



Strategies for Increasing Performance of Papuan Women Shell Craft Enterprises in Manokwari City: a SWOT Analysis

Strategi Peningkatan Kinerja Usaha Kerajinan Kerang Perempuan Papua di Kota Manokwari: Analisis SWOT

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Abstract

Micro and Small Enterprises (MSEs) are a type of business that plays an important role in increasing a country's economic growth as it can create jobs, reduce unemployment, create added value in the gross domestic product, and improve people's lives. However, quite a few Papuan women get involved in MSEs as they have faced various obstacles rather than male. This study investigates strengths, weaknesses, opportunities, and threats of shell craft business carried out by Papuan women in Manokwari city to develop appropriate strategies for increasing their business performance. A mixed-methods research design was employed by conducting a case study, field observation, and in-depth interviews to collect data from eighteen Papuan women enterprises. Then, it is analysed by using SWOT. The finding shows that the most appropriate strategy to be carried out by shell craft enterprises is in III which supports the turnaround strategy. This strategy means that business actors will improve their weaknesses to take advantage of opportunities by (1) equipping themselves with more modern equipment to support production, (2) dividing household tasks to improve business, (3) utilizing social media and websites for online promotion and marketing, (4) running business management, and (5) participating in exhibition events organized by the local government.

Keywords: Micro and Small Enterprises (MSEs), Papuan Women, Shell Craft Business, SWOT Analysis MSEs Development Strategy

Inti Sari

Usaha Mikro dan Kecil (UMK) merupakan salah satu jenis usaha yang berperan penting dalam meningkatkan pertumbuhan perekonomian suatu negara karena dapat menciptakan lapangan kerja, mengurangi pengangguran, menciptakan nilai tambah produk domestik bruto, dan meningkatkan taraf hidup masyarakat. Namun, cukup banyak perempuan Papua yang terlibat sebagai pelaku UMK karena menghadapi berbagai kendala dibandingkan laki-laki. Penelitian ini mengkaji kekuatan, kelemahan, peluang dan ancaman usaha kerajinan kerang yang dilakukan oleh perempuan Papua di kota Manokwari untuk menyusun strategi yang tepat dalam meningkatkan kinerja usahanya. Desain penelitian metode campuran digunakan dengan melakukan studi kasus, observasi lapangan, dan wawancara mendalam untuk mengumpulkan data dari delapan belas usaha perempuan di Papua. Kemudian dianalisis dengan menggunakan SWOT. Hasil penelitian menunjukkan bahwa strategi yang paling tepat dilakukan oleh usaha kerajinan cangkang berada pada kuadran III yang mendukung strategi turnaround. Strategi ini berarti para pelaku usaha akan memperbaiki kelemahannya untuk memanfaatkan peluang dengan cara (1) melengkapi peralatan yang lebih modern untuk mendukung produksi, (2) pembagian tugas dalam rumah tangga untuk meningkatkan usaha, (3) memanfaatkan media sosial dan website untuk promosi dan pemasaran online, (4) melaksanakan manajemen usaha, dan (5) berpartisipasi dalam event pameran yang diselenggarakan oleh pemerintah daerah.

Kata Kunci: Analisis SWOT, Perempuan Papua, Strategi Pengembangan UMK, Usaha Kerajinan Kerang, Usaha Mikro dan Kecil (UMK)

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I. Introduction

Community economic development aims to increase community participation in various development activities, especially in the economic sector (Ndaguba & Hanyane, 2019). Initially, the people's economy began to develop without any support or only relying on the wishes of entrepreneurs and the support of natural resources, human resources, and existing market opportunities (Ismail, 2015). Community economic development by utilizing the potential of Micro and Small Enterprises (MSEs) has not had a significant impact on the welfare of the community.

Micro and small enterprises (MSEs) are a key feature of the economic aspect in all developing countries and it has a significant contribution to job creation and poverty alleviation in the countries (Liedholm & Mead, 1999; Gherghina et al., 2020). Moreover, MSEs have proven to be able to survive in economic crisis times (Bourletidis & Triantafyllopoulos, 2014; Kartika, 2019; Tambunan, 2020). Majority of the community in Indonesia are more involved in MSEs and have a contribution to the economy (Tambunan, 2019). In Indonesia, MSEs are currently getting great attention from the government because of their huge contribution to improving people's lives. In 2018, there were 63,350,222 micro-businesses in Indonesia with a market share of 98.68% and small businesses of 783,132 with a market share of 1.22% (Kementerian Koperasi dan UMKM, 2020). The role of MSEs is essential as its contribution to the economy is extremely significant, such as creating jobs, reducing unemployment, and creating added value in GDP (BPS Provinsi Papua Barat, 2019). Therefore, empowerment and development of MSEs can be one of the priorities for developing economic activities.

The Central Bureau of Statistics of West Papua Barat reports that in 2019, the number of non-agricultural MSEs in West Papua has reached around 71 thousand businesses, or 98.03% of the total number of non-agricultural businesses in West Papua, while there is no data available for MSEs in the agricultural sector. However compare to the national data, the number of businesses in the non-agricultural sector of all sizes in Papua and Maluku is very low, consisting of 451.9 thousand micro and small enterprises (MSEs), or only around 1.8%

of the total non-agricultural businesses in this country (Tambunan, 2019). The number of MSEs in the agricultural sector will be much more than that of non-agricultural MSEs as this sector is dominant in the Papua region.

In spite of their contribution to the economy, MSEs Enterprises face many obstacles that affect them to have long term survival and business development (Bourletidis & Triantafyllopoulos, 2014; Kamunge & Tirimba, 2014; Imbiri, 2023). Compared to large companies, MSEs are less efficient and incurs at the high costs per unit of revenue, and use labor-intensive technology, as they have low technical capacity (Nuwagaba & Nzewi, 2013), and have limited access to innovative technologies, capital and human resources (Tambunan, 2019). They are also facing problems such as difficulty in procuring raw materials, limited access to relevant business information, difficulties in marketing and distribution, low technology capability, high transportation costs, communication problems, complicated and expensive Bureaucratic policies and procedures and regulations which results in market distortions (Tambunan, 2007; Imbiri et al., 2021). Most of the MSEs face some constraints regarding resources and they may fail to be successful innovators for this reason (Asad et al., 2018). Another problem faced by MSMEs is the lack of clarity in business prospects and planning, and the lack of a solid vision and mission (Alyas & Rakib, 2017).

These obstacles are more significant for women who own enterprises in developing countries. The constraints to women business performance related to the social and business environment (Mozumdar et al., 2020). Women in MSEs still experience many problems caused by structural and cultural inequity (Purnamawati & Yuniarta, 2020). Patriarchal societies generally put women at a disadvantage to compete for power, money, and prestige (Satpayeva et al., 2020). Their limitations to do business also are due to various factors such as social pressure, domestic obligations, family relationship problems, and so on (Pambudi et al., 2017). With regards to their household obligation, these women's motivation to do business is often domestic survival, whereas men are more often business motivated (Singh et al., 2001). The requirement to have enough time for their family commitments, leading

women to often choose flexible jobs, which make it easier to balance work and family (Cesaroni & Paoloni, 2016). These women face various boundaries to manage their households and business activities or in another word, their family may affect how women carry out their businesses (Cesaroni & Paoloni, 2016).

Papuan MSEs enterprises in the informal agricultural sector are dominated by women (Wambrauw, 2013). Their constraints are not only related to social and family matters, but also because of their lower competitive ability than non-Papuans. The non-Papuan enterprises have more products, better quality, and management skills and most Papuan women's business activities are not carried out continuously and are based on available resources (Wambrauw, 2013).

The business carried out by Papuan women is related to agricultural products and trading businesses, and most Papuan MSEs enterprises are only for meeting consumption needs (Scheunemann Heidi, 2011; Wambrauw, 2013; Hamzah et al., 2020). These all factors affect their slow and low business development.

Empirical and conceptual studies on the potential and strategies for developing MSEs in the Papua region are still lacking and limited. There are not many published studies related to Papuan MSE enterprise activities, including economic activities in the primary and secondary sectors. Various economic empowerment activities have been carried out by the government and non-governmental organizations (NGOs), but have not yet had an optimal impact on MSEs. To increase the economic contribution of local Papuan communities, it is necessary to have data and information that can support local governments, NGOs, and the private sector to plan and formulate programs to increase the capacity of Papuan enterprises and provide an environment that supports the economic development of the community.

Based on the above descriptions, it is urgent to conduct a study on MSE business activities which is Papuan women shell craft enterprises who become the case study and key respondents. This study will contribute to the gaps in the literature with the following questions:

1. What are the strengths and weaknesses of the shell craft businesses carried out by Papuan women in Manokwari City? and what are the opportunities and threats faced by them?
2. What is the most suitable strategy for developing the Papuan women craft enterprises in Manokwari City?

II. Methods

This research employed a mixed-methods which is combining qualitative and quantitative approaches. This method is employed as it is more suitable for the understanding of the research problem by studying the state of the research object intensively and describing the current conditions of the targeted respondents (Papuan women shell craft enterprises). In applying this method, a case study, questionnaire, interviews, and field observation were employed to collect data. The total respondents were taken by the census in January 2021 as many as 18 Papuan women enterprises. In this regard, 12 respondents live permanently in Manokwari and 6 people come from Biak Numfor Regency.

Hereafter, based on the collected data, SWOT analysis is used to develop appropriate strategies for a better performance of Papuan Women shell craft businesses. In more detail, the SWOT analysis is employed in this study as it is useful for analyzing internal factors within a business organization that contributes to business capacity and taking into account external factors. As such, the business organization must analyze the strategic factors of the organization, such as strengths, weaknesses, opportunities, and threats in the current conditions. Similarly, it is stated that SWOT analysis is based on logic by maximizing strength and opportunities and at the same time minimizing weaknesses and threats (Rangkuti, 2013). Besides, at the initial stage, a matrix analysis of internal factor analysis strategy (IFAS) and external factor analysis strategy (EFAS). This analysis is a systematic identification of various factors to maximize the strengths and opportunities but simultaneously minimize weaknesses and threats.

III. Results and Discussion

A. Definition and Criteria for MSEs

MSEs have been known as a key source of employment and income in many countries (Mead & Liedholm, 1998). In general, the characteristic of MSEs stated by Liedholm & Mead (1998) namely, (1) the majority of MSEs size is very small; (2) most consist of one person working alone (self-employment); (3) the working owner and their family members are active in the enterprise, but unpaid; (4) the majority of MSEs operate in rural areas; (5) the activity primarily hawkers and small traders; (6) the majority of MSEs are owned and operated by women; and (7) the smaller the size of the business, the lower the efficiency.

MSEs are very heterogeneous, ranging from survival operations with very low-profit margins to high-tech companies in the burgeoning service sector (Enterprise Development Consultants, 2002). The definition of micro and small enterprises can be different from one country to another and one period to another, according to the socio-economic conditions (Enterprise Development Consultants, 2002). In Indonesia, the discussion of micro and small enterprises (MSEs) is always combined with medium enterprises which are generally called micro, small, and medium enterprises (MSMEs). According to Decree of the President of Republic of Indonesia Number 99 in 1998 (Keputusan Presiden Republik Indonesia Nomor 99 Tahun 1998), MSMEs are defined as people's economic activity on a small scale that needs to be protected and prevented from the unfair competition (Suharyon, 2018). The Central Government supports the empowerment of MSMEs through the Ministry of Cooperatives and MSMEs at the central level, which then at the provincial and district levels, the job description is carried out by the Cooperatives and MSMEs Offices.

The government enacted the Republic of Indonesia Law No.20 of 2008 which regulates the management and development of MSMEs. This law was also enacted because the government considered the need to empower MSMEs in a comprehensive, optimal, and sustainable manner through the development of a conducive climate, providing business opportunities, support, protection, and business development as widely as possible.

In current developments, the discussion on MSMEs is often grouped into two, namely micro, small enterprises (MSEs) and medium enterprises, and micro-businesses with small and medium enterprises (MSMEs). Based on the characteristics of Papuan enterprises who predominantly work in the MSE category, the scope of the study is limited to the MSE criteria according to the Law No.20 of 2008 (Undang-Undang Republik Indonesia Nomor 20 Tahun 2008) which can see in Table 1.

Table 1. Definitions and criteria for MSEs based on The Law Number 20 of 2008

No	Micro Enterprises	Small Enterprises
1	Micro Enterprises is a productive business owned by an individual and/or individual business entity.	Small Enterprises is a productive economic business that stands alone, which is carried out by an individual or by a business entity that is not a subsidiary or not a branch of a company that is owned, controlled, or is part of, either directly or indirectly from Medium or Large Enterprises.
2	Net assets of not more than Rp.50,000,000.00 (fifty million rupiahs), excluding land and buildings for business premises.	Net assets of more than Rp.50,000,000.00 (fifty million rupiahs) up to a maximum of Rp. 500,000,000.00 (five hundred million rupiahs) excluding land and buildings for business premises.
3	Proceeds from annual sales of not more than Rp. 300,000,000.00 (three hundred million rupiahs).	Annual sales proceeds of more than Rp. 300,000,000.00 (three hundred million rupiahs) up to a maximum of Rp. 2,500,000,000.00 (two billion and five hundred million rupiahs).

In Indonesia, the types of business are differentiated according to the number of workers. Companies with fewer workers out of four people are considered micro-enterprises and if the number of workers is between five and 19 workers including the owner is called a small business (Rifin, 2019).

B. Strategy for Developing MSEs

The majority of the MSMEs in Indonesia are involved in the informal business sector that is still the largest, thus increasing productivity in the informal sector will have a significant effect on progress of national economic growth (Pramono et al., 2021). The various obstacles faced by these groups of companies, particularly for MSEs have resulted in low productivity and income. Therefore, appropriate strategies are needed to develop their economic activities. A strategy is the main action pattern chosen to achieve the organization's vision through its mission. Hence, strategies form patterns of decision making in realizing the organizational vision (Handriyani, 2013). The enterprises' strategic orientation depends on what it wants to achieve (Muafi, 2020). Hence, an enterprise with a strong customer orientation will emphasize creation and maintain their customer value.

Effective strategies maximize the efforts of people in the organization. If they understand the strategies, it is much easier to increase the efforts of them or they can apply them to various decisions (Deshati, 2016). The MSE Development Strategy is needed to improve the welfare of business actors. Alyas and Rakib (2017) state that in general, a strategy is a comprehensive approach that is related to implementing ideas, planning, and implementing an activity within a certain time. The development of MSEs is more directed towards becoming competitive economic actors through strengthening the entrepreneurial spirit and increasing business capacity. The development of MSEs must be supported by efforts to increase competitiveness and increase productivity, and be supported by adaptation to market needs, utilization of innovation results, and application of technology (Tri & Darwanto, 2013; Sari et al., 2015).

The ability of MSMEs to compete in the global era is in some ways affected by internal factors such as business scale, business experience, educational background and corporate culture and also external factors, factors from outside the business such as access to capital and policy environment (Yeboah, 2015; Nohong et al., 2018). Thus, various programs have been carried out by the

government to support the development and empowerment of MSEs which are discussed as part of MSMEs, such as the Poverty Alleviation Action Program which was launched on 26 February 2005 by Susilo Bambang Yudhoyono, ex-president of Indonesia for the 2004-2014 period (Suci, 2017). In this program, there are four main types of activities that will be carried out, namely (a) developing a conducive business climate, (b) developing business support systems, (c) developing entrepreneurship and competitive advantage, and (d) empowering micro-scale businesses. The development of MSEs is essentially a shared responsibility between the government and society.

C. Personal Characteristics of Shell Craft Respondents

In this study, the personal characteristics of Papuan women who owned shell craft businesses in Manokwari are based on age, ethnicity, and level of formal education as can be seen in Table 2.

Table 2. Personal characteristics of shell craft respondents based on age, ethnicity, and formal education level in Manokwari, 2021

Age	Number	Percentage (%)
15-24	0	0
25-34	4	22
35-44	6	33
45-54	5	28
55+	3	17
Total	18	100
Ethnicity		
Serui	5	28
Biak	10	56
Arfak	1	5
Wondama	2	11
Total	18	100
Formal Education		
Primary School	7	39
Junior High School	5	28
Senior High School	6	33
College	0	0
Total	18	100

Source: Primary Data

The ages categorized as workers are those between the ages of 15 and 55. Most of the respondents (83%) were in the productive age range, but some respondents were over 55 years old as much as 17%. However, age is not a limitation for producing handicrafts from shells because it does not require a lot of energy, but accuracy and skill.

Almost all respondents come from coastal areas in Papua and West Papua Provinces. This shows that the respondent uses the available resources around them. These women have varying levels of education ranging from elementary to high school education. Their level of education at each level did not differ much. This is due to the growing development of basic and compulsory education facilities and infrastructure in Papua up to rural areas so that people already have the opportunity to access education.

D. Respondents' Business Characteristics

The respondents' business characteristics in this study are seen from their business experience, capital, and income gathered from the business. The business experience of the Papuan women respondents in managing their shell craft businesses in Manokwari can be seen in Figure 1.

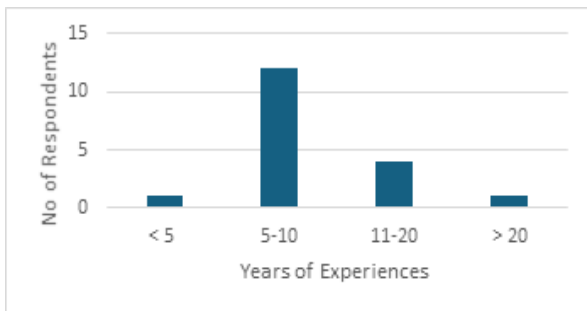


Figure 1. Distribution of respondents based on business experience in Manokwari, 2021

Figure 1 shows that most respondents have 5-10 years of business experience in shell craft, while just above one-fifth of them have experience in this enterprise between 11 and 20 years. Meanwhile, only one respondent who has experienced less than 5 years and more than 20 years respectively. This shows that the respondents have quite a long experience in the shell craft business.

Capital is essential in running a business venture. Capital is a factor that has a significant role in the production process, as it is needed to establish a new company or to expand an existing business. Figure 2 shows the distribution of shell business respondents based on the range of their capital.

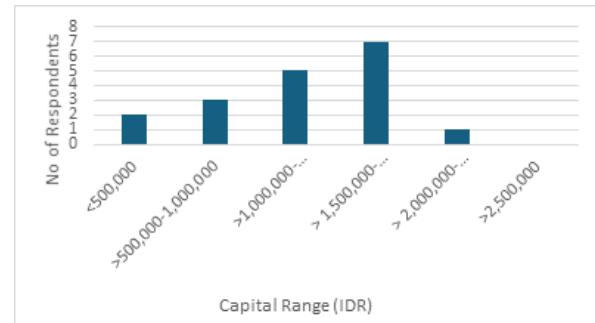


Figure 2. Distribution of respondents based on capital in Manokwari, 2021

Figure 2 illustrates that most respondents have a capital greater than 1.500.000 IDR - 2.000.000 IDR (Indonesian Rupiah). Furthermore, almost all respondents have capital less than 2.000.000 IDR and only a small number of them have capital above 2.000.000 IDR - 2.500.000 IDR. There are no respondents who have capital above 2.500.000 IDR. This is because the shell craft business carried out by most of the respondents is relatively small scale so that it does not require large amounts of capital. With this range of capital, the income generated by these women see in Figure 3.

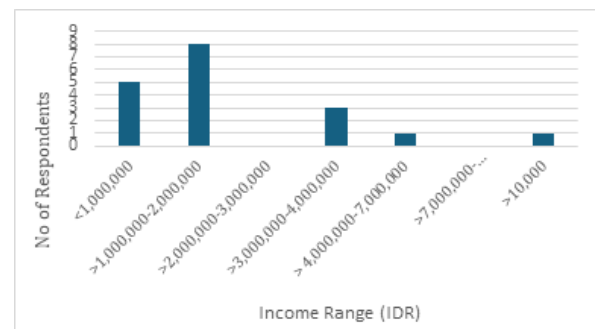


Figure 3. Distribution of respondents based on income in Manokwari, 2021

Figure 3 shows that most of the respondents received income above 1-2 million IDR (Indonesian Rupiah), followed by income below 1 million IDR. Respondents with incomes above 10 million IDR per month are only one respondent. This is because of

the respondents' long business experience, participating in various training and acting as a trainer, becoming a government partner, and often participating in exhibitions both at the national and international levels.

Although generally for Papuan society, decision making is taken by the head of the family or the man, in the household of these women, decision making is done together. However, all shell craft actors said that decisions regarding the use of income from shell crafts were made by them because all production activities up to marketing were carried out by themselves. The income earned from the shellfish business is used to meet household needs, and children's education, and a small portion is allocated for social and cultural obligations. Another part of the income is used to buy raw materials to make shell crafts again.

E. SWOT Analysis

Researchers used a SWOT analysis to examine the data that had been collected from the respondents. The analysis in this study includes an analysis of internal and external factors that influence the formulation of the shell craft business strategies. Internal environmental analysis using the IFAS (Internal Factor Analysis Summary) as shown in Table 3.

Table 3 shows that in the analysis of the internal environment factors in the shell craft businesses, the total value of several processed criteria is 3.442. With the greatest weight value of Papuan women's shell craft businesses on the strength, the factor is in the criteria of product variation and business experience with both weights at 0.48. Meanwhile, the greatest weight value on the weakness factor is in the business management criteria where the business management has not been implemented at 0.428.

Table 3. Processing results from the IFAS matrix

No	Internal Factor Strengths	Weight	Rating	Score
1	Products are varied.	0.120	4	0.48
2	The required business capital is sufficient.	0.075	3	0.225
3	Collaboration with other nearby craft businesses.	0.114	3	0.342
4	Attending craft technical training and business management.	0.073	3	0.219
5	Long enough business experience.	0.120	4	0.48
Sub Total				1.746
Weaknesses				
1	The equipment used is limited and not yet using modern technology.	0.106	3	0.318
2	Production volume is not optimal and not regular.	0.097	3	0.291
3	Focus more on housework than business because of lots of housework	0.085	4	0.34
4	Less promotion and market penetration.	0.101	4	0.404
5	Business management has not been implemented.	0.107	4	0.428
Sub Total				1.781
Total				3.527

Furthermore, an analysis of the external environment using the EFAS (External Factor Analysis Summary, Table 4).

According to Table 4 regarding the external environment using the EFAS, it is known that the total value of this evaluation factor is 2.948. For the greatest weight on the opportunity, the factor is on the criteria for the development of science and technology, and it has a value at 0.46 and for the greatest weight value for the threat, the factor is in the criteria for lack of guidance and intensive business development from the local government at 0.472.

Next is the matching stage which is a step to develop alternative strategies that are processed into several matrices based on several internal factors as well as external factors.

Based on Table 3, the IFAS Matrix of the

shell craft businesses shows that the score of the strength factor is 1.746 and the score for the weakness factor is 1.781. Meanwhile, the EFAS Matrix (Table 4) shows that the score of the opportunity factor is 1.711 and the score of the threat factor is 1.507. The value of the strength score turned out to be above the value of the weakness score with a difference of (-) 0.035, while the opportunity score was above the threat score with a difference in value of (+) 0.204.

The results of the identification of all internal and external factors and the determination of the difference in score values are then depicted in the SWOT diagram, where the strength and opportunity factors are given a positive value (+), and the weakness and threat factors are set a negative value (-). Figure 4 shows the Cartesian SWOT Diagram.

Table 4. Processing Results of EFAS Matrix

No	External Factor			
	Opportunities	Weight	Rating	Score
1	The market potential for shell crafts is quite large.	0.094	3	0.282
2	Development of science and technology.	0.115	4	0.46
3	Availability of raw shellfish locally and in the surrounding area.	0.115	3	0.345
4	Government technical institutions have policies/ programs that support the development of MSEs.	0.094	3	0.282
5	Availability of low interest credit for micro, small and medium enterprises at government banks	0.118	3	0.354
Sub Total				1.711
Threats				
1	Competitive products with better quality and lower prices.	0.094	3	0.282
2	Increase in production and marketing costs.	0.094	3	0.282
3	Lack of guidance and intensive business guidance from local governments.	0.118	4	0.472
4	Fluctuating regional economic conditions.	0.063	3	0.189
5	Changes in consumer trends and preferences.	0.094	3	0.282
Sub Total				1.507
Total				2.948

Table 5. SWOT result matrix

Internal Factor	Strengths (S)	Weaknesses (W)
External Factor	<ul style="list-style-type: none"> • Products are varied. • The required business capital is sufficient. • Collaboration with other nearby craft businesses. • Attending craft technical training and business management. • Long enough business experience. 	<ul style="list-style-type: none"> • The equipment used is limited and not yet using modern technology. • Production volume is not optimal and not regular. • Focus more on housework than business because of lots of housework • Less promotion dan market reach. • Business management has not been implemented.
Opportunities (O)	STRATEGY S-O (3.46)	STRATEGY W-O (3.49)
<ul style="list-style-type: none"> • The market potential for shell crafts is quite large. • Development of science and technology. • Availability of raw shellfish locally and in the surrounding area. • Government technical institutions have policies/ programs that support the development of MSEs. • Availability of low interest credit for micro, small and medium enterprises at government banks. 	<ul style="list-style-type: none"> • Developing product variations to reach a larger market. • Building partnerships with craft shop businesses or souvenir shops. • Seeking information and taking advantage of government institutions' policies and programs related to the development of MSEs. • Utilizing bank credit to increase business capacity. 	<ul style="list-style-type: none"> • Equipping more modern equipment to support production. • Divisioning of tasks within the household to improve business. • Using social media and digital platforms for promotion and online marketing. • Implementing a business's management. • Participating in exhibition events held by the regional government. •
Threats (T)	STRATEGY S-T (3.25)	STRATEGY W-T (3.23)
<ul style="list-style-type: none"> • Competitive products with better quality and lower prices. • Increase in production and marketing costs. • Lack of guidance and intensive business guidance from local governments. • Fluctuating regional economy. • Changing consumer trends and preferences. 	<ul style="list-style-type: none"> • Developing new product designs and improving product quality. • Maintaining permanent relationships with raw material suppliers to get cheaper prices even if market prices increase • Registering to obtain the required business license number. • Joining an association or community of micro, small and medium enterprises recognized by the government. 	<ul style="list-style-type: none"> • Adding production facilities and infrastructure to compete. • Maintaining the stabilization of the business both from the use of raw materials and marketing.

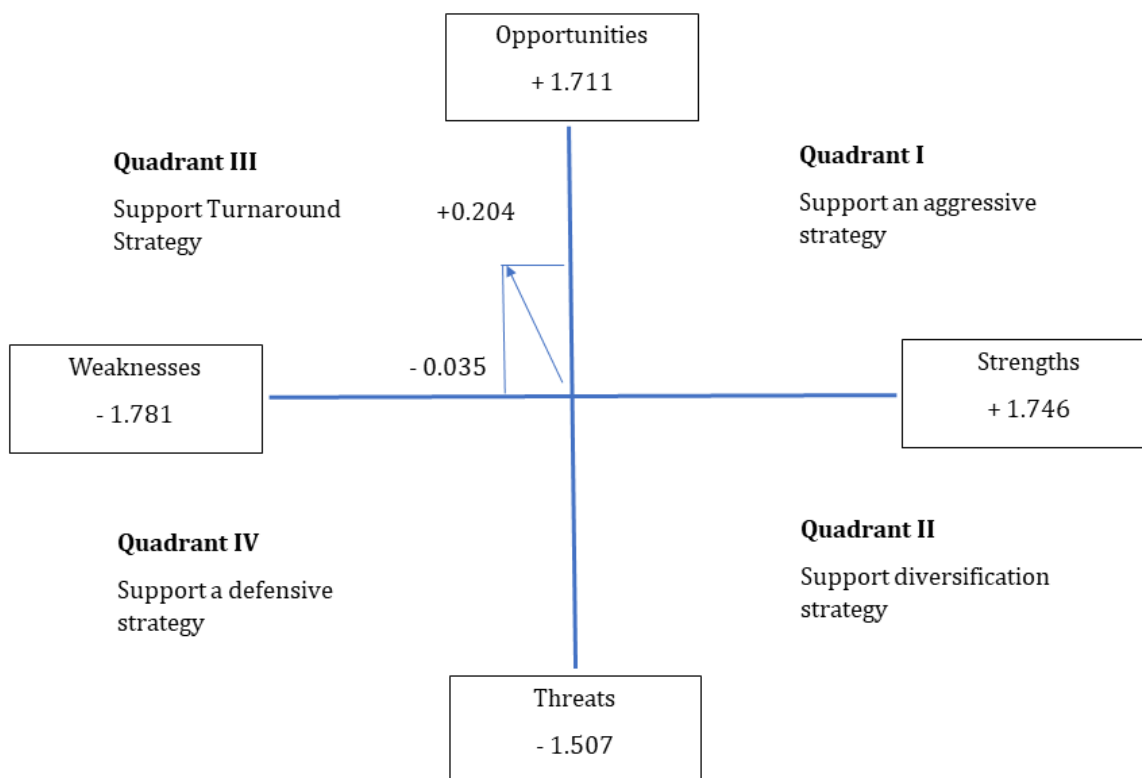


Figure 4. The Cartesian SWOT Diagram

Based on Figure 4, the shell craft businesses are in quadrant III which means that they improve weaknesses and take advantage of existing opportunities. Furthermore, the position in quadrant III shows support turnaround strategy or strategy W-O that can be taken for business development. This means that the strategy implemented is a series of actions and initiatives to guide the company out of financial difficulties or prolonged challenges, so that the company regains profits and resilience. The business owner will change the direction and performance of her/his business that is experiencing difficulties, but also to create a solid foundation for the company to grow.

The W-O strategies that can be implemented as part of turnaround strategies are

1. Equipping themselves with more modern equipment to support production:
The development of information technology must also be utilized by craftswomen without leaving behind the traditional elements and simplicity typical of craft products. With that, it is hoped that the craft business run by them will become more advanced and follow consumer preferences.

2. Division of household tasks to improve business:

Shell craft businesswomen's participation in the workforce has made a significant economic contribution to family income. For these women to be able to focus more on their business efforts and increase their profit, support from their husbands and other family members are needed to share roles in carrying out domestic activities.

3. Utilizing social media and websites for online promotion and marketing:

The development of digital marketing opens opportunities for promotion and wider market access, increases the added value of products, and ultimately drives the economic growth of local communities. Digital marketing contributes to increasing income because it is easier for consumers to access information about shell craft products and can buy them directly through digital marketing. The use of digital marketing can also help improve shell craft business to improve the quality or design of products and services of business through feedback from consumers.

4. Running business management

Business management is a very important aspect to be carried out by shell craft business women because it will affect their businesses'

sustainability. Improving the management skills of these women needs to be done either through training or mentoring from related government agencies or educational institutions. Good business management, including management of both material and financial resources, will result in the increase of the shell craft business's performance.

5. Participating in exhibition events organized by the local government:

By participating in the exhibition, shell craft business actors have great potential to increase visibility, expand networks, and increase sales. This activity is also an effective promotional medium to introduce business craft products to the wider community and can attract consumers.

IV. Conclusion

Based on research conducted in the internal and external environment of the Papuan women's shell craft businesses in Manokwari City, the results of a SWOT analysis were obtained. The strength factor in the form of product variations, sufficient available business capital, cooperation with other shell businesses who are nearby and have attended training technical craft business management, as well as long business experience. Then, the weakness factors are in the form of limited equipment used, not using modern technology, not optimal production and not regular, focus more on housework than business because of lots of housework, lack of promotion and market reach, and business management has not been implemented. Furthermore, the opportunity factors are in the form of the potential for the seashell handicraft market is quite large, the development of science and technology, the availability of raw material for shell locally and in the surrounding area, government technical institutions have policies or programs that support the development of MSEs, availability of low interest credit for micro, small and medium enterprises at government banks, and lastly is the threat or challenge factors that are in the form of competitive products with better quality and lower prices, increased production and marketing costs, lack of guidance and intensive business development from the local governments, fluctuating regional economic conditions, and the changes in consumer preferences.

The shell craft businesses are in quadrant III, which is a quadrant that supports turnaround

strategy or also known as W-O strategies, where the business improves its weaknesses and takes advantage of existing opportunities. Therefore, it can be concluded that the right strategies are to be implemented for shell craft businesses are (1) Equipping more modern equipment to support production (2) divisioning of tasks within the household to improve business, (3) Using social media for promotion and online marketing, (4) Implementing a business's management and (5) Participating in exhibition events held by the regional government.

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