ETY SUSILOWATI. Business Revitalization Primkopti in Fulfillment Soybean Interior. Supervised by RINA OKTAVIANI, BUSTANUL ARIFIN and YANDRA ARKEMAN.

The demand of soybean is very significant in Indonesia, a good system and business management is necessary to guarantee the continuity of business and the certainty of this vegetable protein supply. Most of soybean imported and local in Indonesia is produced for tofu and tempe production that the majority are members of Primkopti. In relation to this condition, the role of PRIMKOPTI is vital for its members.

Based on financial performance of PRIMKOPTI in recent years, it can be concluded that the financial performance of PRIMKOPTI is not good. One of its main sources of income is the business of renting its fixed assets, while its core businesses are procurement and distribution of soybean and, savings and loans. The core business is not running well so that strong efforts are needed to revive its business. Therefore, the vitality of PRIMKOPTI that is seemed inadequate, need to improve its business revitalization strategy that soybean needs of its members can be assured.

Based on this, the main goal of this research is to provide strategic recommendations and alternative policies so that PRIMKOPTI can be institution that has high vitality. Other objectives are as follows: (1) to identify and assess the current condition of PRIMKOPTI, both its institutional conditions and its business development; (2) to analyze primary factors that influence its business vitality; (3) to formulate the strategy of business revitalization of PRIMKOPTI to develop its business.

This research is a case study using a systematic approach. The sample selection is done intentionally (purposive sampling) using Expert Survey method with experts justificaton. Data were collected through survey. The areas surveyed are Denpasar, West Java, Jakarta, Central Java, East Java, Bali, with at least 20 key persons. Meanwhile, the analysis was conducted qualitatively and quantitatively by using descriptive analysis, Interpretative Structure Modeling (ISM), Enterprise Risk Management Frame Work-Integrated Applications Technique (ERM-IFAT), and Game Theory.

Based on the results of the study, several causes are identified, such as lack of knowledge or a good insight in managing the cooperative (KOPTI) professionally, lack of competence of human resources, lack of insurance coverage (risk and welfare) and the absence of trust (trust) between members and the board or vice versa.

The results of data process in gusing the Interpretive Structural Modeling shows that the efforts to increase the roles and functions of PRIMKOPTI to be a strong and vital institution that has a good business resiliences, depends on the management system of PRIMKOPTI itself, from manager to its members of the cooperatives. Factors that affect the business continuity and resilience are the human resources and cooperative members (tofu and tempe craftsmen). In
addition, the Ministry of Cooperatives and SMEs together with the Coordinating Ministry for the Economy is a power driver and a key factor in strengthening the institution of PRIMKOPTI.

Based on the Enterprise Risk Management Framework-Integrated Applications Technique (ERM-IFAT), the main risk that almost certainly happen everytime that has a big impact in the business of PRIMKOPTI and its goals that want to be achieved is that the soybean procurement is increasingly difficult due to non-performing loans which often happen to the management and members.

The result of game theory analysis shows that there are two strategies that can be applied by businessmen and distributors of local soybean in facing the competition with the soybean importers. First, local government should seek to encourage self-sufficiency in local soybean to meet the needs of their own region. Second, the local government must cut the line of soybean distribution so as to make it efficient and inexpensive. The strategy for distributors and importers to win the competition between imported soybeans with local soybean is that they have to be able to ensure the quality and the safety of soy products supported by the results of lab tests (certificate of quality assurance) and to ensure the continuity of the supply of raw materials (commodities).

Overall, the performance of PRIMKOPTI based on financial aspects (liquidity, solvability, and profitability) does not support the PRIMKOPTI future outlooks, and based on the Cooperative Grading Guidelines (Pedoman Pemerikatan Koperasi) PerMen No. 22/Per/M.KUKM/IV/2007 dated 16 April 2007, it is showed that the majority of selected samples of PRIMKOPTI are not qualified. In the aspect of the institution, PRIMKOPTI institutional system is still weak. Such as; no standardized SOP, less competent human resources, no reassuring infrastructure, weak regulation both in the procurement process of soybeans and in the support from the government in developing the business of PRIMKOPTI.

Based on those reasons, several factors that affect business continuity and business resilience of PRIMKOPTI are the best soybean quality procurement and sustainable; the adequacy of capital; reform the organization focusing on human resources (values and culture); the availability of competent and professional human resources; the prepared of organizational management system (SOP, HR, and financial systems); innovation on products and business; the robust marketing and distribution system by improving soybeans SCM to be effective and efficient; increase networking, for example in order to expand the business and innovation needs support from academic-business-government-community (ABGC).

Business revitalization strategy of PRIMKOPTI in the future requires convincing institutions in order to have greater and strategic roles in soybean trade system in Indonesia, which needs to be supported by regulator, organizational systems and better technology both as an individual entity PRIMKOPTI or a group of Centre of Tempe and Tofu Cooperative of Indonesia (Puskopti) or Union of Tempe and Tofu Cooperatives of Indonesia (Gakoptindo).

Keywords: Revitalizing, Soybean, ISM, PRIMKOPTI, and Business Resilience