To ascertain the company’s position, the scores are entered into the Internal and External Matrix (IE) which has 9 cells.

Illustration 4. Results of Internal and External Matrix



Based on the illustration above, ceramic industry entrepreneurs are in cell V, but heading closer to cell I, II and IV. This indicates that ceramic industry entrepreneurs are in a strong internal position and adequately responding to existing opportunities as well as being capable of avoiding industrial threats. In Position V, industry is best to be controlled through the application of the Hold and Maintain strategy. The strategies commonly applied are market penetration and product development. Market penetration is a strategy seeking to elevate the market share of a product through more extensive marketing effort, for instance marketing through the internet to reach a wider market audience. In addition, making the ceramic industry business as a “study tour” object for students, so that the new generation could witness handicrafts made in their own country and to implant their love toward domestic crafts especially for miniature. Product development strategy is a strategy which objective is that the company could increase its sales by improving or modifying existing products. Product development can also be done by generating products that represent local art and culture and other miniatures.

4. SWOT Matrix

The relation/connection of internal and external factors of ceramic industry business at Dinoyo Ceramic Center in facing competition can be illustrated in a SWOT analysis matrix. On the SWOT Matrix several alternative strategies are formulated and determined to be later selected as the best strategy among the alternatives. Strategy alternatives formulated at the ceramic industry business was based on the decisions made

among owner, employees and researcher. Strategies are entered into 4 cells, namely Strength-Opportunity (S-O), Strength-Threats (S-T), Weaknesses-Opportunity (W-O) and Weaknesses – Threats (W-T).

4.1. S-O Strategy

The strength of ceramic industry is the marketing mix for good ceramic products. By using the strength of the market, exploiting opportunities, the ceramic industry can execute market penetration and product development. Expanding the market can be done by the application of an aggressive e-commerce, taking advantage of the media as promotional venue, participating in craft exhibition, and advertising in an exclusive magazine. Other promotion that should be done is putting an advertisement in a craft magazine currently published by the numbers. Product development is done by generating affordable products utilizing natural resources and local cultural heritage.

4.2. S-T Strategy

In using strength to overcome threats, ceramic industry entrepreneurs have to optimize the role of ceramic entrepreneurs association and encourage universities and the government to supervise the business of the ceramic industry.

4.3. W-O Strategy

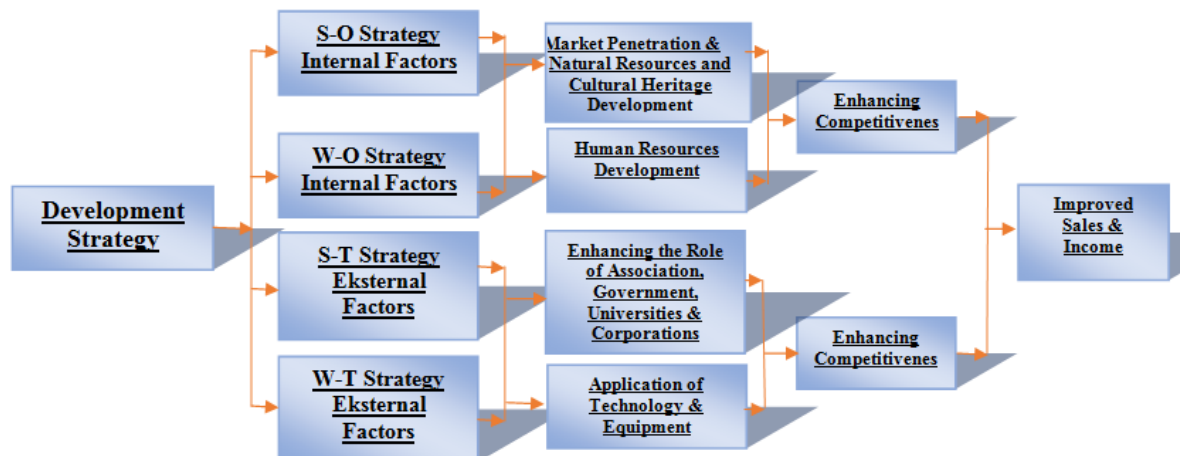
Problems of the ceramic industry most likely take place internally, such as human resources, production, and financial. In coping with HR (Human Resources) issues, there are a number of things that can be done: a. owner must be more selective in employing HR and placing HR based on their competencies and not based on their preferences., b. establish a collective regulation/agreement between employees and owner where sanctions will be imposed against employees violating such regulation, reorganize organizational structure and determine the task to be jointly performed by employees and owner to establish shared responsibilities.

4.4. W-T Strategy

The strategy to cover weaknesses and avoid threats is a complicated issue. The biggest threat to be faced are foreign competitors, excelling in the use of technology and offering lower price with better quality. Therefore, to compete against competitors, ceramic industry entrepreneurs must utilize advance technology supported by adequate machineries/equipment.

Illustration 5

Model of Ceramic Industry Business Development Strategy



Source: SWOT Analysis (2014)

VI. Conclusion

Based on the discussion above, the business potential of the ceramic industry in Malang City, particularly in Dinoyo Ceramic Center, is promising, especially as it is supported by abundant natural resources and heritage of the diverse art and culture of ethnic archipelago. The basis for the development of ceramic products in the future should be oriented toward the heritage of art and culture of ethnic archipelago. As such, entrepreneurs, artists, craftsmen, employees or designer will play a significant role. They are demanded to be

more creative, innovative, selective and consistent in delving and applying aesthetic elements under the guidance of local wisdom.

VII. Recommendation

Based on the results of the study, the writer offers the following suggestions to improve the development of ceramic industry at the Dinoyo Ceramic Center Malang City:

1. Entrepreneurs are suggested to enhance the role of ceramic entrepreneur association in Malang. Through this association craftsmen could work cooperatively starting from the provision of raw materials, pricing, to marketing. The procurement of materials in groups will save purchasing and transportation cost. In regard to marketing, ceramic craftsmen can agree on the range of selling price under certain product specifications in order to lessen competition or unfair price fixing and therefore improve their bargaining power against buyers or other parties.
2. The Regional Administration/Government should continue to enhance the development of ceramic industry. Development can be done through training, technical or managerial. Most ceramic small industries do not exercise proper bookkeeping and therefore, training in managerial skills is required to improve production efficiency, which ultimately will enhance the competitiveness of the ceramic industry.
3. Universities may administer research in various disciplines so that in the future they can elevate the ceramic industry. Production technology to be developed is the incineration/burning technique in order to produce better products and at the same time conserving energy and preserving the environment.

Notes On First Contributor

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