



MICRO-ENTERPRISE RESILIENCE COWHIDE CRACKERS "RSD": STRATEGIES TO INCREASE BUSINESS CAPACITY

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Abstract

This study aimed to learn more about making and analyzing the economics of cowhide crackers made at the small business center "RSD" in Unyur Village, Serang City. In the small business center of cowhide crackers, "RSD," case study techniques are applied. All methods and stages of making cowhide crackers are observed to determine the production process. Soaking raw materials, tapping, burning fur, boiling, draining, scraping hair, cutting, drying I, seasoning, drying II, frying I, frying II, and packing are all phases in the production of cowhide crackers. For the sales and marketing process, economic analysis is carried out by determining all costs incurred during the manufacture of cowhide crackers. According to details of the labor and production system of the "RSD" leather cracker business, ten personnel are employed in this industry. The processing time was 480 minutes (8 hours), the production goal was 1,200 packs, and the overall overall result was 1,000 packs.

Keywords: *production process, economic analysis, cowhide crackers*

INTRODUCTION

The taste of cowhide is delicious, with a velvety texture and savory flavor. In addition to using cowhide as the main ingredient, making cowhide crackers also includes additional components such as broth seasoning, spicy and sweet herbs. Every day, the need for cowhide crackers grows, making them more desirable in the market. The demand for these cowhide crackers is very high on the market. Instead of creating good business opportunities for people to take advantage of,

Skin crackers are a skin-based snack that is widely consumed. Cowhide crackers are often served as a side dish with rice, Soto, noodles, or meatballs. Processed cow crackers are naturally preferred by the public, ranging from children to the elderly.

Skin crackers fall into the category of biting foods. Pirates made from cowhide (*Bos indicus*) or buffalo skin are famous in all circles (*Bos bubalis*). Although buffalo skin can use to produce skin crackers, Parapem makes skin crackers that are primarily raw buffalo skin. The manufacturing process is quite simple: removing fur, skin development, boiling, packing plain skin crackers, then frying until ready to be served and eaten. Conversion of inputs (raw materials, human resources, etc.) to their intended output (product or service) requires successive stages of the manufacturing of skin crackers.

Thus, various steps in making skin crackers can demonstrate, and efforts to make skin crackers have a positive effect, according to the frame of mind.

THEORY

Micro Small Enterprises (UMK) is one of the main pillars of the national economy, with independence that has great potential in supporting the community's welfare. Since the 1997

monetary crisis, UMK has played an important role. It was considered one of the saviors in the national economic recovery effort. The government is expected to motivate UMK activists from upstream to downstream through policies that support UMK activities to avoid becoming misguided and stuck in the middle of the road.

Crackers have been around for a long time and are associated with various social levels. Leather crackers are produced from the skins of these animals, which can include skins from cows, buffaloes, and goats that are still fresh and have been preserved. Crackers made from leather are processed through management and production costs to provide added value and profit, with the amount of money earned varying based on the business unit's capabilities.

Crackers are a form of small food (snack) that has long been familiar to Indonesians. Crackers are a relatively dry snack made from foods high in starch and made from the fundamental flour element of tapioca. This snack is supported by skin crackers, also known as rambak crackers, which are processed crackers whose main ingredient is animal skin. Cowhide is the most commonly used type of animal skin. With a shape usually a long and small box with cavities, skin crackers offer a crunchy, beautiful, and distinct flavor. Skin crackers are pretty popular and have become a popular public favorite as a companion snack. Leather crackers are widely regarded as a promising business potential due to their wide popularity and huge demand, and the possibilities are still wide open (Mahfuz et al., 2017; Oktafiyani, 2009; 3. Amertaningtyas, 2011).

UMK leather crackers are one of the most popular and famous items in Serang City. UMK Keurpuk Kulit "RSD" is one of the UMK in Unyur Village, Serang Subdistrict, Serang City, Banten Province. Rosidi is the owner of UMK "RSD." According to him, the company that is being pursued and increasing income to meet the family's needs can reduce unemployment for the community in Unyur Village because there are still many residents who do not work before the construction of a small cracker factory.

Unyur village became more famous due to its location in the industrial heart of skin crackers. However, after establishing Mr. Rosidi's Small Micro Business, nearby locals have landed jobs because business owners need human resources to run their businesses, and leather cracker business owners hire these neighbors. As a result, not only will the public receive additional cash each month, but the problem of unemployment will also address. As a result, it can be concluded that making skin crackers has different stages and that the efforts made in the production of skin crackers are beneficial.

METHOD OF IMPLEMENTATION

Micro Small Enterprises (SMEs) crackers "RSD" in Unyur Village, Serang Subdistrict, Serang City became the subject of this research. Because of the manufacture of crackers "RSD" in Unyur Village, Serang District is a small and medium-sized industry developing quite well. It has been running for a long time since 2018 until now, with a production capacity of 1,000 packs.

The location selection was carried out by a crew of seven (7) workers who specialized in the manufacture of cowhide crackers.

From April to June 20, 2011, the study was conducted, starting with observations and surveys and progressing to hands-on research and data processing, including making proposals, collecting data, and compiling final reports.

Case study methodologies are used in these studies. Researchers use a variety of data sources that can be extensively investigated, analyzed, and explained from diverse perspectives that confront specific and recurring events. In the case of studies, researchers evaluate factors in a given situation through examining particular individuals, groups, and features of events to analyze the subject thoroughly and in-depth. (Ruslan, 2013, p. 230)

Small Business and Micro (SME) Factors Internal and external "SRD" Skin Crackers use in the study. Small and medium enterprises (SMEs) Skin Crackers "SRD" with 7 (seven) employees use in this investigation. The study used the entire population as a sample.

DISCUSSION OF SERVICE IMPLEMENTATION

One of the processed forms of crackers passed down from Indonesia's original ancestors is skin crackers. Initially, these crackers were only known by the people of Sumatra and Java, but thanks to the rapid development, skin crackers are now available and can be obtained almost anywhere.

The production of skin crackers has always been one of the community's economic activities. The raw material is cow or buffalo leather, with cowhide being the most common choice among processors. Cowhide raw materials are not only easy to work within the manufacturing process, but they are also the easiest to obtain on the market. Animal skin components are rarely used as food raw materials by Indonesians. In terms of the skin that can be processed into food, the skin is also one of the byproducts of livestock with high nutritious components, especially protein. It serves as an ideal growth substrate for microorganisms. As a result, raw skin products can be considered a byproduct of slaughtering livestock because they require special processing once released from the animal's body.



Figure 1; It appears that UMK "RSD" employees are doing the process production of skin crackers with Unyur Village of Serang City

Since there were several market competitors with other sectors in the past, the leather cracker industry overgrew, allowing it to dominate the market even though it was only marketing in areas close to the source of production. Skin crackers have been made and sold in unfrying packaging (raw crackers) or fried packaging (ripe crackers) so that the general public can enjoy them. Based on its benefits, a leather cracker company in Unyur Village, Serang Subdistrict, Serang City, offers a crunchy and crunchy taste when bitten. Skin crackers are often served as a side dish with rice in restaurants. In addition, these skin cracker efforts contribute to the economic growth of the environment. Skin crackers are also beneficial for those suffering from ulcer disease in terms of health.

The concept of production is one of flow. Production and activities measured in output per unit period are current concepts. On the other hand, creation is always considered to have consistent quality. Power sources are used in production processes that are also measured today (MillerandMeiners,2000:12).

Rosie has been in the skin cracker business for the past two years. The firm, which began in 2018, started by using the back of his house as a storage area for leather crackers made with relatives. The backyard area of his residence is 4 x 10 square meters, and the yard for drying cowhide is 5 x 12 square meters. Because Mr. Rosidi's beef crackers can serve the Old Market and some wholesalers outside the hamlet, especially flashback village, his business is considered booming. Crackers were deployed to various locations, causing Pa Rosidi to expand his business and employ 7 (seven) cousins in the area.



Figure 2; It appears that UMK "RSD" is doing the process production of skin crackers with Unyur Village of Serang City

Cowhide cracker factories play an essential role in the local environment by reducing unemployment in Unyur village, as many residents were unemployed before the formation of the small cracker industry. However, after establishing Mr. Rosidi's Small Micro Business, nearby locals have landed jobs because business owners need human resources to run their businesses, and leather cracker business owners hire these neighbors. As a result, not only will the public receive additional cash each month, but the problem of unemployment will also address. Unyur village became more famous due to its location in the industrial heart of skin crackers. As a result, it can be concluded that

making skin crackers has different stages and that the efforts made in the production of skin crackers are beneficial.

Here are the details of the working system and production of Mr. Rosie's leather crackers in a week / per week:

Do not.	Variable	Capacity
1.	Employee	Seven people
2.	Craft	480 mins
3.	Time off	60 minutes
4.	<i>Downtime</i>	40 minutes
5.	Production targets	Three times
6.	<i>Ideal running rate</i>	Three times
7.	The total result of 1 shift	500 packs
8.	Number of <i>scrap/rejects</i>	0 %

In addition, regarding the following details of the work and production systems, an analysis using 16 WCM performance characteristics is required:

No	Performance Measures	Result
1	Top Management Commitment	Top management is the first line and highest order at the management level. In these situations, Mr. Rosidi is the top management or controller and the person in charge of the cowhide cracker business. Rosidi, in addition to being an owner, can communicate effectively with its staff through branding, market share, diversification, and other non-monetary goals. This activity can be observed in Mr. Rosidi's hard work in conducting strategic planning that can be completed in two years using self-taught science.
2	Management Knowledge	Rosidi began her career working for one of the owners of a leather cracker center in Cikupuh, despite learning her autodidact. He moved in and started his own business at home for a year. Rosidi only makes dry skin crackers with her experience and the effort she pioneered for half a year (without frying). As a result of his tenacity, he now shares it dry and as fried crackers at customers' request. Mr. Rosidi was able to continue to grow his company until now gradually. If only the financial results of Mr. cow cracker's business. Rosidi considered, no one seems to be proud of you for looking at the other side, such as market share, expansion, environment, and even socially. So, it's a proud success, but since it's a startup, Mr. Rosidi is currently focusing not only on financial goals but also on the outlook for the coming year.
3	Employee Training	According to Rosidi's confession, basic worker skills are an essential element, so Rosidi provides training for her employees based on her work and practical experience after dealing with consumers. Of course, activity is limited to his co-workers, even including some information from researchers who came to his office from the village, sub-district, even the government level of Serang City (Serang City MSME Office).
4	Innovation and Technology	With her background in the area, Rosidi is trying to innovate, especially in the form of scented skin crackers. As the number of devotees for absolute salty skin crackers decreased, Mr. Rosidi decided to make only these flavored skin crackers. Rosidi sells it with plastic packaging and a small price of 500 rupiahs in packaging innovation. Rosidi has also identified where she believes the things, she creates will attract more buyers, in addition to adding plastic sizes.

5	Employee Empowerment	Rosidi consistently gives her employees the tools to be motivated and productive. He places a premium on the well-being of his staff by offering additional bonuses if orders grow, especially during overtime. Rosidi also wants to follow her employees, especially in the initial process of making skin crackers, which are considered more unpleasant and dirtier.
6	Environment, Health, and Safety	In terms of the environment, health and safety are the main issues. Rosidi received direction and advice from the researchers to ensure that these three aspects prioritize. Rosidi is also responsible for covering medical expenses if any staff are sick. Employees know they need to clean and re-clement when their task is completed, even if it is not fully implemented. However, for the record, employees at Mr. company. Rosidi is not equipped with clothing (apron) or protective clothing when making skin crackers due to heat.
7	Supplier Management	The goal is to make the entire system more efficient and effective by lowering costs, from transportation and distribution to raw materials, process materials, and supplies, the final item. Although there is a lot of competition with other leather cracker industries, getting and supplying leather raw materials is not a problem.
8	Production Planning and Control Management	Production management is tasked with producing output in the form of products and services that follow the demands and needs of consumers, are high quality, affordable, and delivered on time. However, it cannot be denied that the drying of crackers depends on sunlight and that distributors also forgive for distribution. Production costs, product or service quality, and service level can all be used to assess the performance of an operating system. Establishing work completion time criteria requires extra time and professional ability. Rosidi has implemented it very well and efficiently in terms of efficiency and customer satisfaction.
9	Performance Quality Measurement	Although it is considered this effort is straightforward, it is necessary to measure the performance of quality well. Mr. Rosidi very much applies this performance in managing this "RSD" leather cracker business so that all production activities can run under sales targets. In addition, this business also requires a suitable and sufficient supply of raw materials. The selected raw materials must be of quality so that the products made can be liked by consumers. The labor required during the production process must have tenacity, deft and tenacious in making products. Companies also require costs in the production process, raw material costs, direct labor costs, and costs needed during the production process. This cost is done by Mr. Rosidi so that consumers are delighted with the efforts made.
10	Flexibility	Rosidi has a flexible work schedule as she responds quickly to market demand and her customers' challenges. The goal is to control its resources to make them helpful and efficient. It also sets regulations for different aspects of production. The following are some of the rules governing the manufacture of skin crackers: determining the amount of production, determining the type and amount of production materials, determining the amount and duty. Production personnel, and select the type and amount of production equipment.
11	Speed	Rosidi and her team have immediately responded to all consumer requests for messages and concerns.
12	Operating Expenses	It is difficult to gauge how much an operating system contributes to profitability. Rosidi can measure the performance of a manufacturing system using a specific measure of operating time with the support of his wife and child (usually within a year). All expenditures incurred to develop and provide goods or services to consumers are included in these productions and operating costs. Due to low

		production costs, a product or service must promote at a price that consumers can afford. Mr. Rosidi has done this on the "RSD" cowhide crackers he runs.
13	Customer Engagement	Rosidi always has procedures in place to address client complaints to resolve them quickly and politely.
14	Customer Satisfaction	Rosidi closed the door and invited each of her clients to participate in the company's manufacturing process.
15	Customer Service	Rosidi, on the other hand, ensures client pleasure by providing fast and appropriate service and by sharing its company's contact information with consumers to ensure and facilitate the affordability of bookings.
16	The Company's Growth	After this work, the production of Mr. Rosidi will have the opportunity and strength to take advantage of the opportunities available. In this situation, the best solution is to promote an aggressive growth strategy (growth-oriented strategy). Mr. Rosidi has meticulously completed this task. Rosidi's tenacity and perseverance had a beneficial impact and produced sweet fruit, even though her efforts were still relatively young (for two years). He intends to expand production by 300 kg, although it is currently only between 100 and 150 kg.

In addition to WCM, Overall Equipment Effectiveness is a tool that can be utilized as an indicator of production performance in corporate management science (OEE). OEE is a method for determining production effectiveness based on measuring three main ratios: availability, performance efficiency, and quality level. OEE is an outstanding matrix for gaining benchmark development in increasing a company's productivity.

By referring to the details of the work system and production of the "RSD" skin cracker business above, it is first necessary to calculate the following variables:

Do not.	Variable	Capacity
1.	Employee	Ten people
2.	Working time	8 hours = 480 minutes
3.	Time off	1 hour = 60 minutes
4.	<i>Downtime</i>	60 minutes
5.	Production targets	1, 200 packs
6.	<i>Ideal running rate</i>	20 packs/min
7.	Total results	1,000 packs
8.	Number of <i>scrap/rejects</i>	45 packs

- ✓ *Planned Production Time* = length of work time 1 shift – rest time
= 480 – 60
= 420 minutes
- ✓ *Operating Time* = *planned production time* – *downtime*
= 420 – 60
= 360 minutes
- ✓ *Good Product* = total result – number of rejects
= 1.000 – 45
= 955 packs

Next, we calculate *oeefactor*, which consists of *availability*, *performance*, and *quality*:

- ✓ $Availability = (Operating\ Time : Planned\ Production\ Time) \times 100\%$
 $= (360 : 420) \times 100\%$
 $= 0,8571 \times 100\%$
 $= 85,71\%$
- ✓ $Performance = ((Total\ Result : Operating\ Time) : Ideal\ Run\ Rate) \times 100\%$
 $= ((1.000 : 360) : 20) \times 100\%$
 $= 0,1389 \times 100\%$
 $= 13,89\%$
- ✓ $Quality = (Good\ Product : Total\ Results) \times 100\%$
 $= (955 : 1.000) \times 100\%$
 $= 0,9550 \times 100\%$
 $= 95\%$

So, the OEE values are:

$$OEE = (Availability \times Performance \times Quality) \times 100\%$$

$$= (0,8571 \times 0,1389 \times 0,9550) \times 100\%$$

$$= 0,1137 \times 100\%$$

$$= \mathbf{11,37\%}$$

As a comparison, I quote the world class standard OEE values as follows:

- Availability = 85.71%
- Performance = 13.89%
- Quality = 95.00%
- OEE = 11,37%

CONCLUSION

Based on the above, it can conclude that Mr. Rosidi's leather cracker business has a good availability factor and has effectively exceeded the criteria of world-class manufacturing (WCM). However, since performance and quality elements are still considered substandard, it is vital to improving the system developed by Mr. Rosidi's skin crackers "RSD."

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