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Selection the best strategy for Comercialization Trygona Honey in the Time of Past Covid 19 Pandemic Using SAST and ECM A case study in Nort Lombok West Nusatenggara

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ABSTRACT

Covid 19 has a very serious impact on small and medium businesses in Indonesia, There are only a few SMEs are able to survive. The trygona honey home industry is one of them. This business has been developed by most of the people of North Lombok West Nusa Tenggara. But they do not know to commercialize their products in order to increase their income and ensure sustainability of the business. The main objective of this study is to analyze and develop share value chain that encourages and increasing business actors's income. Data collection through experts discussion and field study and then analyzed using Strategic Assumption Surfacing and Testing (SAST) and Exponential Comparison Matrix (ECM). The Results of Study showed that honey producers sell their products to companies through collectors at low prices, while the greater profits are enjoyed by collectors and companies. The most important aspects for share value chain is development of Value Chain interconnectivity system as a matching institution between honey producers and the market by involving BUMDES (Villages Owned Enterprise). While the most appropriate strategy to comercialize trygona honey is value added system at the producer.

Key Words: Covid 19 Pandemic; Trygona Honey; value added; BUMDES

INTRODUCTION

The impact of Covid-19 is severe on the socio-economic life of the community, especially for the people of North Lombok. It is dire because the economic and social issues have not been recovered due to the July-28 earthquake. They have to face new pressures related to government policies regarding health protocols, especially social distancing, must stay at home, and prohibition of gathering. Almost all productive activities of the community, who are still in the recovery process, have stopped (Soebagiyo1, S., and Arifin Sri Hascaryo, 2015; Kholil,Nafiah Ariany, Dian Karsoma, 2021)

One of the strategies to restore the socio-economic conditions of the community is to build productive community activities based on superior natural resources and by the local

community's culture so that sustainability can be more guaranteed. Trigona honey is a home industry developed by almost 70% of the people of North Lombok. This Covid-19 pandemic does not affect the activities of this home industry; the demand tends to increase, along with the rise in public awareness of their immunity (Kholil, Nafiah Ariany, Dian Karsoma, 2021). Based on the lab analysis results, this honey has vast properties and contains multivitamins and other substances not found in other honey. Trigona honey is a good source of energy and nutrition, as an anti-allergy, and can increase the body's vitality (Saraswanti Indogenetech, 2020).

However, most beekeepers still do not know the nutritional content of trigona honey. Besides, they do not include nutritional content labels and packaging in their products, making it a low price: IDR 200 thousand per 600 millilitres. This price is still classified as *underpricing* since it does not provide a reasonable profit for beekeepers who work day and night. Meanwhile, the collectors can get a net profit of IDR 25,000 to IDR 50,000 for every 500 ml.

The main problem faced by Trigona beekeepers is the "supply chain," which has not been well organized and built so that the beekeepers have not received a fair price. There is not yet a model to help the marketing process of products that provide better profits for beekeepers. Besides that, beekeepers tend to sell individually, directly, without going through an institution that can protect the interests of beekeepers so that their bargaining position is better. Not a few beekeepers are tied to collectors because loans bind them, so they have no other choice but to sell them at relatively cheaper prices.

Another thing that makes trigona beekeepers unimproved is the human resources with no management skills to manage a business. There is no institution that beekeepers able to collaborate and synergize in business development to increase their income. In addition, these home-based industry actors consider their activities to be just a sideline, that is, not the primary activity to support the family economy even though they have excellent potential, especially in this era of the COVID-19 pandemic.

This research aims to build a business model and downstream that can be the basis for the commercialization of trigona honey following the objective conditions to ensure that this home industry business activity can be sustainable and provide fairer benefits to the parties involved. These research results are urgent for the trigona honey home industry actors to develop their business, especially in marketing and increased income. Thus, it can accelerate the economic recovery of the Lombok people due to the devastating earthquake and the COVID-19 pandemic.

LITERATURE REVIEW

North Lombok is a very potential area as a tourist destination. There are various natural attractions in this area, including the Three Gilis consisting of Gili Trawangan, Gili Meno and Gili Air; Mount Rinjani, Sendang Gile Waterfall, Tiu Kelep Waterfall, and several others. North Lombok is the worst affected area due to the earthquake that occurred on July 28 and August 5, and the COVID-19 pandemic lasting for more than 1.6 years, so most of the community's economic activities have stopped. Developing productive community activities through SMEs under the community's superior potential and culture is necessary to accelerate the economic recovery (DJKN Kemenkeu, 2018; Kholil, Nugroho B. Sukamdani, and N. Nurhayati, 2016; Sunarso, 2010). One of the productive activities following the outstanding potential of local

natural resources and involving the community is the trigona honey home industry, a family economic activity integrated with household activities (DJKN Kemenkeu, 2018; Sarma., Farida Ratna Dewi dan Edward H Siregar, 2014). This home industry, primarily managed by women, has a fundamental role in supporting the family economy (Elkhalek, Ismail Hussein Ismail, 2019; Husain, Li Xiao Xiao. 2016). Furthermore, women have the tenacity and patience in developing a business to grow and last longer (Husain, Li Xiao Xiao,2016). The potential of women is tremendous when viewed from the population; therefore, it needs to extend to the fullest (Andersson, D Johansson; J. Karlsson; M. Lodefalk; A. Poldahl,2018; Orser and Allan Riding, 2018).

A home industry with many potential and involves many people must be developed immediately to recover the economy and social of the community due to the earthquake and the COVID-19 pandemic. Trigona Honey has been identified as the most potential home industry according to the objective conditions of the community because more than 60% of the community have been farming trigona bees as a supporter of the family economy (Kholil, Nafiah Ariany, Dian Karsoma. 2021; Bappeda Lombok Utara, 2020). Trigona honey is produced by trigona bees (*klanceng*), a small propolis-producing bee known to be very beneficial for human health. Compared to others, the advantage of this type of bee is that it lives freely in the forest and lives in colonies of about 2000 to 3000 per colony. This trigona bee is tiny and is very active to utilize various kinds of flower nectar. The bee can penetrate even the most petite flowers, which ordinary bees cannot. These advantages make trigona bees much more manageable to keep because of the ease of finding food (Wardani, 2018). From the advantages possessed by the trigona bee, the honey produced by the trigona bee has a lot of nutritional content obtained from a collection of various kinds of nectar. Trigona bee honey has also been proven to be very high-quality honey. Trigona bees are easy to keep, do not sting, and do not need to provide exceptional food because they eat plants/flowers' nectar. Trigona bees are very potential to be cultivated. Besides being simple and improving the community's welfare, they are also friendly to humans (Tato, 2019; Kiral, 2019).

This high-prospect trigona honey business has not yet been appropriately managed; the marketing is done traditionally: the honey is sold directly (in litre), without packaging and labelling, making the price low. Besides that, no institution can accommodate production results and help the market to buyers (Kholil,Nafiah Ariany, Dian Karsoma, 2021; Bappeda Lombok Utara, 2020). Therefore, it is necessary to design a business model for the downstream production process to run even better. Besides that, it is also required to have an institution that can bring together honey producers and honey buyers. A business model analysis becomes very important to help this downstream process. Business models are widely used for mapping market potential and products in the market, whether they can be accepted or rejected by consumers. The business model mapping using the Bussiness Model Canvas approach (Verrue, 2014) is a pretty popular method. Business Model Canvas is an analytical tool to describe, visualize, assess, and change business models. This business model will map several elements: Customer Segment, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership, and Cost Structure (Osterwalder,2021). This business model analysis can identify potential customers, budget structures, and business development in a more directed way. A business model has a very strategic function and significantly determines the operational activities and business strategy of a product. An

inappropriate business model design can lead to the failure of a product to enter the market and compete with other products (Ovan,15).

METHOD

The method chosen to build a business model that can increase trigona honey business actors' income under the field's objective conditions was a combination of inductive and deductive approaches. The inductive approach was based on empirical data and statistics obtained through questionnaires, and the analysis was carried out using qualitative descriptive statistics. In contrast, the deductive method was based on field surveys and expert discussions involving business actors (beekeepers, collectors and the health and beauty industry), policymakers, and academics. The data analysis used SAST (Strategic Assumption Surfacing and Testing) to identify the most critical and definite factors in building a suitable business model. Meanwhile, ECM (Exponential Comparison Matrix) determines strategic priorities based on the highest-ranking value.

RESULTS

Based on the statistical data recorded by the government of North Lombok, the number of beekeepers reached 5,000 people spread throughout the village, with an average of 2 workers per unit, thus involving approximately 10,000 workers. On average, each family had 200 boxes, with a yield of 150 to 200 millilitres every three months (30 to 40 litres per three months) or 10 to 10.3 litres per month, with an average price of IDR 200 thousand per 500 millilitres, and the average income was IDR 2 to 2.6 million per month. Overall production potential in the North Lombok region was around 50,000 litres per month, or IDR 10 billion.

The analysis in the field showed that at the time of Covid-19 for more than 1.5 years, the demand for trigona honey had not decreased; it had even increased by 30 to 50% due to the increasing public awareness to boost their immunity in facing the Covid-19 pandemic. The honey products usually sold through collectors were directly purchased by users/communities on the spot.

Based on the lab analysis results, the nutritional content of trigona honey is extensive. The benefits of trigona honey include (1) source of energy, (2) source of nutrition, (3) anti-allergy, (4) overcoming anemia, (5) increasing body vitality, (6) preventing flu, stomach acid, typhoid, (7) increasing endurance, (8) preventing depression, (9) preventing hypertension, and (10) helping testosterone production.

Trigona honey contains Folic Acid, Protein, Calcium, Vitamin B2, vitamin B3 and Vitamin C, Zinc, Iron/Fe, Magnesium, pH; with composition: L-Serine, L-Glutamic Acid, L-Phenylalanine, L-Isoleucine, L-Valine, L-Alanine, L-Arginine, Glycine, L-Lysine, L-Aspartic Acid, L-Leucine, L-Tyrosine, L-Proline, L-Threonine, L-Histidine, Glucose Monosaccharides, and Fructose. Such benefit is the value proposition in the canvas business model analysis.

Not many people know about the nutritional content based on the above lab results; almost all beekeepers do not know. This leads to the honey sold by the farmers being produced without packaging and labels. Thus, the price is low, only IDR 200 thousand per 500 milliliters, although the price on the market after being packaged and labeled is around IDR 180 to 200 thousand per 200 milliliters. In typical situations, the honey produced by beekeepers is sold through

collectors at IDR 200 thousand per 500 milliliters, then the collector sells to the industry at IDR 250 thousand per 500 milliliters. After being labeled and packaged, the honey is sold in 200-milliliter packages at IDR 200 thousand. The beekeepers get the bee seeds from the forest directly, not through breeding, so there is no selection to get superior seeds with more honey production and a longer lifespan. The beekeeping process is carried out effortlessly, only by making a box of bamboo or wood with a size of 30 x 20 x 17, usually placed on the back wall of the house, without special feeding and care. Based on experts discussion, for increasing productivity superior seedling are needed through the breeding process by the local government'role and research center/university as the following figure:

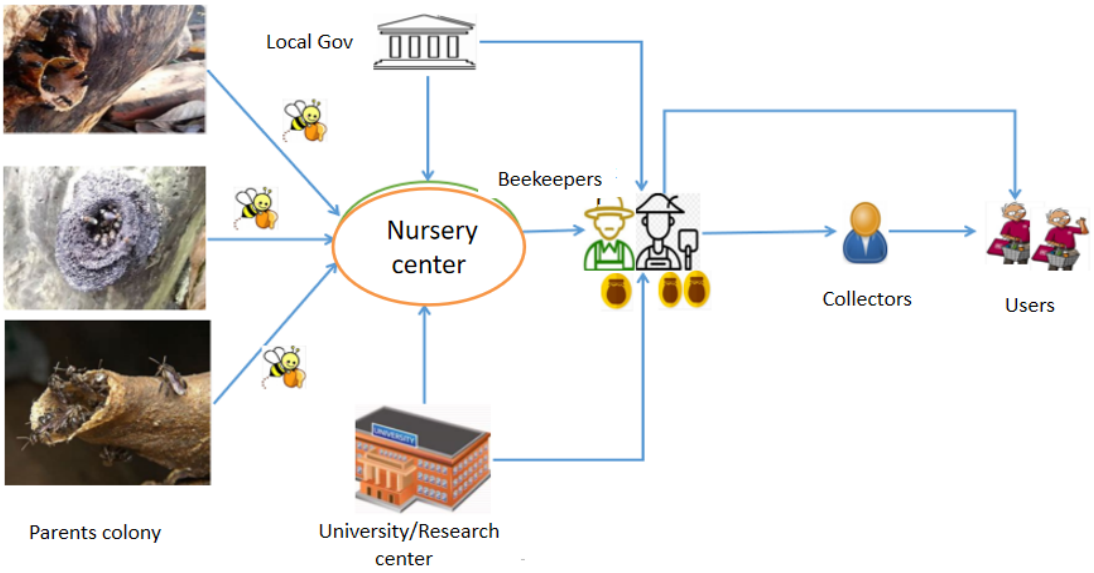

Figure 1. The simple trigona beekeeping process

The honey produced is sold directly to collectors in bottles without special packaging, so there is no added value. Not a few beekeepers are trapped in a system of borrowing from collectors so that the honey they produce must be sold to borrowers at low prices. Based on the analysis results in the field generally, the business model is as follows:

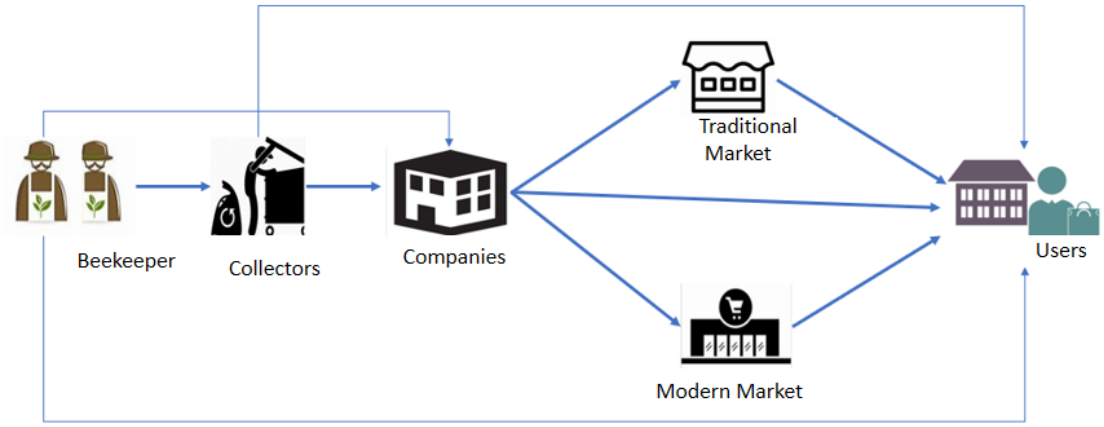

Figure 2. The business model of trigona honey in a normal situation (without the Covid-19 pandemic)

During the covid 19 pandemic customers/users directly buy the trygona honey from beekeepers with out collectors, but there is no added value for the producers, they sold with the same price with the collectos. Generally production process and value chain of trygona honey based of discussions with business actors and stakeholders as the following figure:

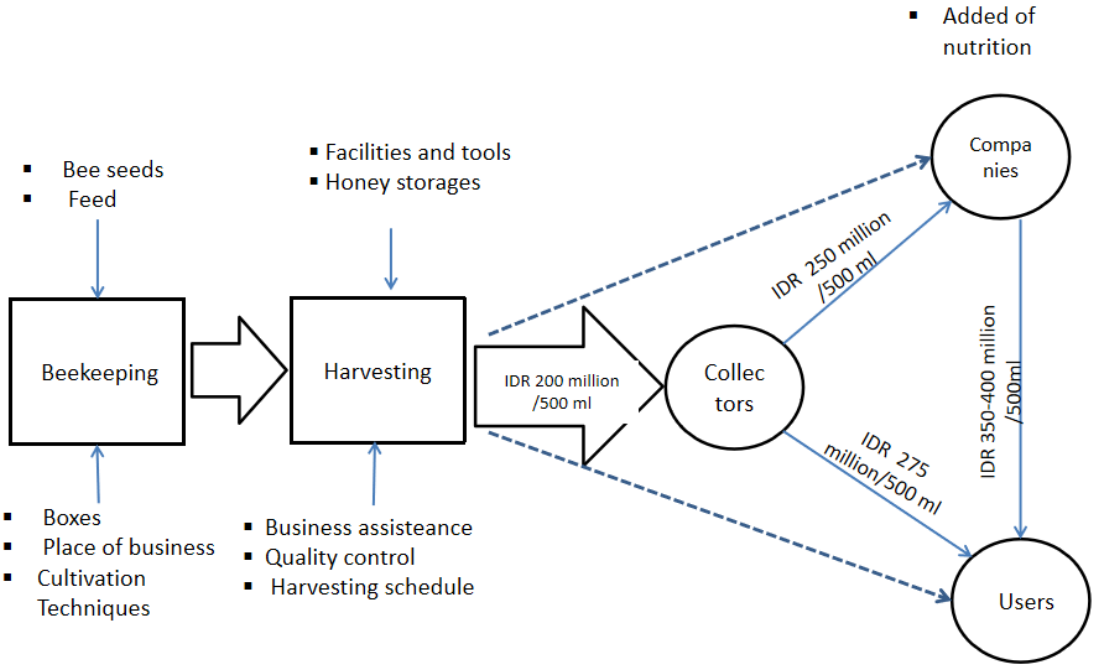

Figure 3. Production process and value chain af trygona honey

It is necessary to build a fair value chain under the roles and functions of each party to increase the income of beekeepers. By increasing their revenue, it will encourage beekeepers to increase their business scale. Therefore, this trigona bee farming business isnot a side business but the main productive activity to support they family economy.

The results of expert discussions involving business actors, policymakres and academics, the fair value chain according to their roles are as follows:

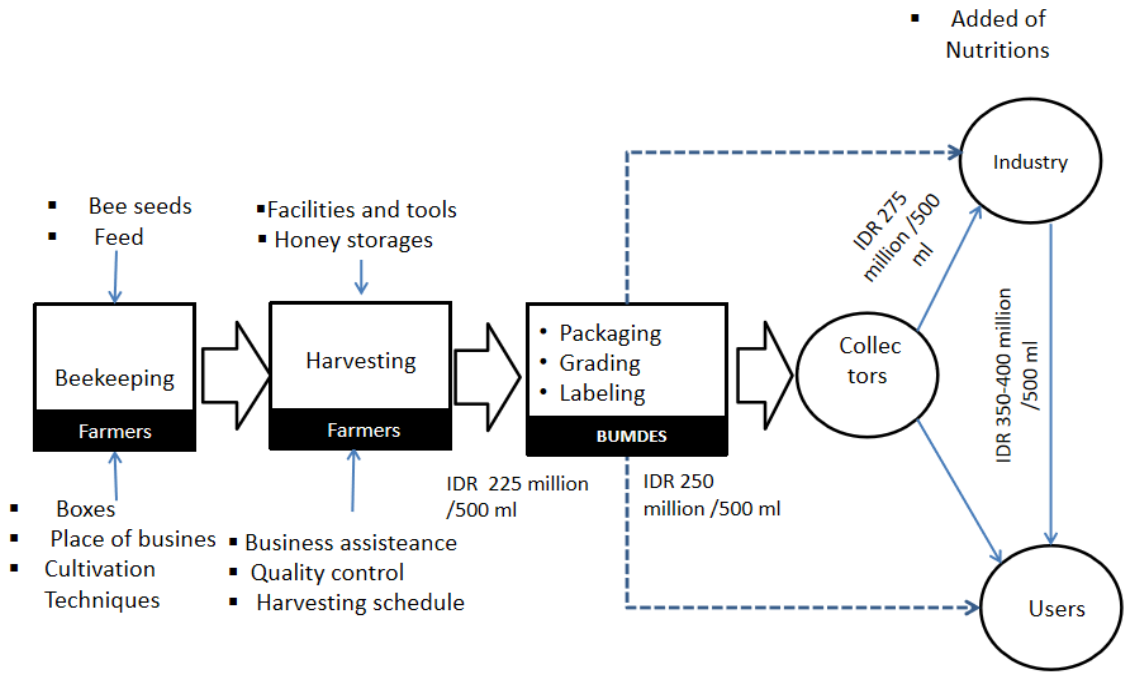

Figure 4. The fair value chain according to the roles

The figure above shows that to build a fair value chain, it is necessary to build institutions that can bridge between honey producers (farmers) and buyers (households, collectors, or industry). Based on the existing objective conditions, the most likely institution for this interconnectivity is the BUMDES (Village Owned Enterprises). This institution has a formal legal basis, namely the Government Regulation No.11 of 2021. BUMDES is a business entity owned by a village, with community leaders elected by the villagers. The BUMDES is essential to function as a collector of farmers' production and a seller to the industry or honey collectors. To increase the added value, there are some BUMDES'roles : grading and labeling based on the lab analysis results. BUMDES also as a matching institution system between suppliers of trigona honey and demands (customers, modern market, or beauty and health industry). By this system the business continuity after the Covid-19 pandemic can be more guaranteed, and developed. More clearly the institution matching 'roles between beekeepers/producer and customers can be described as follows:

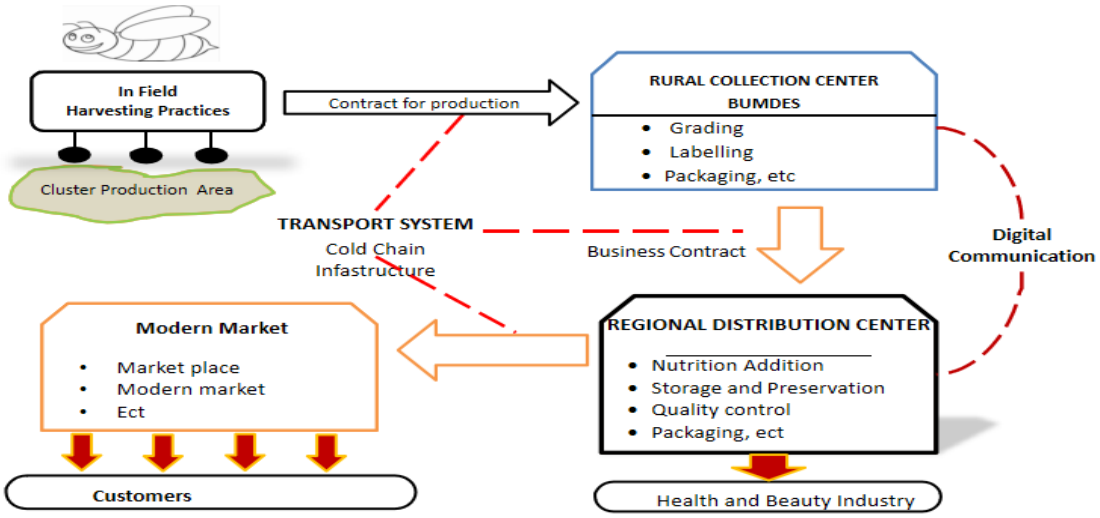

Figure 5. Matching infrastructure model of trigona honey

Based on the value chain analysis results (figure 4), an SAS analysis is carried out to find out what factors should receive immediate attention. Based on the results of discussions of experts and related stakeholders, there are seven factors related to the Trigona honey value chain: (A) Trigona bee cultivation system, (B) Market Access, (C) Increasing Value Added, (D) Interconnectivity of producers and consumers, (E) HR Skills, (F) Digital Marketing, (G) Government Affirmative Policy Support, and (H) Business Assistance. Based on the analysis results using SAST shows that the increase in added value (C) and the development of matching institutions between producers (beekeepers) and buyers (D) are the most strategic factors that have the highest level of importance and certainty. This shows the importance of an institution that can become a gathering place and synergize for producers to increase added value, which the BUMDES plays; the results of the SAST analysis are as shown in Figure 6.

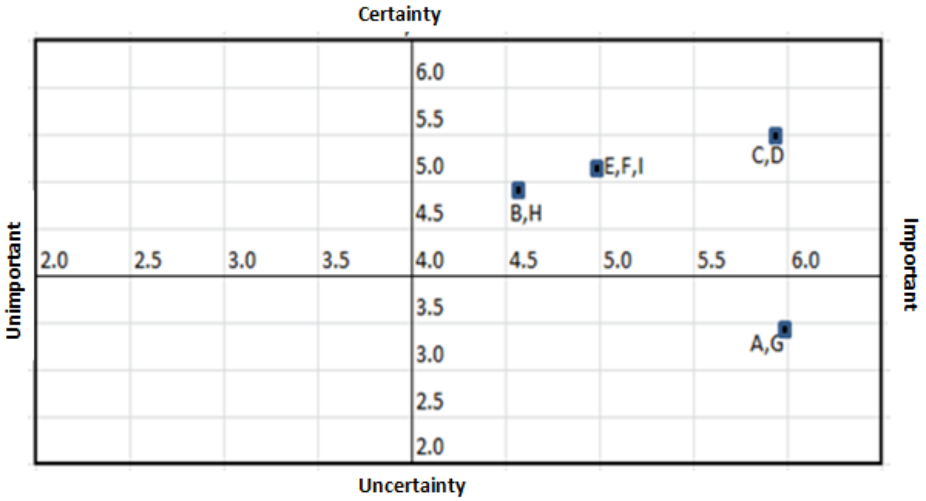

Figure 6. The essential and certainty factors of the trigona business

The ECM analysis results are based on four interrelated factors with four main elements to choose the most appropriate strategy: social, economic, cultural, and environmental, as shown in the following table:

Table 1. The Strategies to ensure business sustainability and improvement

ALTERNATIVE	Critical Aspect	Linkage Level				Total	Rank
		Social Aspect	Economic Aspect	Cultural Aspect	Environmental Aspect		
Added value system	2,75	62,05	75,18	57,31	9,54	206,83	1
Development of Integrated Area Cultivation System	2,5	7,16	50,63	60,63	7,66	128,58	5
Capacity Development	2,25	27,56	56,25	66,25	2,25	154,56	3
Partnership system development	2,25	19.21	40,5	40,5	6,13	89,38	9
Goverment Affirmative Policy	2,25	24,5	36,13	36,13	3,12	102,13	6
Capital Access	1,75	20,25	37,2	36	2,25	97,45	8
Technological Support	2,5	24,61	35,61	31,61	5,36	99,69	7
Digital marketing	2,25	33,64	50,77	50,77	6,89	144,32	4
Matching Institution Development	2,5	47,16	55,63	50,63	15,63	171,55	2
Busines Development Center	2,25	21,44	21,44	21,44	1,75	68,32	10

The critical level is the value given to alternatives (1-3): *1* is less critical, *2* is quite critical, and *3* is very critical; while the scores of the relatedness level (1-5) is: *1* is highly related, *2* is related, *3* is moderately related, *4* is related, and *5* is highly related. Three priority strategies can be applied from the table above, namely the strategy of increasing the added value to be the main priority (206.83), followed by the institutional development (171.55) and the Capacity development (154.56). The added value can be increased if they have skills from both technical and managerial aspects –the technical aspects such as packaging, grading, and labeling. Institutional development is vital to becoming a forum for honey producers to collaborate and synergize in developing their business so that there is no price competition among honey producers. Meanwhile, capacity building for honey producers is very much needed, primarily related to the beekeeping and business governance.

DISCUSSION

From analysis above, researchers found several interesting things that complemented each other: (1) the weak beekeeping system; (2) product commercialization; (3) no added value at the producer/beekeeper level, and; (4) the need for a matching institution between producers and consumers.

Trigona beekeeping system

Beekeeping technique is the main activity as in the canvas business model [18]. Almost all beekeepers still rely on bee seeds obtained from the forest, where they search for bee colonies and then bring them farmed. There is no superior seeds selection with a longer age and higher

production. The beekeepers only make a box for the bee colony and placed it next to their house without any treatment, so the harvesting schedule is uncertain. This study results serve as input for the local government that intervention is needed to increase productivity by building a breeding system through selection and crossbreeding to obtain superior seeds. Besides, it also needs the right beekeeping technology to increase production, and beekeeper's income, so they motivated

Product commercialization

Almost all honey producers/beekeepers are very limited to market access. The marketing depends on the collectors at a price of around IDR 200 thousand per 500 millilitres, so the income of beekeepers is only IDR 2 to 2.6 million per month. In contrast, the collectors can enjoy greater profits. This condition makes producers less motivated to develop their business because their income cannot cover the needs of family life. Therefore, a commercialization model with a fair value chain for all parties needs to be built. In this context the role of local government is needed for ensuring a fairer commercialization system.

There is no added value at the producer level yet

The producers do not treat the honey they produce, and they do not even know the nutritional content and composition. The honey is sold in bulk as is, and quality control is also not carried out. This keeps prices low at the producer level. Quality assurance and honey composition need to be known to increase the selling price to make labels on the packaging. Through this packaging and labelling, honey can be sold at various prices according to its size. One of the reasons for the lack of added value is the skills of business actors/beekeepers are still minimal, so they cannot innovate and be creative with their products. This is in line with the performance study of SMEs (BPK RI, 2021; Mendy, 2021) that Human Resource skills will encourage innovation and creativity for home industries/SMEs. Therefore, local governments and university need to provide guidance to increase business actors' beekeeping and business management capacity. This increase in added value will supports the acceleration of economic recovery and poverty alleviation in this region (BPS NTB,2020). The ECM analysis results place the value-added strategy as a priority because this strategy will encourage increased revenue and increase the business scale.

Development of matching institutions

The problem honey producers/ beekeepers face is limited market access. The marketing system is carried out individually, directly to the collectors with a low bargaining position. The producers only accept the price set by the collectors. Therefore, it is necessary to build cooperation and synergy between producers through an institution that can become interconnectivity between producers and consumers, played by BUMDES. Through the BUMDES, beekeepers can share information and experiences and, at the same time, make a production contract at an agreed price. The BUMDES, as a business institution owned by the Village community, will be able to function as both collectors and sellers to buyers (industry and individuals); this includes elements of channels and customer relationships in the canvas model business.

The BUMDES can also do the same for other products needed and produced by the community, such as providing fertilizer, seeds, and purchasing horticultural crops from the community. By involving the BUMDES in the downstream and commercialization of trigona honey, the

performance of this institution will also improve as a village community business institution. In the end, it will increase the SHU (Remaining Operating Results) for the community as the owner.

PRACTICAL IMPLICATION

There are two most important practical implications of this study. The first is the need for government intervention by building a centre of excellence as a place for developing the skills of beekeepers from the technical aspect (beekeeping) and business management. The second is the need to involve the BUMDES as a village-owned business entity to become a matching institution between producers and consumers, acting as a place for sharing and collaboration between honey producers.

STUDY RESULTS LIMITATION

A descriptive analysis on the inductive approach, SAST and ECM analysis on the deductive method are still unable to identify the existing balance of supply and demand and market needs undoubtedly so that the amount of production can be adjusted by increasing the number of beekeepers. Besides that, the ideal price has not yet been identified at the equilibrium point.

CONCLUSION

Trigona honey has excellent business prospects because its nutritional content and composition support the body's immunity. Increasing bee productivity through breeding systems and beekeeping technology is an essential factor in expanding the business scale. The role of the local government is very important to conduct business coaching and assistance. To ensure sustainability and improve the spirit of honey producers/ business actors, it is necessary to build a matching institution that can promote a fair value chain system for all parties involved. The BUMDES can be a matching institution for collecting production and marketing to consumers (industry and households).

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