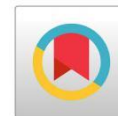# SMEs Performance and Halal Food Supply Chain

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ABSTRACT

The food and beverage business has a strategic role in the economy and food security, where 90% of national food products are provided by SMEs. SMEs also control 99.9% of the industrial market, absorb 97% of the national workforce and contribute 60% to GDP. On the other hand, food and beverage SMEs have the lowest resistance to the COVID-19 pandemic, so efforts need to be made to strengthen organizational resilience to the uncertainty of the business environment. This study aims to describe the food and beverage business supply chain, analyze the level of business efficiency and analyze the key variables of the performance of food and beverage SMEs in Surakarta City after the covid-19 pandemic. This research uses supply chain analysis, efficiency analysis and structural analysis. Supply chain analysis uses descriptive qualitative analysis. Efficiency analysis uses a non-parametric approach whose defeat uses DEAP. Analysis of determining the key variables of SME performance using structural analysis. The study used 20 variables to be processed into key variables for the performance of SMEs. The research involves academia, business, government, and the community (ABGC) in FGDs to obtain a comprehensive study. Data analysis using structural analysis using MICMAC.The results of the study explain that the performance of food and beverage SMEs was influenced by the product supply chain, there are still many food and beverage businesses that have not yet reached the level of efficiency, either in resource allocation or in achieving output. The results also explain 5 key variables out of 20 variables that are used to determine the main variables that have a high influence in supporting business performance, namely achievement-oriented, effective marketing, optimism, market understanding, and risk management.

1. Introduction

Indonesia as a country with the largest Muslim majority in the world has great business potential for SMEs (Giyanti & Indriastiningsih, 2019) facing various uncertainties in the business environment (Resti and Monika, 2020). Indonesia has a halal product guarantee system as stipulated in Law Number 33 of 2014 concerning Guarantees for Halal Products and Government Regulation Number 31 of 2019 concerning guarantees for halal products. This regulation encourages information certainty and transparency for consumers of halal products, and encourages the growth of the halal industry in Indonesia. Halal SMEs have a major contribution in achieving economic growth targets through product added value and employment (Novitasari, 2019).

The creative economy is a strategic issue for national economic development (Fahrika and Roy, 2020). The food and beverage business are part of the creative sub-economic small and medium enterprises (SMEs) that have low resilience (high vulnerability) to the COVID-19 pandemic (Isa et al., 2021). This should receive more attention because the food and beverage business play an important role in increasing food security, achieving economic growth and also in absorbing labor. Hadi (2020) stated that 90% of national food products are provided by SMEs. In addition, 99.9% of the industrial market is controlled by SMEs which can absorb 97% of the national workforce and contribute 60% of the National GDP (BPS, 2021).

The city of Surakarta is one of the centers of food and beverage business in Indonesia (BPS, 2021). The resilience of the creative economy to the COVID-19 pandemic is conceptualized as the performance of SMEs which is influenced by various combinations of inputs, both internal and external to business units (Isa and Mangifera, 2019). The problem is that there is no supply chain data and the performance of food and beverage SMEs from non-financial aspects such as the level of business efficiency, the key variables that have a strong influence on the success of SMEs are not yet known, so this issue is interesting to study in depth in maintaining the sustainability of the business unit.

The food and beverage business faces the challenges of rapidly changing business environments and uncertain business environments. The success of the food and beverage business after the COVID-19 pandemic is influenced by the supply chain, from suppliers, companies/restaurants, distributors, retailers and consumers. Consequently, SMEs are required to have the ability to survive and always improve their competitiveness (Titania et. Al., 2016) so that they must always respond regularly and continuously to changes in the external environment and evaluate their internal capabilities (Schreyögg and Martina, 2007). The COVID-19 pandemic has had a significant impact on the uncertainty of the business environment. Food and beverage business actors must always pay attention to the uncertainty of the business environment in planning, implementing and evaluating their business strategies (Hamze, 2020). Not all food and beverage businesses are able to survive in the uncertain business environment.

Changes in the business environment due to the COVID-19 pandemic have changed the key factors for the success of the food and beverage business, and these changes have triggered changes in business strategy. A superior strategy based on core resources and core competences means that changes in the business environment cause superior resources and capabilities to change. Business units need to have dynamic capabilities that not only enable organizations to adapt, but also must be able to integrate and reconfigure organizational skills, resources and competencies (Teece, 1997). The dynamic capability of resources allows organizations to tend to actively deal with the environment and use information for internal improvement and to seize opportunities in new ways effectively (Wang and Shi, 2011) thus affecting organizational performance.

Changes in the strategy of the food and beverage business unit are determined by decisions made by the leadership by taking into account many things as well as the response and information management by the leadership. Changes in the business environment emphasize the importance of leadership roles as initiators and those in charge of implementing changes (Mangifera et. Al, 2022). The importance of the dynamic role of entrepreneurs' abilities in improving performance needs to be supported by several factors

such as dynamic capabilities. The success of implementing strategies and programs is highly dependent on the ability of managers and/or business owners to adopt or adapt to changes in the organization. Based on this, this study uses business owners or managers input because their role and capabilities are crucial in supporting the performance of the food and beverage business in the era of the covid-19 pandemic.

Surakarta City does not have halal supply chain data for food and beverage businesses, where this data is important for maintaining business continuity. Food and beverage products are regional superior products that are always expected to support the regional economy. During the Covid-19 pandemic, these SMEs experienced the most severe impact compared to other SMEs. Therefore, the purpose of this research is to analyze business supply chain, the level of business efficiency and analyzing key variables for the performance of halal food and beverage SMEs in Surakarta during the covid-19 pandemic.

2. Literature Review

Supply Chain Management

Nisa, et al. (2019) Supply Chain includes all interactions between suppliers, manufacturers, distributors, and customers. Wajdi et al. (2020) states that Supply Chain management is directly related to the cycle of raw materials from suppliers to production, warehouse, and distribution then to customers. The company will improve competitiveness through product customization, high product quality, cost reduction, and speed of reaching the market given additional emphasis on Supply Chain.

Derwik, et. al. (2000) defines Supply Chain Management as an approach used to achieve efficient integration of suppliers, manufacturers, distributors, retailers, and customers. This means that goods are produced in the right quantity, at the right time, and at the right place with the aim of achieving a minimum overall system cost and also achieving the desired service level. Chow et al. (2008) defines Supply Chain Management as a holistic and strategic approach in terms of demand, operations, purchasing, and logistics process management.

Implementation of SCM includes identifying the members of the Supply Chain with whom they relate, what processes need to be associated with each core member and what type of integration is applied to each process of the relationship. The goal is to maximize competition and profit for the company and all of its members, including end customers. Supply Chain members include all companies and organizations that relate to the core company either directly or indirectly through its suppliers and customers from point of origin to point of consumption. Primary members are all companies or strategic business units that actually carry out operational and managerial activities in business processes designed to produce certain outputs for customers or markets. Secondary members (secondary members) are companies that provide resources, knowledge, utilities or assets to primary members. Through the definition of primary and secondary members, it is understood that the point of origin of the supply chain is the point where there is no primary supplier. All suppliers are secondary members, while the point consumption is the point where there are no primary customers (Narula, et. all, 2018).

Resource-Based Theory

Resource based theory explains how business units achieve competitive advantage by developing their own resources (Ambrosini and Bowman, 2009). Business units will be successful in the competition and get good performance by owning, controlling and utilizing important strategic assets. The resources owned by a business unit affect its performance. Business unit resources that can generate competitive advantage are not only organizational culture, but include all business unit assets, capabilities, organizational processes, business unit characteristics, knowledge, organizational culture and so on. Each business unit has a different performance because it has different resources. The sustainability of the food and beverage business is sourced from the available resources.

Key variables that Affect Entrepreneurial Success

Several variables affect the performance of SMEs such as institutional and external organizational environment (Portillo-tarragona, 2018, Elam and Terjesen, 2010), and resources (Gupta, 2014). It is important to determine the key variables of business success, where entrepreneurs pay attention to opportunities for success, and a country depends on the level of business success to maintain a stable economy.

Personal characteristics of entrepreneurs are key variables that determine the success of SME businesses (Wu, 2012). This characteristic consists of 17 variables, which consist of (1) the need for achievement, (2) the courage to take risks, (3) the desire to be responsible, (4) future orientation, (5) tolerance for ambiguity, (6) knowledge , (7) experience, (8) organizational skills, (9) reputation, (10) tenacity, (11) trustworthiness, (12) credibility, (13) leadership, (14) self-confidence, (15) able to sustain efforts intense, (16) personal values and (17) accountable.

On the other hand, the key variables of business success can be seen from 3 approaches, namely trait-based, socio-psychological, and behavioral approaches (Zimmer and Scarborough, 2006). Currently, the trait-based approach dominates and continues to be applied in positioning the individual personality as a determinant of the success of SME entrepreneurs. The socio-psychological approach emphasizes the importance of external factors that act as potential stimulants for the success of SME entrepreneurs. The behavioral approach focuses on understanding management attitudes, behaviors, skills and knowledge, and past experiences which are combined in determining the success of SME entrepreneurs.

3. Research Method

The population of this research is all parties involved in the supply chain of halal food and beverage business which consists of suppliers, restaurants or factories, collectors, retail traders, business consumers and final consumers in Surakarta. Surakarta City does not have data on the number of business actors in the supply chain of halal food and beverage businesses. Sampling using purposive random sampling method. The special characteristics of the respondents are that they are business actors who have been operating for at least 2 years. Determination of respondents as sources in depth interviews using snow ball sampling, namely one key respondent provides information about other key respondents in one supply chain path.

This study describes the supply chain, analyzes the level of business efficiency and analyzes key variables in the performance of the food and beverage business after the COVID-19 pandemic. Supply chain analysis uses descriptive qualitative analysis. Business efficiency analysis uses a non-parametric approach. The inputs used are the ownership of the business entity, the education level of the owner or business operator, the number of employees and the amount of capital used. The selected outputs are turnover and gross profit. The analysis tool uses technical efficiency which is processed using DEAP.

Analysis of key variables of food and beverage business performance uses a qualitative approach. This research uses 20 variables that are used to assess business success factors. The research involved academia, business, government, and community (ABGC) in FGDs to gain a comprehensive understanding of the 20 variables that influence the success of a food and beverage business. Data analysis used MICMAC, which is an analytical tool used to analyze the strength of influence and dependence between factors (Abdullah et al. 2009). MICMAC offers a solution to complexity by ranking the elements of a system in a systematic and structured manner and through the forms of relationships that occur between variables. MICMAC is often applied to identify key factors (Soesanto, 2021). The advantage of MICMAC is its structural analysis which can update data that was previously qualitative to become quantitative through the application of matrix properties (Sharma, et al., 2011). In addition, according to Benjumea-Arias, et al. (2016), another advantage of MICMAC is its ability to group and determine the arrangement of strategic variables and their mutual influence so as to provide a more convincing and reliable basis for consideration in overcoming the problems raised.Based on their influence and dependence, the key variables for the success of business units, have been

classified into four categories, namely autonomous factors, related factors, and dependent and independent factors (Isa, 2019). The results of the analysis show various factors that influence the success of the food and beverage business.

4. Results and Discussion

Central Java Province, especially Surakarta is a city that has many food and beverage businesses, both in manufacturing, trading and services. There are 1,833 business units officially registered with the Surakarta City Cooperatives and UKM Office (2022). SMEs in the service sector include lodging, bridal makeup, sewing, laundry, pulses, salons, convection, writing services, design and screen printing, printouts, photocopying and photo printing, spas and teachers. SMEs in the field of trade are grocery or retail stores. SMEs in manufacturing include food and beverage, fashion and clothing, automotive, handicrafts, agriculture and animal husbandry, and painting.

Tabel 4.1. Number of Small and Medium Enterprises in Surakarta

Subdistrict	SMEs
Laweyan	351
Serengan	296
Pasar Kliwon	215
Jebres	576
Banjar sari	395
Total	1.833

Source: Dinas Koperasi dan UKM Kota Surakarta, 2022

In 2022, Surakarta City has 1,833 SMEs spread over 5 sub-districts (Table 4.1). A total of 837 (45.66%) SMEs operate in the food and beverage sector (Table 4.2), so this sector is designated as one of the leading sectors of the region. As a leading sector, this sector has experienced the most severe negative impact in the COVID-19 pandemic, so it needs empowerment to maintain its sustainability.

Table 4.2. Number of Small and Medium Food and Beverage Enterprises in Surakarta

Subdistrict	SMEs of Food and Beverage
Laweyan	157
Serengan	103
Pasar Kliwon	87
Jebres	291
Banjar sari	199
Total	837

Source Dinas Koperasi dan UKM Kota Surakarta, 2022

The city of Surakarta has many regional specialties. The foods are soto daging, nasi liwet, tengkleng, gudeg ceker, selat, sambal tumpang, tahu kupat, timlo, serabi, abon, roti kecik, intip, kue mandarijn, and bakpia balong. Based on halal certification data for 2020, there are 48 culinary SMEs that have halal certificates. During the COVID-19 pandemic, this business experienced a significant decline in sales and many even closed their businesses. During the pandemic, many business units experienced disruptions in the distribution of raw materials from suppliers, a decrease in the number of buyers who came to business locations, and a decline in product distribution to consumers.

Every SME player develops a business strategy to create a competitive advantage. The strategy is expected to be able to play a role in achieving business goals. One of these strategies is to improve supply chain performance. Supply chain performance has a positive impact on business units in achieving business success and sustainability. Identification of raw material suppliers, distributors, retailers and consumers is an important component in supply chain management in order to maintain business sustainability (Nisa, et al. 2019).

Business units in various supply chains must have the right business strategy, including the food and beverage business. Beef Soto is one of Surakarta's special foods. A restaurant that is famous for its beef soup is Pak Keman's Beef Soto, which is located at Jalan

Yudistira Gang II Serengan. This soup is claimed to be the favorite beef soup of the Mayor of Surakarta, Mas Gibran Rakabuming Raka. This Soto was founded in 1969 and has become a family business for generations. Consistency in taste makes Soto Pak Keman still exist today. In meeting consumer demand, Soto Pak Keman requires the main raw material, namely beef. Beef suppliers are beef cattle breeders (slaughterhouses) and are obtained from the largest meat market in Surakarta City (Syakur, 2017). Soto Meat in the supply chain acts as a producer or restaurant that sells directly to final consumers.

In addition to Pak Keman's Beef Soto, Kupat Tofu is also an idol and a choice of culinary tourism destinations for the people of Solo Raya. Kupat tofu is a special food that has a sweet and spicy taste, the main raw material is ketupat, and its supporting ingredients such as tofu, bakwan, yellow noodles, cabbage and cucumber. In addition, as a complement, it is poured with soy sauce which is identical to the sweet and savory taste. A well-known tofu kupat restaurant or stall is Pak Budi's tofu kupat kidul. This tofu kupat started operating in 2013. The main ingredient of Pak Budi's tofu is obtained from a large supplier of kupat maker who is familiarly called Budhe Nah, located in Klodran, Colomadu, Karanganyar. Apart from being a supplier of tofu kupat, Mr. Budi, Budhe Nah also plays a big role as a supplier to tofu kupat restaurants in other areas of Solo Raya, such as in the areas of Klodran, Boyolali, Gemolong, Kalioso and Sragen and even Purwodadi.

The famous typical snack is shredded beef. Shredded beef is superior for souvenirs. One of the famous flosses is Abon Bu Yati. The owner of Bu Yati's floss is Mrs. Heny Moerwanti. The location of the shredded factory is in Mandungan RT 01/RW 06 Jungke, Karanganyar. Shredded beef Bu Yati started operations in 2004 with an initial capital of around 15 million. Currently, Mrs. Heny is able to produce around 15-20 kg of shredded beef per week. The main ingredient used is beef which is supplied directly by the abattoir of Surakarta City. Mrs. Heny in the food supply chain acts as a producer, which is a supplier of shredded meat in the city and outside the city of Surakarta, such as Surabaya, Surakarta, Semarang, Yogyakarta, Bandung, Palangkaraya, Padang and Papua. Besides being famous for its special food, Surakarta is also famous for its drinks. The famous traditional drinks are Wedang Asle, Wedang Ronde, and Wedang Uwuh. In addition to traditional drinks, there is also an ice ship which is currently loved by young people in the city of Surakarta.

The performance of food and beverage SMEs is influenced by the product supply chain, and is also influenced by efficiency in resource allocation and output achievement. Efficiency analysis is an analysis of the performance of non-financial SMEs. This analysis discusses the ratio of input and output. The input variables used are the ownership of the business entity, the education level of the owner or business executive, the number of employees and the amount of capital used, while the outputs are turnover and gross profit.

The results of the efficiency analysis using DEAP show that many food and beverage business actors in Surakarta City are running their business inefficiently, as many as 80.28%. The results of the analysis show that many business units are inefficient in achieving their output, as much as 70.42% for the achievement of turnover, and 73.24% for the achievement of gross profit. SMEs with current inputs should be able to achieve higher or higher outputs. With this, only 29.58% of business units succeeded in achieving efficiency in achieving turnover and 26.76% of business units successfully achieving efficiency in achieving gross profit. There is potential for SMEs to make various efforts in optimizing output achievement. Based on the results of the analysis for the input variables, it was explained that 70.42% of business units were not efficient from the aspect of the education level of the owner or business manager, 94.35% was not efficient from the aspect of business entity ownership, as many as 73.24% from the aspect of capital use and as many as 61 ,97% of the determination of the number of employees. This shows that for the achievement of current output, business actors should be able to make efficient use of resources. With this, there is potential for SMEs to make various efforts in resource allocation.

The performance of the food and beverage business in Surakarta City is generally not optimal, that is, there are still many who are inefficient in running their business. This finding explains that the decline in food and beverage business performance that occurred during the

COVID-19 pandemic was not only due to the Covid-19 pandemic aspect, but also due to inefficient business management.

The performance of SMEs is also determined by the character of the owner and/or business manager. In determining what variables are the main variables affecting the performance of the food and beverage business, structural analysis is used which is processed using MICMAC (Mafruhah et. al 2020). This structural analysis identified and mapped 20 critical success variables to be included in 4 quadrants of influence and dependence. These variables are the ability to manage risk, commitment, optimism, decision making, achievement motivation, persistence, drive forward, money management, workforce management, leadership, networking, effective marketing, use of technology, talent, understanding the market and competition, understanding rules and regulations, supportive business partner, has government network, strategic location and family business background.

Figure 4.1 shows the variables that support the success of the food and beverage business in Surakarta. The results of the MICMAC analysis were classified into 4 quadrants. Quadrant I has a high influence and low dependence on other variables in an effort to succeed in the business so that this factor is very influential on the success of the business. The factor in the quadrant is talent. Talent is a key factor in winning business competition. Business units can find and improve the talent and skills of the workforce as one of the main means to keep them competitive. The ultimate challenge is finding, attracting, building, and retaining that talent. The second most important quadrant is the upper right quadrant, which is an important success factor for business continuity in the halal food and beverage business. There are 10 factors included in this quadrant, namely (1) ability to understand the market, (2) leadership and management skills, (3) optimism, (4) effective marketing, (5) decision making, (6) encouragement of progress, (7) achievement oriented, (8) risk management, (9) commitment, (10) tenacity, (11) partners and supporting businesses.

The lower right quadrant is the dependent factor. Factors that fall into this quadrant are factors that have weak driving forces and strong dependencies. The elements in this quadrant are elements that are not free. There are 4 factors included in this quadrant, namely (1) understanding of laws and regulations, (2) business networks, (3) financial management, and (4) technological resources.
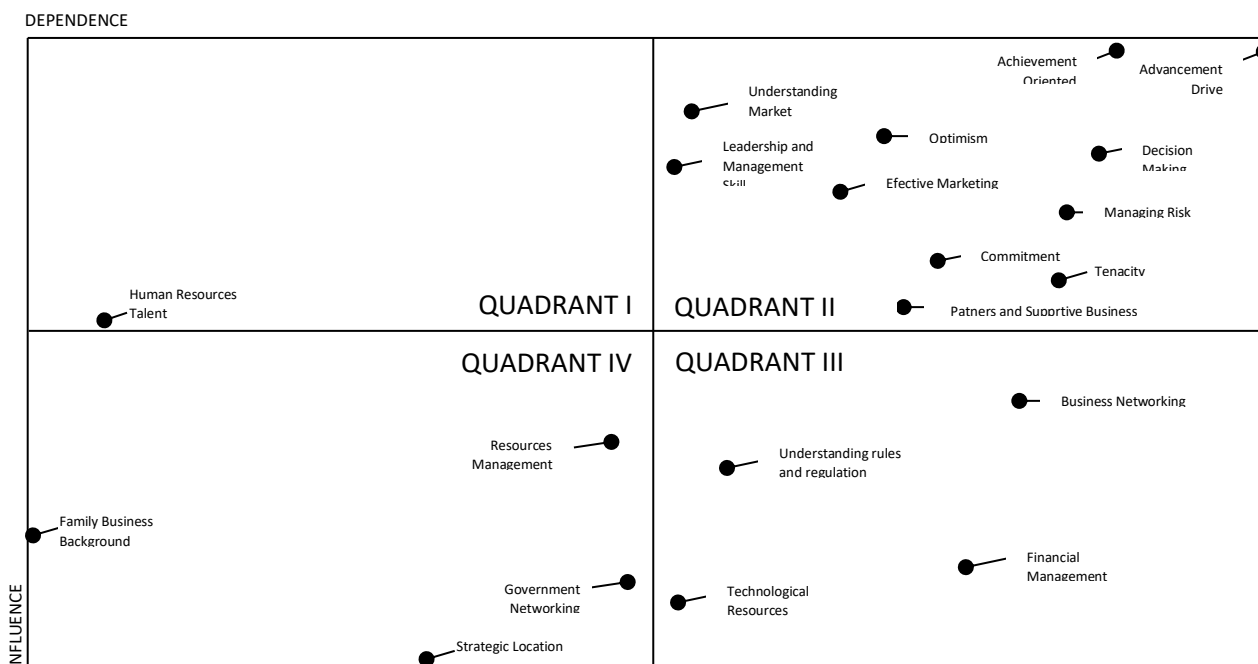

Figure 4.1. Supporting Variables for the Success of Food and Beverage Business
Source: MIC-MAC Analysis Results (2022)

The lower left quadrant is the autonomic factor (weak influence – weak dependent). The key success factors that fall into this quadrant are factors that have weak influence and dependence. These success factors are not closely related to the key to the success of the food and beverage business and may not have anything to do with it so they cannot be prioritized for stakeholders in maintaining business continuity. The key success factors are (1) family business background, (2) strategic location, (3) government network, and (4) resource management.

5. Conclusion

The food and beverage business has great potential and opportunity to increase and maintain its business. Business actors must understand and have the key success factors in running a food and beverage business. The key variables for the success of the food and beverage business are identified and analyzed in this study. This study describes the non-financial performance of food and beverage SMEs as measured by the level of efficiency, and explains the level of efficiency in the allocation of inputs and the achievement of outputs. In general, there are still many food and beverage businesses that have not yet reached the level of efficiency, either in resource allocation or in achieving output. This study also describes 20 important factors that must be owned by food and beverage entrepreneurs in achieving business success and sustainability. Achievement-oriented aspects, effective marketing, optimism, market understanding and risk management are 5 factors that have a major influence on the success of halal food and beverage entrepreneurs. In addition to the 20 factors that have been analyzed, it is necessary to add other factors related to the success of the food and beverage business for a more holistic refinement and costing. The results of research using different analytical tools will also get different results. The findings of this study add new information for policy makers, prospective entrepreneurs, and entrepreneurs to maintain business continuity.

Acknowledgment

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