

Strategic plan preparation Based On Values Of Cooperatives: Study On “Setia Budi Wanita” Cooperative in Malang Of Indonesia

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ABSTRACT : This research is intended to uncover the harmonization of the preparation of the strategic plan with the organization's values is agreed upon. Research is conducted in one of the cooperatives that work in Indonesia. Approach to research is descriptive-reflective. Data collected through observation, interview, and documentation, through setting the scope of environmental strategy. Through setting a model of Strength, Weakness, Opportunity, and Threat (SWOT), the data analyzed by the method of reflective-analytical. The study found that the use of the preparation of the strategic plan which remains the organization's values, that implements "gotong royong" will give the effect of mutual support between the effectiveness of the model and the strengthening value of the organization have in place research.

KEYWORDS -Environmental Analysis, Strategic Plan, Organization Values

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I. INTRODUCTION

1.1. Background

Strategic planning is an important activity for companies to exist in the industry. If properly formulated, it will be able to translate the vision, mission, and goals for the achievement of effective ways (Jauch & Glueck, 1984). These activities consist of creating, implementing and evaluating decisions so that the organization can achieve its goals (Gürel & Tat, 2017). To be able to formulate the strategy properly, required environmental analysis in order that the company was able to determine the preventive action and over changes that happened, so companies can quickly adapt to those changes. This applies also to the cooperative as the businesses owned and run by and for their members, as businesses are driven by values, not just profit. The members are the customers, employees or residents they have an equal say in what the business does and a share in the profits.

The cooperative is a member-based organization of the many thriving in Indonesia. Cooperatives will evolve when managed with professional management based on values in the cooperative (Soedjono, 2001). Indicator to assess the success of the cooperative of which covers aspects of capital, the quality of earning assets, management, efficiency, liquidity, growth and independence, and ethnic cooperation. The cooperative identity of its content consists of definitions, values, and principles of cooperatives (Soedjono, 1997).

Cooperatives are built correctly based on the identity of cooperatives has much contributed to the development of the economy in Indonesia, at the national level can be seen in 2014 the number of cooperatives reached 209.488 units (Kemenkop UKM RI, 2015). To East Java level, cooperatives are the mainstay of the economy of the province which contributes greatly to the economy of East Java and proved to be able to survive and continue to grow despite the global economic situation are flagging (Soekarwo, 2017). On the other hand, cooperation and small medium enterprises up to now still face various obstacles such as capital. In the year 2015, a nationally noted as much as 62.800 cooperative will be closed (Kemenkop UKM RI, 2015). While for a level of East Java as much as 12% of existing cooperative 30.866 were in trouble (Damanik, 2015). Especially in Malang City in 2017 around 100 cooperative business licenses were suspended. Cooperatives that cannot operate which are mostly due to capital, the government can revoke its operating license (Pangestuti, 2017). But not all cooperatives in Indonesia or East Java suffer from such descriptions.

There is one of the successful cooperatives that is "Setia Budi Wanita" Cooperative in the city of Malang (SBW Malang) in East Java province. Cooperative with its principles and values, of course, had to face the challenges of change (Muenkner, 1997), including the SBW Malang. The cooperative has been steady and has been able to exercise its functions in economic, social, and culture. The cooperative has members more than 9.000 people and assets of more than Rp. 90 billion (SBW, 2017). Over the years, SBW Malang has been the best in meeting the criteria for indicator cooperatives that operate well and is included in the 100 largest cooperatives in Indonesia (Muchtari, 2012). One of the factors supporting the success of SBW Malang is the ability to adapt to the environment through the formulation and implementation of the right strategies. Therefore,

the success of SBW Malang in facing the challenges and can continue to grow needs to be disclosed to know how to align the cooperative's strategic planning with the implementation of cooperative values.

From the explanation above, researcher argues that the study is needed to reveal the key of success of SBW Malang in harmonizing cooperative values with strategic planning using an analysis of Strength, Weakness, Opportunity, Threat (SWOT) model. The benefit of this research is that can provide models or ways to synchronize strategic planning models with the implementation of cooperative values, which in turn values are increasingly embedded in cooperative members through a strategic planning model or SWOT.

After the introduction, this article describes in general strategic planning or SWOT and SBW Malang with the organizational values implemented. Subsequent subtopics are research methods which are followed by results and discussion and concluding.

II. THE STRATEGIC PLAN AND COOPERATIVE VALUES

2.1. Strategy and Implementation of Strategy

A strategy is the plan combined comprehensive and integrated corporate strategy associate power with environmental challenges and designed to ensure that the main purpose of the main company can be achieved through proper execution by the company (Jauch & Glueck, 1984). This definition of it shows that strategy is one unified company plans a thorough and integrated to achieve company goals. Strategy management is decisions and actions that lead to the preparation of a strategy or a number of effective strategies to help achieve the company's targets (Jauch & Glueck, 1984). This definition shows that the management strategy is a set of decisions and actions that result in the formulation and implementation of plans for achieving the goals of the company.

Implementation of the strategy is the totality of activities and options needed to run a planning strategy that is the key to the success of the management strategy. One of the goals to be achieved in the implementation of the strategy is the synergy between the various functions and the existing business units through programs, budget, procedures, and roles. The process of implementation of the strategy through the steps of analyzing changes, analyze the structure of the organization and analyze the company culture. When the new strategy implement, management should consider the strategies that are planned with the current organizational culture (Sitorus, 2015). Corporate culture has two important attributes. The first, intensity, how much the members of a business unit agree on norms, value or other cultural elements that relate to the business unit. The second, integration, that is how big business units run within an organization in the same culture.

2.2. Environmental Factors

The external environment and internal environment analysis allow companies to identify various opportunities and threats that exist. This becomes very important because the environmental factor is a major factor in the formulation of the strategy. The environment also includes factors outside the company who can lead towards opportunities or threats on the company (Gürel & Tat, 2017; Jauch & Glueck, 1984). By doing the analysis of the environment, strategy planners have the opportunity to anticipate opportunity and make plans to do against the selection of response opportunities. The cooperative needs to conduct an environmental analysis to anticipate all changes in factors related to its business because cooperatives operate in an ever-changing environment. Similar cooperative competition can occur in the members and markets of their products.

The internal environment of the company according to Jauch and Glueck (1984) can be divided into five-factor as marketing and distribution factors, research and development factors of a function engineering, factors of production and operations management, resource factors and employee of the company, and financial and accounting factors.

2.3. SWOT Analysis

According to Gürel & Tat (2017), "SWOT Analysis is a strategic planning framework used in evaluation of an organization, a plan, a project or a business activity". This analysis is based on the logic that can maximize the strength and opportunities, and can simultaneously minimize weakness and threats (David, 2005). An analysis of SWOT is an environmental analysis tool used to assess the strengths and weaknesses of the resources owned by the company and the opportunities external and challenges faced. This SWOT analysis will explain whether such information indicates something that will help the company achieve the goal or give an indication that there are obstacles that must be faced or minimized to meet revenue desired. Then, SWOT analysis could become a tool to formulate strategy, in which the analysis is based on the logic that can maximize the strength and opportunity, and at the same time can minimize weaknesses and threats (Rangkuti, 2015).

The process of strategy formulation can be done through the three stages of analysis that are data collection, analysis, and retrieval of the decision. Stage data collection basically is the activities of data collection, classification, and pre-analysis. At this stage, data can be distinguished into two, namely external and internal data. Stage analysis consists of IFAS (Internal Strategic Factors Analysis Summary) that prepared to

formulate strategic internal factors within the framework of the Strength and Weakness of a company. The same is done for external strategic factors in table EFAS (External Strategic Factors Analysis Summary) in terms of Opportunity and Threat. Each is given a weighting and rating. (Rangkuti, 2015). Formulation of strategies can be grouped in the form of a SWOT strategy matrix that useful to illustrate clearly how the external opportunities and threats facing the enterprise can be customized with its own strengths and weaknesses. This matrix can produce four sets of alternative strategic possibilities. Cooperatives can use this matrix SWOT strategy to formulate alternatives strategies in dealing with the dynamics of the environment.

The challenge of the future is a condition that is neither easily predictable nor predicted precisely, so natural formulation of strategy requires the assumption of what will happen. The assumption that set could give the attitude taken by the management in the face of the possibilities will happen so that alternative strategies can be formulated (Abbas, 2017). Cooperatives as part of an environmental industry could establish assumptions against the coming conditions relating to aspects of the internal and external environment to strengthen the outline of his strategy.

2.4. Cooperative Identity

Cooperatives in the world form the International Cooperative Alliance (ICA), which Indonesia belongs to as one of its members. One resolution produced by ICA in Manchester, England, September 23, 1995, was the formulation of a cooperative identity known as ICIS (ICA Cooperative Identity Statements).

The ICA, in 1995, adopted the revised Statement on the Cooperative Identity which contains the definition of a cooperative, the values of cooperatives, and the seven cooperative principles as described below. A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise. Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity and, solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others. The cooperative principles are guidelines by which cooperatives put their values into practice, as voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives, and concern for a community (ICA, 1995).

A member of the cooperative has three main functions as owners, users, and participants of progress. Function as the owner puts governing members as of the management of their cooperative. Member functions as the owner explain that a member owns and controls democratically of their cooperative. Member function as the user explains that a member is who receives benefits and participates in the form of economic trade transactions, saving, borrowing, or other activities. The function of members as participants means members have a fundamental role in the progress of the cooperative.

Members as a foundation are the basis of the existence of the cooperative. Cooperative members simultaneously have three functions that are an integral part that largely determine the viability of a cooperative. In its life, the cooperative principle of "gotongroyong" (GR)¹ and brotherhood have never gone from the soul of cooperative of Indonesia (Untari&Dewanto, 2008).

2.5. The "Tanggung Renteng" System

The management system in carrying out cooperative one called the "Tanggung Renteng"(TR) System already applied since the pioneering of SBW Malang. The definition of TR is a shared responsibility for members in one group for all its obligations towards the cooperative on the basis of openness and mutual trust to manifest human interaction towards a high-quality human. In this system, there is a set of basic values which developed namely togetherness, openness, discussions, trust, discipline, and responsibility (SBW, 2012). From the definition of the TR system, could note that in cooperatives, this system can only be implemented in the group's member. Cooperative organizes members into groups with a certain amount of that in it there are regulations and obligations based on openness and mutual trust. Open each other's life attitude and trust was formed with the how to build a life group communications. This system has a vision of the development of moral and human qualities.

III. RESEARCH METHODS

THIS STUDY USES A QUALITATIVE APPROACH WITH THE DESCRIPTIVE-REFLECTIVE METHOD. THIS WAS CHOSEN BECAUSE THE RESEARCHER PUT MORE EMPHASIS ON THE ANALYSIS AND DESCRIPTION TO REVEAL THE MEANING OF THE DATA THAT THE RESEARCHER OBTAINED FROM THE INFORMANTS. THIS RESEARCH SITE IS SBW,

¹Gotong Royong is the term Indonesia to work together to achieve an outcome that is coveted. The term originated in Indonesia means "working together", and means "together" ([//id.wikipedia.org/wiki/Gotong_royong](http://id.wikipedia.org/wiki/Gotong_royong))

RADEN INTAN STREET KAV. 108 MALANG-EAST JAVA-INDONESIA. THE FOCUS OF THE RESEARCH IS THE HARMONIZATION OF THE ORGANIZATION OR COOPERATIVE VALUES WITH STRATEGIC PLANNING AND IMPLEMENTATION.

Informants of this research are all of the Board of SBW Malang, especially Chairwoman and Secretary, the coordinator of the business and staff of the Learning Center and Field Assistance Tutor (FAT), which is especially helpful in accompanying the process of observation in the meetings of the group members. Data collected through observation of the process of preparing the strategic plan, the reading of the documentation, and interview with informants.

The data were analyzed as revealed by Miles and Huberman (1992), namely by doing the research process in stages and interactively to the data sources. Activities in the analysis are carried out interactively and continue continuously to completion. Activities in data analysis include data collection, data reduction, data display, and conclusions.

To understand and explore the process of developing strategic planning, researchers take part in the process. The researchers took part in analyzing environmental conditions using tools analysis, namely SWOT. These activities identify internal and external factors, give a weighting, and the determination of the position of the cooperatives in their environment. The next step is the formulation of alternative strategies based on SWOT strategy matrix. There are two stages, namely, preparing an Internal Strategic Factors Analysis Summary (IFAS) so that resulting formulation strategic internal factors within the framework of strength and weakness, and External Strategic Factors analysis summary (EFAS) so that the resulting strategic external factors formulation within the framework of the opportunities and threats. Each is given weight and rank.

As described above, the researchers also conducted an interview with several informants. The results of the interviews were analyzed using reflective methods to find concepts and ways that the use of strategic planning tools or SWOT did not interfere with the implementation of cooperative values and could even support each other. Cooperative values encourage the effectiveness of SWOT and the SWOT implementation can strengthen the internalization of cooperative values in a member. So this analysis is to reveal the harmonization between the two.

IV. RESULTS AND DISCUSSION

4.1. Description of the Internal Environmental Conditions

4.1.1. The Core Culture GR as a Basic Spirit of SBW Malang

This study provides an overview of SBW Malang. This initiated by Mursia Zaafri Ilyas starting in 1954 and obtained a legal entity on December 30, 1977. This cooperative has experienced ups and downs, that is growing rapidly in the five years since acquiring a legal entity, and then fall in 23 years since 1982 until 2005, then grew rapidly again until recently. In the last five years from the time this research was conducted, this cooperative has been growing rapidly and is included in 100 large cooperatives in Indonesia, becoming the highest philosophy cooperative in East Java, becoming one of the co-operative study destinations in Java East, and earned numerous awards both the level of East Java province or nationwide. SBW Malang established in economics, so it could also develop a shared aspiration in social and cultural fields. This cooperative also had the vision and mission clearly.

The vision is "as a cooperative for empowerment economy, social, and cultural through TR system to raise the dignity, honesty, and welfare of the members and the public with an independent woman embodies professionalism, quality, and integrity." Some of the mission of SBW Malang are instill a culture of mutual or GR into the spirit of cooperative life, become a center of learning about TR system applications lightly and cooperative, carry out the education, training, development of members human resources programmatically and sustainable, carrying out cadre recruitment in cooperative leadership gradually and systematically, implement the application of the cooperative management based on cooperative values (value-based cooperative management), provide excellent service to members and the public. SBW Malang is very firm consistently apply the cooperative identity and the values of Pancasila² with the correct through the TR system as the application of the core culture of GR preserved since its inception.

² Pancasila is the official, foundational philosophical theory of the Indonesian state. Pancasila comprises two Old Javanese words originally derived from Sanskrit: "*pañca*" ("five") and "*sīla*" ("principles"). Thus it is composed of five principles and contends that they are inseparable and interrelated:

1. Belief in the One and Only God (in Indonesian "*Ketuhanan Yang Maha Esa*"),
2. A just and civilized humanity (in Indonesian "*Kemanusiaan Yang Adil dan Beradab*"),
3. A unified Indonesia (in Indonesian "*Persatuan Indonesia*"),
4. Democracy, led by the wisdom of the representatives of the People (in Indonesian "*Kerakyatan Yang Dipimpin oleh Hikmat Kebijaksanaan, Dalam Permusyawaratan Perwakilan*")
5. Social justice for all Indonesians (in Indonesian "*Keadilan Sosial bagi seluruh Rakyat Indonesia*"). (en.wikipedia.org/wiki/Pancasila)

Researchers observed that SBW Malang is the cradle of the TR system that already applied since the pioneering of SBW Malang for the first time in 1954. In the TR system, there are three major elements, namely, groups, obligations, and regulations. Substance from the TR system was an attempt to increase the quality of mankind through human interaction. Its objectives include the achievement of a change in behavior from the beginning of his positive yet became more positive, education of human characters, understanding of rights and obligations, as well as a means of education for women.

Researchers observed that the process of cooperative activities ranging from group meetings until the completion of all obligations in cooperative basing on the TR system. This system was successfully developed and secures business. In the saving and loan unit of SBW Malang and SBW Mart transactions are credit, all can be secured with the level of bad debt running around 0%. All members are able to control model handled the group is divided into more than 300 member groups. A faithful group led by the person in charge groups (PJ) with a small degree of stewardship groups. 15 groups are in construction by one person accompanying the FAT, or any FAT with 15 groups in which there are about 500 members. TR system of management was able to provide a full range of management constraints.

Researchers further study the system in addition to observing group meetings. Various things about the system can be summarised by researchers in three large sections, namely the values, the principles of application of the system, and the effects arising from the application. Values built in TR system lightly consisting of universal values that include Solidarity, Democracy, Openness, Honesty, Independence, and Concern. Next is value specifically covering shared responsibility, legitimate, giving and receiving, and trust each other, discipline, and honesty. SBW Malang also implemented the Basic Values of the TR system consisting of six things, namely Togetherness, Openness, Deliberation, Mutual Trust, Discipline, and The responsibility. With the performance of the six values of the basic TR system, is believed to be producing an attitude, brotherhood, trust, honesty, work together, and other sublime attitudes.

The researchers observed that the culture of GR is applied in the process of the TR system in cooperative group meetings, which can be outlined that member activities was compiled and coordinated within the group would consist of 15 up to 50 women, each group was formed on the basis of the will and interests of the same mutually trust each other and resides, coordinated by a person in charge of the group, meeting of group once a month that must be attended by all members of the group and applies the TR system. In the meeting of the group, all liabilities must be paid off completely. If not paid, shall be in the TR system before meeting at the close. Members of the group are obligated to monitor financial remittance officer from the group to the office. Loan request can only be approved by the members of the group and can be served in the meeting when the group was already no longer in arrears of any kind.

The TR system can reveal that the system especially addressed to its human element, meaning a man as interested parties directly in achieving goals. The system can create multiple items for cooperative life as obtaining membership in selective and educate, fostering a sense of solidarity and shared responsibility, creating mechanisms of control, and minimize the risk receivables cooperative.

The barriers this system there is only one that is on the value and principles of TR system is not executed properly. When examined more deeply again, it will be revealed that the TR system is the means to realize the culture of 'GR', -togetherness-mutual, which became the principle of cooperation. SBW Malang established that core cultural organization is "gotong royong" - mutual culture, the slogans with the "SBW is my cooperative, 'GR' is my spirit."

4.1.2. Membership

SBW Malang put quantity and quality members as a foundation of basic strength. Members are given the educational orientation of institutions and a variety of continuing education in order to achieve the quality of members who have an understanding of the TR system as well as the rights and obligations as a member. The number of members was increased from 8,265 women in 2013 to 9,377 women at the end of the year 2017. Associated with the member function as a user, the number of members of the very influential towards the cultivation of capital and business turnover achieved.

Research shows that SBW Malang involves 667 human resources with various levels of education. Top-level management education is a bachelor's and master's degree. For middle and lower level management, education levels are bachelor's and high school degrees. All of these human resources are within the control of management who hold a collective leadership; all is one of unity which together controls the entire human resources in organizational structure. The Board is the unity of some people who lead and decide together. Any decision of the Board is the result of a joint decision and become the responsibility of all members of the Board.

4.1.3. Education and Social Activities

From this research reveals that this cooperative is a very prioritize education and training activities for the entire human resources. The cooperative has had the Learning Center Unit since the year 2008. The purpose

of this field is to become a learning place of core culture GR, TR system applications, and value-based cooperative management for all members, management, staff management, other cooperatives, and communities.

SBW Malang has a high concern towards the environment as a form of Cooperative Social Responsibility (CSR). The target social programs and community well-being are members and surrounding communities. Its activities consist of fostering social activities for members and the community, children without parents, son-daughter scholarships from disadvantaged members, legal clinic consultations, psychology, health, and the Women Crisis Center.

4.1.4. Finance and Business

These cooperatives have enormous determination to be fully independent in the capital. Members working together in support of the reinforcement of capital by doing additions deposits fixed saving capital, mandatory participation in the building and the land, and rallying members to maximize savings products. Total assets set out above Rp 80 billion at the end of the year 2017 has already exceeded the number of penetrating more than Rp100 billion. Researchers could find financial ratio trends during the last five years based on the financial statements at the end of each year starting in 2013 until 2017. As for the financial ratio trend tables within five years is as follows.

Table 1. Financial ratio of SBW Malang year 2013 up to 2017

Financial Ratios	2013	2014	2015	2016	2017
Liquidity Ratios: Current Ratio:	172.22%	169.63%	172.65%	171.50%	172.21%
Debt to Equity Ratio	157.82%	159.95%	135.48%	122.97%	112.39%

Source: Database of Learning Center, Secretariat, Accounting, and Annual reports of SBW Malang, 2018.

The financial ratios in the above table reveal that the liquidity position is good, earning ratios of the ratio of the remaining business results against equity in good conditions, and solvency ratio of total liability taking action against equity, a trend that is continuing to decrease, which indicates the greater ability of cooperatives to raise capital on its own.

4.2. Description of the External Environmental Conditions

4.2.1. Factors of Competitors

Researcher's observations show that large and compatible cooperatives with SBW are in Surabaya, one of the cities in East Java. The location very far so it does not influence directly toward SBW Malang internal conditions. It can be said that competitors whose business activities are the same as SBW in Malang are almost non-existent, except financial institutions, whose activity systems are different from cooperatives.

4.2.2. Economic Factors

The condition of these economic factors will be the determination of the basic assumptions against the conditions of the economy to come. World Bank announces that the growth of gross domestic product (GDP) rose to 5.1 percent of Indonesia at the end of 2017 and will be rising to 5.3 percent in 2018 (Republika, 2017). Economic growth in East Java, in the year 2016, the economy of East Java recorded grew by 5.5%. The growth is far better than the growth of the national economy recorded 5.02%. Measured by gross regional domestic product (GDP) over the basic price effect, the economy of East Java recorded Rp 1,855.04 trillion in 2016. (Jatim, 2017). From the descriptions of these economic factors, could note the condition of the economy is experiencing growth and gained attention from the government.

4.2.3 Political and Statutory Factors

The growth and dynamics of the politics of East Java in 2013 to 2017 with a relatively stable and no negative effect on the lives of cooperative life in East Java. SBW Malang is convinced that by law and regulations about cooperative life is good, so cooperative could walk normally.

4.2.4. The Social Factors

Social life in general in Indonesia strongly supports the existence of cooperatives. SBW Malang established in business, could continue their work with the channel the aspirations in social and cultural activities. These cooperatives concerned and significantly develop social values and growing arts and culture in the community.

4.2.5. The Technology Factor

SBW Malang has an expert in the field of technology and information to maximize adaptation of technology in the management of the cooperative. Service-based IT into a special program that continuously strived to be successful.

4.3. The Assumption of the Internal and External Environment

Based on the description of its internal environment, SBW Malang set assumptions against the coming conditions that the total number of member optimism will increase the in balance with the effort continues to enhance the capacity of human resources and based on core culture GR. The business volume optimism will increase; the financial condition is well supported with members and community trust. Human resources capacity, optimism is nice in good proportion, effective and efficient. Market hopefulness nice, potential markets are very strong-owned, where major markets are members. In addition, the development of the number of members and the expansion region experienced a positive trend.

In the context of the external environment, SBW is still optimistic in facing potential competitors. Important factors for SBW to be optimistic are adequate facilities, a strong culture, an effective and efficient system, and the sincerity of members. In addition, female members both quantity and quality have become a reliable force for the progress of SBW. In terms of macroeconomics, with the resources they have, SBW can still adapt, let alone there are public policies that support cooperatives and small and medium enterprises. In terms of a law, regulation and, security, SBW is also still optimistic.

4.4. The Formulation of the Strategy as a Result of SWOT Analysis Process

This study reveals that SBW Malang already has a formulation strategy poured in 2009-2013, in the year Strategic Outline Plan 2014 – three years up to 2017, and in the strategic plan for the years up to 2018-2022 (SBW, 2009; 2015; 2018). The outline of the former strategy formulation also based on the analysis of the environment and the assumptions as a way to predict the development of the environment. All strategy based on SWOT Analysis process well. It can be noted that the formulation of the strategy drawn up by SBW Malang for the year 2018 up to the year 2022 has relevance to the SWOT strategy matrix, which can also be interpreted that the formulation of the strategy it is using force to take advantage of opportunities, minimize the weaknesses to exploit opportunities, using force to resolve threats, and minimize weaknesses and avoid threats

The branch of the formulation strategies already implemented in the annual work programme and the achievement of results in each accounted for member meeting accountability. As for the formulation of the strategy that has been set for the year up to the year 2018-2022 are instill continuously core culture 'GR', the values of Pancasila, the values of TR system, and cooperative identity, retain existing members with the best possible care, increase the number of members of as many as 13,000 people, increase the capacity of the member as a user/market, owners, and carrier progress, keep the performance collective leadership, improve the quality of educational programs, improve the cadre's education system, increasing good service, increase the scale of business in all business sectors, and maximize asset owned by the Rp 123 billion in 2022. The outline of the implementation of the strategy has been defined that poured into the strategic plan for the next five years into the action plans in 2018–2022.

4.5. The Process of Reflection Activity to Find Out the Key to Success in the Strategy of SBW Malang

The process of reflection is done through questionnaires to the apparatus and members of the SBW Malang about whatever factors valued as strengths, weaknesses, opportunities, and threats. From the results of that questionnaire can be arranged the matrix of IFAS and EFAS that describe the weights and rating of each factor. Total score based on the data can be obtained that Strength Score = 2.04, Weakness Score = -0.76, Score = 1.53, Opportunities, and Threat Score = -0.98. Thus, SWOT diagrams generated and the position of SBW Malang now can be described as follows:

Figure 1 The Chart Position of SBW Malang Based Score and Rating of IFAS and EFAS Matrix

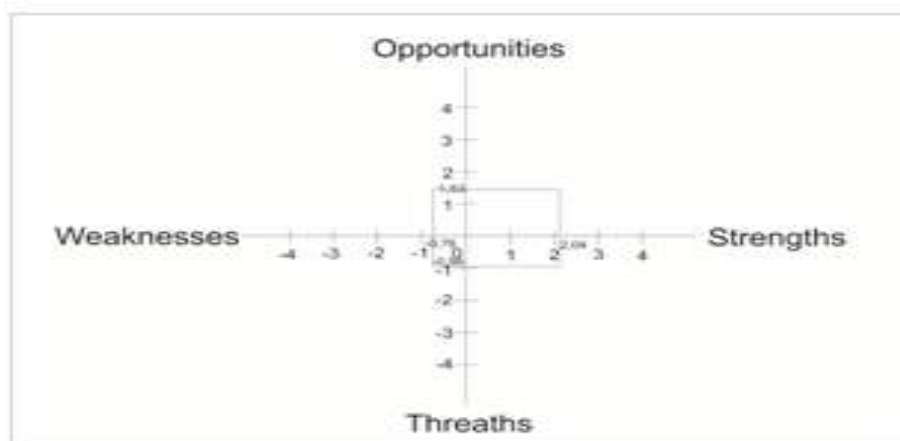


Figure 1 indicates that SBW Malang more dominate in quadrant I compared with quadrants II and IV. When compared to quadrant II, this indicates that the powers are still much larger than the existing weaknesses. The position also shows that this cooperative is in rapid growth, have a chance as very broad to thrive and have a great strength to grab the opportunities that exist.

Based on interviews and involvement of researchers in SBW and SWOT analysis through scoring and rating in the matrix of IFAS and EFAS, it was found that the SBW Malang builds strength through belief in cooperative philosophy, they include vision, mission, goals, ideology, core culture of GR, cooperative values and principles, application of Pancasila values, and TR system that is committed to responsibility. Those are the basic foundation of cooperative life and soul of development members. Each cooperative has the freedom to develop its strategy in accordance with the context in which it is faced and its needs (Carvalho, 2012). The strategy management developed by SBW is adjusted to its focus and needs, namely integrating strategic planning with cooperative values and local values. This has led SBW to success.

In addition, SBW is trying to continue to increase the number of members, because members are the basic foundation as owners, participants and users. Also, the quality of members is an important concern through programmed education and training for members, enhancing social facilities, recruiting the right cadres, and sustaining the life of GR. Besides that, collectively, the excellent service that dynamically matches changing times continue to be maintained in order to produce a professional business management and large-scale. SBW firmly believed that with strong philosophy and management of professional effort to the development of adaptive, will always is victorious.

V. CONCLUSION

SBW Malang is one of the cooperative in Indonesia that has successfully adopted strategic planning methods by integrating them with cooperative values. With GR core culture, SBW Malang managed to run its business using the TR system. SBW Malang used SWOT as a tool to compile and implement strategies. From this method, SBW Malang can know that GR core culture and other cooperative values have become a significant force in the development of SBW Malang. SBW Malang has harmonized strategic planning method with the core culture and other cooperative philosophy, solidarity with fellow members and board members and management, professional collective leadership, management based on cooperative values, and attention to education.

SBW Malang also treats members as owners and users by striving to advance their careers, fulfilling the aspiration of members in the economic, social and cultural. Along with these values, efforts of SBW Malang became effective in formulating a clear and measurable strategy that it can deal with environmental changes. From this study, it is better for SBW Malang to strengthen the harmonious link between GR core culture, TR system, other cooperative values, collective leadership, and professional management, so that the method used in implementing activities are more effective. It would be interesting if subsequent research was carried out in other cooperatives to find other values and how to integrate values and methods.

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