

12.3 Lampiran-3 Contoh survei angket dari pemimpin perusahaan

(1) Pilih salah satu bidang yang dikuasai pemimpin perusahaan

- ①Tehnis, ②Pemasaran, ③Keuangan, ④HRD, ⑤Pengadaan material, part, ⑥Selain itu
()

(2) Informasi yang diperlukan untuk pengelolaan usaha diperoleh dari mana?

- ①Pengusaha sejenis, ②Klien, ③Lembaga keuangan, ④Asosiasi usaha,
⑤Teman, ⑥Lembaga penelitian, universitas, ⑦Selain itu

(3) Sebutkan hal yang biasanya dirasakan terhadap klaster

- ①Pengusaha di klaster sangat kooperatif dan ada rasa kebersamaan
② Pengusaha di klaster adalah pesaing, dan hubungannya tidak baik
③ Masalah di klaster tidak pernah dipikir
④Selain itu

(4) Apakah anda pikir nilai produksi dan pemasaran di klaster meningkat?

- ①Meningkat dengan cepat ②Sedikit meningkat
③Tidak berubah ④Sedikit menurun
⑤Menurun dengan cepat ⑥Tidak tahu

(5) Apa yang anda pikirkan mengenai masa depan klaster, pilih 3 pilihan di antara jawaban berikut

- ① Kondisi sekarang sudah baik
② Pengusaha sejenis di klaster perlu saling bekerja sama.
③Perlu usaha meningkatkan kualitas produk klaster dengan menetapkan Kualitas dan standar

di klaster

- ④ Perlu meningkatkan posisi jual di pasar dengan memakai merek klaster
⑤ Usaha yang lebih giat pada pengembangan desain dan produk
⑥ Berusaha meningkatkan kemampuan tehni, tenaga ahli
⑦ Mempererat kerjasama dengan universitas dan lembaga penelitian
⑧ Membangun kompleks pabrik oleh pengusaha sejenis
⑨ Selain itu ()

(6) Apa masalah pada pengelolaan manajemen perusahaan anda (Pilih 3 jawaban)

- ① Penjualan menurun ②Pengadaan modalnya sukar
③ Ratio produk NG nya tinggi ④Pengadaan material, part nya sukar
⑤ Persaingan harga ketat ⑥ Kurangnya manajer tingkat menengah yang kompeten
⑦ Barang datang sering terlambat ⑧Lingkungan kerja jelek
⑨ Pekerja sering pindah kerja ⑩Ingin menerapkan 5S, tapi tidak tahu caranya
⑪ Mesin dan fasilitas sudah tua ⑫Di dalam pabrik berantakan
⑬ Mesin sering rusak ⑭Tidak ada penerus usaha
⑮ Pabriknya sempit ⑯Selain itu ()

(7) Mengenai kebijakan manajemen selanjutnya. Pilih satu jawaban diantara jawaban berikut

- ①Konstitusional manajemen diperkuat, melakukan pengembangan manajemen

- ②Tetap seperti sekarang ini
- ③Sedang memikirkan alih usaha atau menutup usaha
- ④Selain itu()

12.4 Lampiran-4 Lembar survei dasar Klaster

Lembar survei dasar bisnis usaha Klaster

Pertama-tama, lakukan interview dan isi pada kolom yang bisa diisi. Bila perlu, kolom bisa ditambahkan.

Lembar survei

No. :

Disiapkan saat penyerahan sheet informasi	① Tabel neraca keuangan (Balance sheet) dan laporan untung rugi pada 2 periode terakhir IKM peserta Klaster (bila tidak ada, gokumen yang menyatakan garis besar isi usaha 1 tahun terakhir) ② Pamflet dll yang berisi profil perusahaan IKM peserta Klaster untuk bisa memastikan garis besar usaha perusahaan tersebut.
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Dibuat tanggal : 20XX...bulan...hari...
oleh :

1. Profil perusahaan inti			
Nama perusahaan inti		Pemimpin perusahaan	
Alamat			
PIC		Divisi, jabatan	
Kontak	Telp :	FAX :	
e-mail		Website	
Garis besar perusahaan inti	Berdiri tanggal : _____	Jumlah pekerja	orang
	Modal : Rp		
	Jenis usaha utama (sekarang)		
	Produk yang ditangani (sekarang)		

2. Tema bisnis usaha (tuliskan nama tema yang singkat, mudah dimengerti sebagai nama proyek)	
Nama jenis usaha	

3. Tujuan klaster, latar belakang dan motivasi

4. Mengenai produk baru di Klaster

4-1. Isi produk

Foto, atau
desain gambar
produk

4-2. Keistimewaan produk

4-3. Hal yang baru pada produk atau pada bisnis usaha ini

5. Mengenai pasar yang menjadi targetnya

5-1 Kebutuhan pasar (pada bisnis usaha ini, pasar yang seperti apa yang membutuhkannya?)

5-2 Pasar target, skala pasar dan perspektif perkembangan selanjutnya

6. Mengenai pemasarannya (Skala eksploitasi kebutuhan)

6-1 Fokus pada target pemasaran (bidang industri, perusahaan, klien dll yang dituju secara kongkrit, dan perspektif pemasaran)

6-1 Tempat Pemasaran dan perspektif pemasaran (memperjelas klien di awal tahun)

Nama Perusahaan pembeli	Kondisi pendekatan	Waktu penjualan	Nilai penjualan (harga×jumlah)
①			
②			
③			

6-3 Kegiatan promosi penjualan (tulis kegiatan promosi penjualan secara kongkrit yang dilakukan)

7. Mengenai kondisi pasar dan strategi pemasaran produk			
7-1 Sekarang, di pasar, produk seperti apa yang ada, dan terutama dibeli dengan alasan apa? Dan pembeli merasakan keluhan apa?			
Nama produk pesaing	Nama produsen, distributor	Share pasar	Masalah dan keterbatasan, kebutuhan mendesak dari pembeli dll
(a)			
(b)			
7-2 Produk ini memiliki kelebihan apa untuk dapat menang dari produk diatas ?			
Nama produk pesaing	Kekuatan dari produk bisnis usaha ini	Kelemahan dari produk bisnis usaha ini	Strategi memperoleh share pasar
①			
②			
7-3 Kondisi mendapatkan Hak Kekayaan Intelektual (HAKI) (tulis nomor paten (usulan), dan tanggal pengusulan patennya)			
Nama penemu		Nama penemuan	
Isi			

8.Sistem produksi/ penyuplaian (mengenai sistem produksi untuk mencapai volume pemasaran yang dihitung pada “rencana penjualan”, mengenai pembagian peran perusahaan klaster, isi investasi fasilitas, rencana pekerja, metoda produksi (kerja dll)

Isi tugas	Perusahaan pelaksana (perusahaan penerima order)	Rencana fasilitas dan pekerja		Keterangan
		Periode yang memungkinkan pada kondisi sekarang	Rencana penambahan fasilitas/ pekerja di masa depan	
① Proyek pelaksanaan usaha				
② Fasilitas produksi				
③ Tempat produksi				
④ Pengadaan bahan/ material				
⑤ Produksi				
⑥ Persiapan pengepakan, deliveri				
⑦ Quality Assurance				
⑧ Kegiatan pemasaran				
(Contoh) Produksi sebagian ①		Sistem dari periode X hingga sekarang	Pada periode Y rencananya akan ditambah fasilitasnya	

Catatan : Isi tugas diatas hanya sebagai contoh, akan disesuaikan dengan isi bisnis usaha klaster

9-1. Struktur Klaster – Perusahaan inti (core) dan perusahaan klaster							
Nama perusahaan	Nama pimpinan	Alamat	Modal (*10.000)	Jumlah pekerja (orang)	Jenis usaha	Peran di klaster	Sumber daya yang diberikan untuk proyek Klaster (Fasilitas, tehnologi, pengetahuan, ketrampilan dll)
Inti							
2							
3							
4							
5							
6							
7							
8							

9-2.Struktur Klaster – Kekuatan perusahaan inti, pemicu klaster, pembagian keuntungan dll

a.Kekuatan perusahaan inti dan leadership (Tulis Kekuatan (Know how tentang pembeli di market, teknis dasar, teknis proses produksi, produksi, pemasaran, manajemen dll) yang bagaimana dan apakah memiliki kepemimpinan, berusaha di klaster, dan apakah usahanya dapat berhasil)

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b .Pemicu dan sejarah terbentuknya klaster

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c .Perlunya klaster (melengkapi fungsi, kemampuan, efek dll)

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d .Ciri klaster ini dan hubungan peran yang memperlihatkan kemampuan klaster diantara perusahaan yang bisa mengeksplor bidang klaster

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e .Pengalaman dan kemampuan/ sertifikasi pada pemimpin perusahaan yang berhubungan dengan bisnis usaha ini dan sistem di dalam perusahaan.

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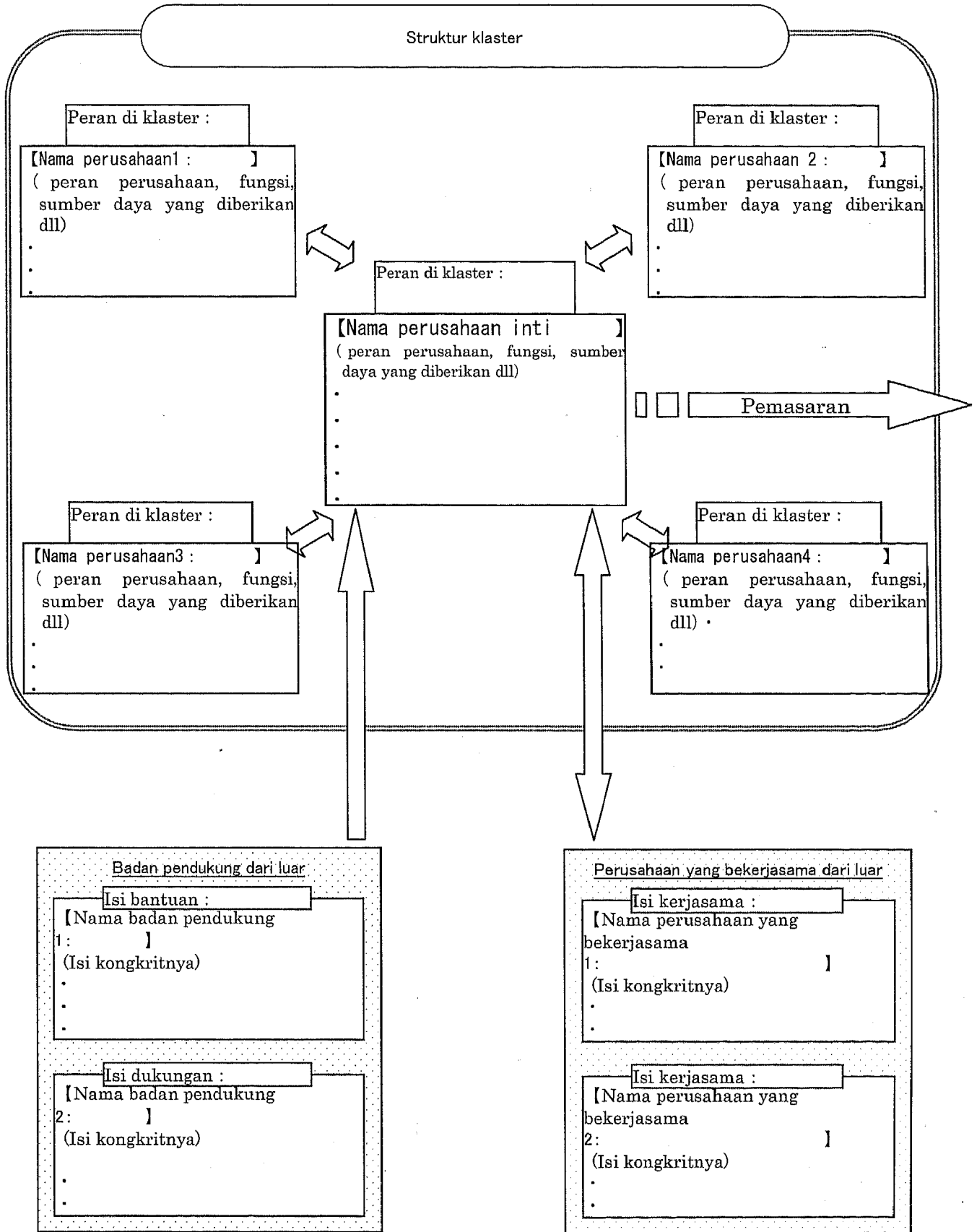
f. Metoda pembagian keuntungan yang diterima dan kerugian yang ditanggung

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① Mengenal pelaksanaan pertemuan bisnis usaha Klaster, beri tanda o

Tiap bulan	<input type="radio"/> Seminggu sekali	Kapan saja	
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9-3 Bentuk penggabungan sumber daya manajemen peserta kluster



Catatan) Tunjukkan hubungan kluster secara ringkas. Bila perlu ditambahkan/ dikurangi anggotanya/ blok yang mendukung dan yang bekerjasama

10. Rencana nilai penjualan oleh klaster

Rencana nilai penjualan (menurut tempat pemasarannya)

(satuan : Rp 10.000,-)

(Waktu tutup buku) (Pembagian Klien)			Periode 1 (20XX. ~ 20XX.)	Periode 2 (20XX. ~ 20XX.)	Periode 3 (20XX. ~ 20XX.)	Jumlah	Keterangan
Total nilai penjualan							
①	Kuantiti						
	Harga satuan	×RP 10 ribu					
	Nilai	×RP 10 ribu					
②	Kuantiti						
	Harga satuan	×RP 10 ribu					
	Nilai	×RP					
③	Kuantiti						
	Harga satuan	×Rp 10 ribu					
	Nilai	×RP10 ribu					
Total nilai penjualan		Nilai	×RP10 ribu				

Catatan) Tempat pemasarannya ditulis menurut target pemasaran seperti jenis industri, wilayah dll

11-0.Rencana pemasukan/ pengeluaran penjualan dari klaster secara keseluruhan (Rangkuman dari data per perusahaan (diperinci dibagian bawah))

Biaya pokok penjualan	Biaya pengadaan material	×RP 10 ribu				
	Biaya subkontrak	×RP 10 ribu				
	Biaya pekerja langsung	×RP 10 ribu				
	Biaya nilai depresiasi	×RP 10 ribu				
	Biaya operasional lainnya	×RP 10 ribu				
		×RP 10 ribu				
	Total biaya pokok penjualan		×RP 10 ribu			

Total keuntungan penjualan = Nilai penjualan - Biaya pokok penjualan

Total keuntungan penjualan	×RP 10 ribu				
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Biaya manajemen dan pemasaran	Biaya tenaga pemasaran/ manajemen	×RP 10 ribu				
	Biaya nilai depresiasi	×RP 10 ribu				
	Biaya R&D	×RP 10 ribu				
	Biaya operasional lainnya	×RP 10 ribu				
	B .Total biaya manajemen dan pemasaran	×RP 10 ribu				

Keuntungan usaha = Total keuntungan penjualan - Biaya manajemen dan pemasaran

Keuntungan	Keuntungan usaha	×RP 10 ribu				
	Persentase keuntungan usaha	%				
	Keuntungan dipotong pajak	×RP 10 ribu				

1 1-1. Rencana pemasukan/ pengeluaran penjualan per perusahaan (1) : (Nama perusahaan) :

tutupbuku)		(Waktu	Periode 1	Periode 2	Periode 3	Jumlah	Keterangan
(Item)			(20XX. ~ 20XX.)	(20XX. ~ 20XX.)	(20XX. ~ 20XX.)		
Rencana penjualan	Penjualan keluar klaster	×RP 10 ribu					
	(ア)	×RP 10 ribu					
	(イ)	×RP 10 ribu					
	(ウ)	×RP 10 ribu					
	(エ)	×RP 10 ribu					
	Penjualan kedalam klaster	×RP 10 ribu					
	⑩	×RP 10 ribu P					
	⑪	×RP 10 ribu					
	Total rencana penjualan	×RP 10 ribu					

Biaya pokok penjualan	Suplai dari dalam klaster	×RP 10 ribu					
	Biaya pengadaan material	×RP 10 ribu					
	Biaya subkontrak	×RP 10 ribu					
	Biaya pekerja langsung	×RP 10 ribu					
	Biaya nilai depresiasi	×RP 10 ribu					
	Biaya operasional lainnya	×RP 10 ribu					
		×RP 10 ribu					
	Total biaya pokok penjualan	×RP 10 ribu					
Total keuntungan penjualan		×RP 10 ribu					

manajemen dan	Biaya tenaga pemasaran dan manajemen	×RP 10 ribu					
	Biaya nilai	×RP 10					

	depresiasi	ribu					
	Biaya R&D	×RP 10 ribu					
	Biaya operasional lainnya	×RP 10 ribu					
	B .Total biaya manajemen dan pemasaran	×RP 10 ribu					

Keuntungan penjualan = Total keuntungan penjualan - Biaya pemasaran dan manajemen

Keuntungan	Keuntungan usaha	×RP 10 ribu					
	Persentase keuntungan usaha	%					
	Keuntungan dipotong pajak	×RP 10 ribu					

* Untuk perusahaan klaster selain perusahaan inti, format tabel diatas di-copy.

12-1. Rencana fasilitas dan biaya pengembangan klaster secara keseluruhan

(1) Rencana fasilitas

Rencana fasilitas (Keseluruhan)

(satuan : Rp

10.000,-)

(Waktu tutup buku)		Periode 1 (20XX.~ 20XX.)	Periode 2 (20XX. ~ 20XX.)	Periode 3 (20XX. ~ 20XX.)	Jumlah	Keterangan (Tulis menurut jenisnya seperti lahan, bangunan, mesin dll)
(Item)						
Rencana fasilitas	①	×RP 10 ribu				
	(ア)	×RP 10 ribu				
	(イ)	×RP 10 ribu				
	(ウ)	×RP 10 ribu				
	(エ)	×RP 10 ribu				
	(オ)	×RP 10 ribu				
	(カ)	×RP 10 ribu				
	設備費合計	×RP 10 ribu				

(2) Isi biaya pengembangan (keseluruhan) (satuan : Rp 10.000,-)

Biaya pengembangan	①	×RP 10 ribu				
	②	×RP 10 ribu				
	③	×RP 10 ribu				
	④	×RP 10 ribu				
	⑤	×RP 10 ribu				
	Total biaya pengembangan	×RP 10 ribu				

Catatan) Di Kolom keterangan, ditulis nama perusahaan yang menanggung biaya pengembangan

13 Data keuangan per perusahaan yang membentuk kerjasama (ditulis terhadap IKM yang ikut klaster)

① Perusahaan inti (nama perusahaan) :
(×RP 10 ribu)

B/S	Pertengahan awal periode 1 (20XX ~	Pertengahan awal periode 2 (20XX ~	Pertengahan awal periode 3 (20XX ~ 20XX)	Keterangan
Aset lancar				
Aset tetap				
Aset lainnya				
Hutang lancar				
Hutang tetap				
Modal				
Modal lainnya				
Total aset				

P/L	Pertengahan awal periode 1 (20XX)	Pertengahan awal periode 2 (20XX)	Pertengahan awal periode 3 (20XX)	
Nilai penjualan				
Total keuntungan				
Keuntungan usaha				
Keuntungan biasa				
Keuntungan dipotong				

③ Perusahaan yang membentuk klaster (Nama perusahaan) :

B/S	Pertengahan awal periode 1 (20XX ~	Pertengahan awal periode 2 (20XX ~	Pertengahan awal periode 3 (20XX ~ 20XX)	Keterangan
Aset lancar				
Aset tetap				
Aset lainnya				
Hutang lancar				
Hutang tetap				
Modal				
Modal lainnya				
Total aset				

P/L	Pertengahan awal periode 1 (20XX)	Pertengahan awal periode 2 (20XX)	Pertengahan awal periode 3 (20XX)	
Nilai penjualan				

Total keuntungan				
Keuntungan usaha				
Keuntungan biasa				
Keuntungan dipotong				

Selanjutnya, ③~, dilanjutkan untuk perusahaan yang membentuk klaster (nama perusahaan) :

12.5 Lampiran - 5 Faktor pembentuk dan pendukung klaster dan tabel penilaiannya

Untuk membentuk kumpulan industri menjadi suatu klaster, perlu ada faktor pembentuknya. Dalam diagnosis industri, perlu mengetahui kondisi faktor tersebut seperti dibawah ini.

Faktor yang diperlukan dalam pembentukan network

□1 : Score □2 : Koefisien level kepentingan

□1 : Score 1 1 □ 2 : Koefisien level penting tidaknya

Base 1	Batasan geografis	5	1	□	Jari-jari kurang dari 2.5km, dan perjalanan terlama kurang dari 30 menit
		4	1	□	Jari-jari kurang dari 2.5km, dan perjalanan terlama kurang dari 1 jam
		3	1	□	Jari-jari kurang dari 2.5km, dan perjalanan terlama kurang dari 2 jam
		2	1	□	Jari-jari kurang dari 5 km, dan perjalanan terlama kurang dari 2 jam
		1	1	□	Jari-jari lebih dari 5 km, dan perjalanan terlama lebih dari 2 jam
Base 2	Jumlah perusahaan industri inti	5	1	□	200 perusahaan atau lebih
	(Level banyaknya perusahaan)	4	1	□	100 perusahaan atau lebih, dan kurang dari 200 perusahaan
		3	1	□	50 perusahaan atau lebih, dan kurang dari 100 perusahaan
		2	1	□	15 perusahaan atau lebih, dan kurang dari 50 perusahaan
		1	1	□	Kurang dari 15 perusahaan
Base 3	Bidang industri/ pasar	5	2	□	Industri yang memiliki pasar besar di dalam dan di luar negeri, inovasi tehnologinya tinggi, dan industrinya berkembang
		4	2	□	Industri yang cukup berkembang, dan bisa diharapkan adanya pasar yang stabil di dalam dan luar negeri
		3	2	□	Industri biasa yang memiliki pasar lokal yang stabil, dan dengan pemasaran yang baik, bisa memiliki pengembangan pasar ke luar negeri
		2	2	□	Terbatas hanya di lokal, tapi memiliki pasar yang stabil
		1	2	□	Pasar hanya terbatas pada wilayah saja dan merupakan industri tradisional atau industri yang tidak berkembang
Base 4	Keberadaan bahan/ material yang relatif penting	5	1	□	Bahan/ material yang murah dan berkualitas dapat diperoleh dengan mudah di sekitar.
		4	1	□	Bahan/ material yang murah dan berkualitas dapat diperoleh dengan mudah di sekitar, tapi ada batasannya seperti iklim dan jumlah yang disuplai.

		3	1	<input type="checkbox"/>	Bahan/ material yang berkualitas dapat diperoleh dengan mudah di sekitar.
		2	1	<input type="checkbox"/>	Bahan/ material yang murah dapat diperoleh dengan mudah di sekitar.
		1	1	<input type="checkbox"/>	Bahan/ material yang murah dapat diperoleh di sekitar, tapi ada batasannya seperti perubahan iklim dan jumlah yang disuplai.
Base 5	Sumber daya khusus yang dimiliki	5	1	<input type="checkbox"/>	Sejak jaman dulu, telah memiliki sumber daya khusus yang melimpah, dan diakui di dalam dan luar negeri.
	(Tehnologi, ketrampilan dll)	4	1	<input type="checkbox"/>	Sejak jaman dulu, telah memiliki sumber daya khusus yang melimpah, dan terkenal di dalam negeri.
		3	1	<input type="checkbox"/>	Memiliki sumber daya khusus yang melimpah, dan cukup diakui di dalam negeri.
		2	1	<input type="checkbox"/>	Memiliki sumber daya khusus yang cukup.
		1	1	<input type="checkbox"/>	Sumber daya khusus di wilayah hampir tidak ada.
Base 6	Lembaga penelitian dan pengembangan	5	1	<input type="checkbox"/>	Ada lebih dari 5 universitas/ lembaga penelitian pada jarak tempuh kurang dari 1 jam, dan ada contoh kerjasama industri – universitas
		4	1	<input type="checkbox"/>	Ada beberapa universitas/ lembaga penelitian pada jarak tempuh kurang dari 1 jam, dan memiliki kebijakan yang aktif untuk kerjasama industri - universitas
		3	1	<input type="checkbox"/>	Ada universitas/ lembaga penelitian/ Sekolah Menengah Industri pada jarak tempuh kurang dari 1 jam, dan ada pergerakan untuk kerjasama industri – universitas
		2	1	<input type="checkbox"/>	Ada UPT/ Sekolah Menengah Industri pada jarak tempuh kurang dari 1 jam, dan ada pergerakan untuk kerjasama industri – UPT/ sekolah, tapi level tehnologinya masih rendah.
		1	1	<input type="checkbox"/>	Ada UPT/ Sekolah Menengah Industri pada jarak tempuh kurang dari 1 jam, tapi sekarang kerjasama industri - masih pasif dan ada pergerakan untuk kerjasama industri – UPT/ sekolah masih pasif universitas, tapi level tehnologinya masih rendah.
Base 7	Lembaga pendukung dan pembina	5	3	<input type="checkbox"/>	Ada fasilitator seperti DINAS dan aktif melakukan pembinaan. Pernah melakukan kerjasama dengan pemerintah Pusat, pertemuan berkala dilakukan. Terbentuk network antara Fasilitator BDS Provider dan klaster.Dasar pembinaan klaster diperjelas dengan peraturan daerah, rencana pembinaan ditetapkan. Anggaran disiapkan. Pernah berhasil melakukan kerjasama yang nyata dan kongkrit.
		4	3	<input type="checkbox"/>	Ada fasilitator seperti DINAS dan aktif melakukan pembinaan. Dengan anggaran daerah, dilakukan pertemuan berkala. Terbentuk network antara Fasilitator BDS Provider dan klaster. Tapi program pembinaan yang nyata dan kongkrit masih berjalan dan belum berhasil.
		3	3	<input type="checkbox"/>	Dibentuk divisi Fasilitator Klaster, pelaksana juga ditetapkan. Sedang dilakukan koordinasi untuk pertemuan dengan klaster lokal untuk pelaksanaan proyek yang nyata.
		2	3	<input type="checkbox"/>	Dibentuk divisi Fasilitator Klaster, pelaksana juga

					ditetapkan. Sekarang sedang dilakukan analisa SWOT pada klaster lokal, dan sedang memulai survei mengenai BDS.
		1	3	<input type="checkbox"/>	Tidak ada kegiatan fasilitator klaster yang terorganisir, petugas pelaksana pembinaan IKM di Dinas Perindag baru akan memulai keorganisasian klaster sebagai bagian pembinaan IKM.
Base 8	Perusahaan inti	5	3	<input type="checkbox"/>	di perusahaan lokal ada perusahaan dengan skala besar, memiliki kemampuan teknologi, dan aktif mendorong perusahaan lain sebagai pemimpin industri inti di wilayahnya. Melalui perusahaan ini, bisa di sharing keseluruhan kegiatan pemerintah, kondisi network, dan pergerakan industri di wilayahnya.
		4	3	<input type="checkbox"/>	Ada perusahaan lokal menengah yang memiliki level standar tertentu, dan diakui sebagai pemimpin di industri inti di wilayahnya. Dan perusahaan ini memiliki kemauan sebagai koordinator industri di wilayahnya.
		3	3	<input type="checkbox"/>	Ada perusahaan yang telah lama berdiri di wilayah tersebut, atau memiliki pengaruh tertentu, dan memiliki kemauan sebagai koordinator industri di wilayahnya.
		2	3	<input type="checkbox"/>	Ada beberapa perusahaan yang memiliki karisma pemimpin, tapi secara resmi perusahaan sebagai pemimpin tidak ada.
		1	3	<input type="checkbox"/>	Tidak ada perusahaan yang memiliki karisma pemimpin

Catatan : DINAS : Dinas Perindag , pembina Industri Kecil dan Menengah

UPT : Unit Pelaksana Teknis

Batasan geologis diatas adalah sentra industri kecil di Indonesia, di Asia Tengah mungkin sedikit lebih luas yaitu wilayah dengan diameter kurang dari 10 km.

1. Referensi/ dokumen acuan

- *1: Perkembangan kebijakan klaster industri, Nishikawa Taichiro, Yachiyo Syuppan
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— Sekian —

**ARTICLE OF ASSOCIATIONS
(BASIC AND ORGANIZATIONAL REGULATIONS)**

'JAM GADANG' EMBROIDERY FORUM

BUKITTINGGI

2009

**JAM GADANG EMBROIDERY FORUM
ARTICLE OF ASSOCIATIONS
BISMILLAHIRRAHMAN NIRROHIM**

OPENING

Man is the highest creation of God (Flashani Taqwin) and representation of God's khafilah on earth. Man becomes perfect because of characters totality and priveleges that differ him from other creatures.

Which is sacred (Fitrah) human potentials and guides man to truth (Hanif)

Man's perfection is not established suddenly but through responsible and free process and effort.

Through the process and effort, man develops and improves his basic potential quality to change the world and his own destiny.

In the process, man must pass life stages (economy) to improve community welfare.

So, the availability of infrastructure and other components to support our wealth is a necessity.

Based on those points, a forum which operates on cultural and art production development, trade and craftsmanship in the form of embroidery united with all elements and all level of community is established on December 6th, 2009 / 21 Djulhijah 1430 H.

Amin

ARTICLE OF ASSOCIATION OF 'JAM GADANG' EMBROIDERY FORUM

**CHAPTER I
NAME, TIME AND WORKING AREA**

Article 1

NAME

Jam Gadang Embroidery Forum is shortened into FORBOS JAM GADANG

Article 2

ESTABLISHING TIME

Jam Gadang Embroidery Forum is established at Tuesday, 21 Zulhijah 1430 H / 8 December 2009 in Bukittinggi for unlimited time.

Article 3

PLACEMENT

Istana St. No. 3 Bukittinggi, West Sumatera, Indonesia

Article 4

WORKING AREA

Bukittinggi and its surroundings and West Sumatera

**CHAPTER II
BASIS, FOUNDATION**

Article 5

BASIS

Jam Gadang Embroidery Forum is based on Pancasila (Five Principles)

Article 6

FOUNDATION

The Foundation Jam Gadang Embroidery Forum is People Economy Democracy.

**CHAPTER III
VISION, MISSION AND OBJECTIVE**

Article 7

VISION

Improving the quality of people's economy

Article 8

MISSION

1. Improving and developing people's wealth
2. Developing Minangkabau embroidery cultural art
3. Improving Bukittinggi and West Sumatera trade and tourism

Appendix-2 Sample for cluster regulation

Article 9 OBJECTIVE

1. Generating local resources and embroidery craftsmen
2. Conducting internal and external relationship among organizations and related institutions in the development of embroidery.
3. Improving wealth, especially of its members and people in the working area for general.

CHAPTER IV BUSINESS

Article 10 VARIETY OF BUSINESS

JAM GADANG EMBROIDERY FORUM conducts business as follows:

1. Assisting members to improve working quality
2. Conducting partnership
3. Conducting self exhibition and promotion which is organized by Government or other parties
4. Creating other legal businesses

CHAPTER V CAPITAL

Article 11 CAPITAL

1. Collective funding / members participation
2. Support from Bukittinggi Local Government Budget
3. Other legal funding and untied

CHAPTER VI MEMBERSHIP

Article 12 MEMBER

Membership consists of

- Embroidery craftsmen
- Embroidery trader/merchant
- Material supplier
- Services entrepreneurs related with embroidery

Article 13 REQUIREMENTS FOR BEING MEMBER

1. Indonesia citizenship
2. Having relationship with embroidery business
3. Stay at Bukittinggi or its surroundings
4. Agree with the content of Article of Associations and other regulations in Jam Gadang Embroidery Forum

**CHAPTER VII
RIGHTS AND OBLIGATIONS OF MEMBER**

**Article 14
RIGHTS OF MEMBER**

1. Each member has right to elect and to be elected as management of Jam Gadang Embroidery Forum
2. Attending meeting and proposing opinion, suggestion and idea for the improvement of Jam Gadang Embroidery Forum
3. Receiving equal service in Jam Gadang Embroidery Forum
4. Obtaining information on the development of Jam Gadang Embroidery Forum

**Article 15
OBLIGATION**

1. Obeying the Article of Associations, other regulations in Jam Gadang Embroidery Forum
2. Observing, paying attention towards performance of the management
3. Taking care and keeping the good name and togetherness in Jam Gadang Embroidery Forum
4. Attending meeting and activity of Jam Gadang Embroidery Forum

**CHAPTER VIII
MANAGEMENT**

**Article 16
MANAGEMENT**

1. Management is appointed according to his/her capability
2. Management is responsible to control Jam Gadang Embroidery Forum
3. Period of management is 4 (four) years
4. Core management consists of
 - Chairman
 - Vice Chairman
 - Secretary
 - Vice Secretary
 - Treasurer

**CHAPTER IX
RIGHTS AND OBLIGATION OF MANAGEMENT**

**Article 17
RIGHTS OF THE MANAGEMENT**

1. Appoint / conduct surveillance and recall executive board of Jam Gadang Embroidery Forum
2. Asking report from executive board regularly and incidentally
3. To decide whether the forum accepting or refusing new member
4. Considering or recalling member who breaks article of associations or other regulations

Appendix-2 Sample for cluster regulation

Article 18

OBLIGATIONS OF THE MANAGEMENT

1. Proposing working plan and budgeting plan of Jam Gadang Embroidery Forum
2. Arranging meeting agendas and preparing meeting
3. Recording meeting result and continue the result
4. Arrange the publication of meeting result
5. Arrange administration and assets of Jam Gadang Embroidery Forum
6. Keeping conducive atmosphere among members
7. Looking for, accepting information for the development of Jam Gadang Embroidery Forum and provide it to the members.
8. Providing working plan to the executive
9. Conducting monitor and evaluation towards Jam Gadang Embroidery Forum activity

CHAPTER X COUNCILLOR BOARD

Article 19 COUNCILLOR BOARD

It is Bukittinggi Local Economy Development and Improvement of Entrepreneurship Spirit

CHAPTER XI

Article 20 EXECUTIVE

1. Executive of Jam Gadang Embroidery Forum is professional recruited by management.
2. Executive of Jam Gadang Embroidery Forum is responsible to the management
3. Executive receive salary based on agreement between management with executive.
4. Executive works based on direction from the management

CHAPTER XII MEETINGS

Article 21 MEETINGS

Jam Gadang Embroidery Forum conducts meeting in the form of

1. Management of Jam Gadang Embroidery Forum meeting
2. Management and members of Jam Gadang Embroidery Forum Meeting
3. Consultative meeting between management and executive
4. Management meeting conducted minimum once in a month and general meeting conducted minimum once in a year

Article 22

EXTRA ORDINARY MEMBER MEETING / SPECIAL MEETING

1. Extra ordinary meeting can be proposed through written way by 2/3 of member of management or more than half of member.

Appendix-2 Sample for cluster regulation

2. Decision of management meeting supported by half of member becomes highest decision.
3. Extra ordinary meeting conducted by management to discuss and decide urgent issues for the sustainability of Jam Gadang Embroidery Forum.
4. Extra ordinary meeting can be conducted if executive does action that breaks article of associations and/or other regulations.

CHAPTER XIII DEMISSION / ACCOMPLISHMENT

Article 23 DEMISSION

1. Demission of Jam Gadang Embroidery Forum can be implemented based on decision of management and member meeting attended and legalized by 2/3 of the member.
2. Based on government decision.

Article 24 ACCOMPLISHMENT

1. If Jam Gadang Embroidery Forum is going to be dismissed, members establish Accomplishing Team which consists of representation of member, management and other related parties.
2. Task of the Accomplishing Team:
 - a. Conducting legal action(s) for and on behalf of Jam Gadang Embroidery Forum
 - b. Gathering required information
 - c. Contact management, member and former member, personally or simultaneously
 - d. Team gets permission to use and check all archive of Jam Gadang Embroidery Forum
 - e. Team uses rest of the resource of Jam Gadang Embroidery Forum to accomplish the obligation of Jam Gadang Embroidery Forum to the member and Third party.

Article 25 OBLIGATION

1. All member is obliged to take risk appears during the accomplishment of Jam Gadang Embroidery Forum.
2. Member who had resign before Jam Gadang Embroidery Forum dismissed, is obliged to take risk, if the loss occurred during his/her membership and if his/her resign has not passed 6 months.

CHAPTER IV PUNISHMENTS

Article 26 PUNISHMENT

1. If member and/or management break article of associations and/or other regulations in Jam Gadang Embroidery Forum gets punishment by member meeting in the form of
 - a. Spoken warning
 - b. Written warning

Appendix-2 Sample for cluster regulation

- c. Dismissed from membership or position
- d. Dismissed, not because of his/her willingness
- e. Brought to court
2. Toward executive, decided by management by asking consideration from councilor board and information from member(s).
3. Regulation on punishment which is not well arranged, arranged on verse 1 and 2 in the article of associations.

CHAPTER XV CLOSING

Article 27 SPECIAL REGULATION

Member meeting establishes organizational regulations and special regulations that contains implementing regulation based on basic regulations of Jam Gadang Embroidery Forum and not against with this basic regulations.

Article 28 LEGALIZATION

The Basic Regulation is legalized by formatur meeting on the establishment of Jam Gadang Embroidery Forum conducted on Istana Street No. 3, Bukittinggi on Tuesday, 21 Zulhijjah 1430 H exactly on December 8th, 2009.

The Basic Regulations explains the mechanism on the appointment of management for the first time, appointed from candidates as chairman, vice chairman, secretary, vice secretary and treasurer.

Chairman	:	H. AMRAN. M.S.
Vice Chairman	:	M. SYUKUR
Secretary	:	HANAFI, M. A.
Vice Secretary	:	ABDUL HALIM
Treasurer	:	Hj. ISNAWATI

Bukittinggi, December 8th, 2009

**ORGANIZATIONAL REGULATIONS
OF JAM GADANG EMBROIDERY FORUM
(FORBOS JAM GADANG)**

**CHAPTER I
MEMBERSHIP**

**Article 1
MEMBERSHIP INTENTION**

1. Member is trader/merchant, embroidery craftsmen, material supplier, entrepreneurs of related services with embroidery.
2. Member possibly consists of husband, wife and child/children.

**Article 2
MEMBER RECRUITMENT**

1. The person who is accepted as member of Jam Gadang Embroidery Forum is trader, Bukittinggi communal business group and its surroundings and already registered as member.
2. Member who already registers must obey the article of associations (basic and organizational regulations) and other regulations in the Jam Gadang Embroidery Forum.

**Article 3
RIGHT OF MEMBER**

1. Each member has right to vote, provides opinion, suggestion an idea during meeting
2. Each member has right to elect and being elected in the management
3. Each member receives equal services from Jam Gadang Embroidery Forum
4. Each member gets membership card

**Article 4
OBLIGATION OF MEMBER**

1. Keeping the good name of Jam Gadang Embroidery Forum
2. Obeying the Basic Regulation and Organizational Regulation and other regulations
3. Pay regular expense and participate in Jam Gadang Embroidery Forum
4. Attending meeting, invited by management
5. Obeying and implementing the decision of the meeting

**Article 5
QUIT FROM MEMBERSHIP**

1. If the member dies and it is not continued by his/her inherit
2. Personal willingness to quit through written statement
3. Dismissed because breaks the article of associations
4. Dismissed because breaking the name of Jam Gadang Embroidery Forum

**Article 6
SANCTION**

Appendix-2 Sample for cluster regulation

1. Based on observation and investigation by management, member who creates trouble is dismissed from the forum.
2. Implementation of sanction is arranged in technical direction according to the result of member meeting.

Article 7

AFFILIATING INSTITUTIONS

1. Every related Government Institutions / Non Government Organization / Civil Society Organization which plays important role in the development of Jam Gadang Embroidery Forum, their suggestion and opinion is acceptable.
2. Every affiliating institution/person can possibly invited and deserves providing suggestion(s)
3. Each affiliating institution/person does not have right to appoint or appointed in the management of Jam Gadang Embroidery Forum

CHAPTER II

FORUM STRUCTURE/MANAGEMENT/MANAGEMENT SECTION

Article 8

FORUM STRUCTURE

Forum structure consists of several groups or clusters

Article 9

MANAGEMENT

1. CHAIRMAN
2. VICE CHAIRMAN
3. SECRETARY
4. VICE SECRETARY
5. TREASURER

Article 10

SECTIONS

1. Information / Promotion Section
2. Public Relation Section
3. Human Resource Development
4. Capital Section
5. Institutional Section

Article 11

SOCIAL COMMUNITY

1. To conduct social community activity must refer to religious and cultural value (**ADAIK BASANDIKAN SARAK, SARAK BASANDIKAN KITABULLAH**)
2. If there is member who is sick or passed away, Jam Gadang Embroidery Forum must provide moral and material support according to the decision of forum

Article 12

1. Member meeting conducted based on invitation from Chairman and Secretary of Jam Gadang Embroidery Forum
2. Proposed event in the meeting must be similar with event arrangement in the invitation

Appendix-2 Sample for cluster regulation

3. Member meeting is declared to be legal if attended by half plus one member
4. If it is not adequate with quorum, because of urgent situation, it is possible for asking agreement of member at the meeting

Article 13

FINANCIAL SURVILLANCE

Financial surveillance can be done during special meeting.

CHAPTER III

TASK, AUTHORITY AND RESPONSIBILITY OF COUNCILLOR

Article 14

AUTHORITY OF COUNCILOR

Councilor can decide general policy on counseling for improvement.

Article 15

TASK AND RESPONSIBLE OF MANAGEMENT

Management conducts activity of Jam Gadang Embroidery Forum according to their own responsibilities

1. Basic Regulations of Jam Gadang Embroidery Forum
2. Organizational Regulations of Jam Gadang Embroidery Forum
3. Business plan of Jam Gadang Embroidery Forum
4. Management is in charge in the activity implementation of Jam Gadang Embroidery Forum to member meeting.
5. Conducts monitoring towards implementation of Jam Gadang Embroidery Forum.

CHAPTER IV

JAM GADANG EMBROIDERY FORUM RESPONSIBILITY TOWARD MEMBER

1. Relatives who passed away:
 - a. Member whom his/her closest family (husband/wife/child) passed away, the forum helps the member with organization's budget plus voluntarily support from members.
 - b. Mother/father (in law) or other relativeness only helped with member participation.
2. Visit member who is in sadness (mourn) is communal responsibility, not only management's responsibility.
3. Money from the organization account which spent in other form is if the forum needs fund to develop organization in the future and it is not in contrary with basic regulations and organizational organization.

CHAPTER V

LOGO

Article 16

**CHAPTER VI
CLOSING**

**Article 17
OTHERS**

1. Things are not arranged in these Basic Regulations and Organizational Organization, arranged in technical direction.
2. This Organizational Regulations is established on December 2009
3. Revision of article of association is in member meeting.

Issued in : Bukittinggi
Team : Selasa, 08 Desember 2009

**FORMATUR OF JAM GADANG EMBROIDERY FORUM
BUKITTINGGI**

1. CHAIRMAN : H. AMRAN. M.S
2. VICE CHAIRMAN : SYAFWARDIMAN MARAJO
3. SECRETARY : HANAFI. MA
4. VICE SECRETARY : RIZKI SABRI
5. TREASURER : Hj. ISMAWATI

**FORUM BORDIRAN DAN SULAMAN JAM GADANG
(FORBOS)**

Jl. Istana No. 3 Bukittinggi No. HP 081363105612 – 08126768374

STRUCTURE OF MANAGEMENT

Chairman : H. Amran MS
Vice Chairman : Syafwardiman
Secretary : Hanafi MA
Vice Secretary : Rizki Sabri
Treasurer : Hj. Ismawati E

SECTIONS

1. Information and Promotion

Hj. Isnawati
Member:

4. Human Resource Dev't

Toni Baharudin
Member:

Appendix-2 Sample for cluster regulation

- Budi Soraya
- Emilia Puspita

- Mislaili
- Drs. Maiwandrit
- Yenisma

2. Public Relation

H. Abd. Halim

Member:

- M. Syukur
- Fitria Kurniawan, SH

3. Institution

Hj. Novita

Member:

- Ati Abdar
- Dewi Arjuna
- Mulyawarman

5. Bidang Akses Permodalan

Hj. Anismar Asri

Member:

- Yetti Murni
- Hj. Rizalda

6. Production & Marketing

H. Indra Nefi

Member:

- Dra. Eni Murnisari

Chairman

ttd

H. AMRAN MS

Secretary

ttd

HANAFI MA

Appendix-3 Cluster member assignment

Cluster Team Member and roles (Term of assignment: 201_ to 201_)

Job title and Name:	Job description and requirement	Name of company and contacting information	Duty duration, remuneration
Cluster leader <u>Name:</u>	<ul style="list-style-type: none"> Overall coordination and management of the cluster operation. (Strong leadership to achieve cluster vision and mission) 		
Cluster protocol <u>Name:</u>	<ul style="list-style-type: none"> Dissemination of information to be shared within cluster members. Enumeration of cluster mapping information (Data collection of a new cluster members) 		
Working group members <u>Name:</u> <u>Name:</u> <u>Name:</u> <u>Name:</u>	<ul style="list-style-type: none"> Participate in project determination dialogue. Responsible for voting to important decision of cluster activity. (Fairness and aggressive personnel) 		
Cluster administrator <u>Name:</u>	<ul style="list-style-type: none"> Accounting and office administration. 		
Government representative <u>Name:</u>	<ul style="list-style-type: none"> Coordinate with local government. 		
Cluster advisor (Facilitator)	<ul style="list-style-type: none"> Facilitation and coordination with inside and outside the cluster. (Having communication and management skills, ability to work under pressure and flexibility.) 		
Technical advisor, if necessary	(Having project experience, technical knowledge.)		

Source: JICA Study Team



Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

MAYOR BUKITTINGGI

DECISION OF MAYOR

NUMBER

ABOUT

ESTABLISHMENT OF REGIONAL ECONOMIC DEVELOPMENT FORUM AND ENHANCEMENT OF ENTREPRENEURSHIP OF CITY BUKITTINGGI

MAYOR BUKITTINGGI

Considering :

- a. that in order to improve the competitiveness regional economy and improve the lives entrepreneurship is a need for participatory approaches involving all the elements involved in managing potential of natural resources and human resources Bukittinggi city through integrated programs in the field regional economic development and entrepreneurship.
- b. that based on the consideration referred to in letter a need to stipulate a decree Mayor of Bukittinggi on the Formation Forum Regional Economic Development and Improvement of Entrepreneurship in Bukittinggi.

Considering : 1. Law ff

DECIDES

Setting:

FIRST : Establishing Team Forum Regional Economic Development and Entrepreneurship Improvement Bukittinggi with membership composition as listed in Annex 1, 2 and 3

SECOND : Vision, Mission and Goals Regional Economic Development Forum and Entrepreneurial Improvement of Bukittinggi as follows:

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

- a. Vision: Bukittinggi as a center of industrial development, trade and tourism-based cluster in the province of West Sumatra
- b. Mission:
 - Facilitate cluster development of agriculture, industry, trade and tourism
 - Facilitate the development of entrepreneurial business of agriculture, industry, trade and tourism in order to increase competitiveness
 - Facilitating conducive business climate
 - Memfasiltiasi development of BDS (Business Development Services) or a companion agency SMEs
- c. Objective:
 - Improving the competitiveness of the agricultural sector, industry, trade and tourism
 - Improving community welfare

THIRD : Forum tasks generally referred first dictum

- Providing consideration relating to economic policy areas including Micro, Small, and Medium-based cluster
- Facilitate the development of a conducive business climate
- Identify potential areas of economic leading agricultural, industrial, trade and tourism
- Facilitating business growth entrepreneurial spirited
- To coordinate inter-cluster exchanges both within and between regions within the framework of mutually beneficial cooperation

FOURTH : The task of each team are as follows:

a. Task of Steering Committee:

- Provide direction and guidance to Team implementation
- Development program support forums, in order to strengthen regional economic potentials
- Facilitating infrastructure supporting Forum

b. Task of Organizing / Executing Committee:

- Identify potential regional economic
- Create programs and activities to strengthen regional economic potentials
- Monitoring and evaluation activities to strengthen regional economic
- Doing activities Forum
- Coordinate activities with all stakeholders
- In implementing the task team responsible for referring to the Mayor

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

c. Task of Secretariat Team:

- Perform administrative tasks forums every day activities
- Facilitate the implementation of activities Forum
- Create activity reports and annual reports Forums

FIFTH : In performing its duties 1st Forum as dictum and is responsible to report to the Mayor of Bukittinggi

SIXTH : All costs arising from the consequences of the stipulation of this decree imposed on Budget and Bukititinggi City Region of the sources of legitimate funds.

SEVENTH : This Decision shall take effect from the date stipulated by the provisions in the future when there will be correction of errors as appropriate.

Defined at : Bukittinggi

On : January 2010

MAYOR BUKITTINGGI

Ismet AMZIS

Copies. :

Ff

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

APPENDIX 1 :

DECISION OF MAYOR BUKITTINGGI

NUMBER :

DATE :

STEERING COMMITTEE MEMBERSHIP OF REGIONAL ECONOMIC DEVELOPMENT FORUM AND ENHANCEMENT OF ENTREPRENEURSHIP BUKITTINGGI CITY

No	Name	Agencies	Position in Team
01	Ismet Amzis	Mayor	Advisor
02	Drs. Khairul	Regional Secretary	Steering
03	Bahariyadi SH	Assistant II	Steering

MAYOR BUKITTINGGI

ISMET AMZIS

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

APPENDIX 2 :

DECISION OF MAYOR BUKITTINGGI

NUMBER :

DATE :

ORGANIZING COMMITTEE MEMBERSHIP OF REGIONAL ECONOMIC DEVELOPMENT FORUM AND ENHANCEMENT OF ENTREPRENEURSHIP BUKITTINGGI CITY

No	Name	Institutions	Position in Organization
01	Prof Dr. Ir Asdi Agustar MSc	Head BAPPEDA City Bukittinggi	Chairman
02	Ir Gustav	Head KOPERINDAG	Vice Chairman 1
03	Ir Nelson Setiadi	Chairman KADINDA	Vice Chairman 2
04	Ery Anof, SH	Capital investment field BAPPEDA	Secretary 1
05	Ismail SH	Economic Section	Secretary 2
06	H. June Amri SH	Office BUDPAR	Members
07	Ir Hasnil Syarkawi	Agricultural	Members
08	Ir Melwizardi	Department of Public Works	Members
09	Drs. H. Salman	Department of Social and Labor	Members
10	Drs. Elvis Sahri Munir Msi	Office of Community Empowerment	Members
11	H. Harman SE	Department of Transportation	Members
12	Drs. Endang Rismanto, SH	Integrated Service Office (OPT)	Members
13	Roni Falian, Amd	PHRI	Members
14	Raffles	ASITA	Members
15	Mohammad Ridwan	API	Members
16	Hj. Anismar Asri	Cooperative Lumbung Pusako	Members
17	Hj. Novita	Association of KUB	Members
18	Hj. Yurni, SH	IWAPI	Members

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

19	MM SE Yanuarizal	Banking Association	Members
20	Hendri, SE Msi	Bank Nagari	Members
21	Edison	PLN	Members
22	Sriyanto	Telkom	Members
23	Azwir	Upper Market Traders Association	Members
24	Asril Manza, SPd, MPd	Organda (Land Transportation Organization)	Members
25	M. Syukur	Down Market Association trade	Members
26	Adrimas	Market Traders Association Aur Yellow	Members
27	Zil Andri	Association Krupuk Sanjai	Members
28	Nuraini	Mushroom Cooperative	Members
29	Sohar	Craft Industry Association Bukittinggi City	Members
30	Heliyani, SE. MM.	STIE Haji Agus Salim (HAS)	Members

MAYOR BUKITTINGGI

Ismet AMZIS

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

(Sample regulation for comprehensive economic development committee)

ARTICLES OF ASSOCIATIONS OF LOCAL ECONOMY DEVELOPMENT AND ENTREPRENEURSHIP IMPROVEMENT FORUM (LED-EI Forum)

OPENING

1. That in order to enhance regional economic competitiveness of Bukittinggi in the national and international economy required a participatory approach involving all relevant elements in the city of Bukittinggi in the management potential of Natural Resources and Human Resources (HR) through integrated programs in the field of regional economic development and increase entrepreneurial spirit.
2. That connection to the above it is necessary to set up the Regional Economic Development Forum and Improved Soul Entrepreneurship with Bukittinggi Mayor's Decree.
3. That in order to regulate matters mentioned above, this statutes established as follows:

CHAPTER I

GENERAL PROVISIONS

Article 1

In this Articles of Associations meant with

Local Economic Development Forum and Entrepreneurship Improvement Forum hereinafter abbreviated LED-EI Forum is under the Government of Bukittinggi Organization and responsible to Bukittinggi Mayor for economic development in the region and increase the entrepreneurial spirit in Bukittinggi.

CHAPTER II

NAME, PLACE AND TIME POSITION FORMED

Article 2

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

This organization called the Local Economic Development and Entrepreneurship Improvement Forum is located in Bukittinggi and was established on January 2010

CHAPTER III

VISION, MISSION AND OBJECTIVES

Article 3

Vision

The vision of the organization is as a center of Bukittinggi industrial development, trade and tourism-based cluster in the Province of West Sumatra

Article 4

The mission of this organization is :

1. Facilitate cluster development of agriculture, industry, trade and tourism
2. Facilitate the development of entrepreneurial business of agriculture, industry, trade and tourism in order to increase competitiveness
3. Facilitating conducive business climate
4. Facilitating the development of BDS (Business Development Services) or a companion agency SMEs

Article 5

The purpose of this organization are:

1. Increasing business competitiveness in the agricultural, industrial, trade and services, and tourism
2. Improving community welfare

CHAPTER IV

SECTOR

Article 6

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

SECTOR

In carrying out its functions as above, Forum LED-EI City Bukittinggi emphasize economic development and entrepreneurial development in the sector of Small and Medium Enterprises (SME)-based cluster.

CHAPTER V

TASK

Article 7

The task of the LED-EI Forum in general is

1. Providing consideration relating to economic policy areas including Micro, Small, and Medium-based cluster
2. Facilitate the development of a conducive business climate
3. Identify potential areas of economic leading agricultural, industrial, trade and services and tourism
4. Facilitating business growth entrepreneurial spirited
5. To coordinate inter-cluster exchanges both within and between regions within the framework of mutually beneficial cooperation

CHAPTER VI

ORGANIZATIONAL STRUCTURE AND MEMBERSHIP

Article 8

ORGANIZATIONAL STRUCTURE

Organizational Structure LED-EI Forum Bukittinggi consists of:

1. Steering Committee
2. Executive Team / Organizing Committee, consisting of:
 - a. Chairman
 - b. Secretary

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

- c. Members
3. Secretariat Team
 - a. Coordinator
 - b. Staff

Article 9

MEMBERSHIP

1. Membership Forum LED-EI units consisting of elements of the local agencies (SKPD) Bukittinggi, Associations, Universities, Banks and other parties representing the SME development institutions in the City of Bukittinggi
2. Tenure of membership for 5 (five) years from the period 2010 to 2015
3. For further improvement of the membership, good turnover, the addition or reduction decided by the meeting forums and validated by SK Mayor

CHAPTER VII

TASK OF STEERING TEAM, EXECUTIVE TEAM AND SECRETARIAT TEAM

Article 10

TASK TEAM STEERING

Task Team Steering LED-EI Forum are:

1. Provide direction and guidance to the executing team
2. Developing program support forums, in order to strengthen regional economic potentials
3. Facilitating infrastructure supporting Forum

Article 11

EXECUTIVE TEAM TASK

Task Team Executive Forum LED-EI is:

1. Identify potential regional economic

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

2. Create programs and activities to strengthen regional economic potentials
3. Monitoring and evaluation activities to strengthen regional economic
4. Doing activities Forum
5. Coordinate activities with all stakeholders
6. In implementing the task, team responsible to the Mayor

Article 12

TASK TEAM SECRETARY

Task Team Forum Secretariat LED-EI is:

1. Perform administrative tasks forums every day activities
2. Facilitate the implementation of activities Forum
3. Create activity reports and annual reports Forums

CHAPTER VIII

MEETING, QUORUM AND VOTING RIGHTS

Article 13

MEETING

Meetings can be held as much as possible, at least once a month and coordination meetings once a year

Article 14

QUORUM

Quorum has been met if half plus one (1) of the number of members present.

Article 15

RIGHTS VOTE

Unanimity is basically intended. To be considered a vote of consensus has been reached when at least 2 / 3 (two thirds) representatives in attendance agreed.

**Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic
Development Committee and other Regulations**

CHAPTER IX

IMPLEMENTATION TASKS

Article 16

1. In carrying out the duties Forum LED-EI, the Executive Team is assisted by a Secretariat that is selected and appointed by the Forum LED-EI Bukittinggi
2. Secretariat led by the Coordinating Secretariat, assisted by staff sselected and appointed by the Forum LED-EI Bukittinggi
3. In performing its duties under the Coordinating Secretariat and
4. Responsible to the Chief Executive Team LED-EI Bukittinggi.

CHAPTER X

FUNDING

Article 17

LED-EI Forum funding comes from the Government of Bukittinggi and other funding sources are valid for routine office operations and other activities stipulated by the LED-EI Forum Bukittinggi.

CHAPTER XI

MONITORING AND EVALUATION

Article 18

Executive Team Forum LED-EI Bukittinggi assisted by a Secretariat conduct monitoring and evaluation of programs LED-EI

CHAPTER XII

ARTICLE OF ASSOCIATIONS CHANGES

Article 16

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

1. Change of Articles of Associations can only be undertaken by the Decree of the special forum meeting held for that and that should be attended by at least half plus one (1) of the total membership LED-EI Forum Bukittinggi.
2. The decisions of the amendment of Basic Regulations is valid if approved by at least 2 / 3 (two thirds) of the amount present.

CHAPTER XIII

HOUSEHOLD BUDGET

Article 17

1. Things that have not or less in the Articles of Associations will be governed by the Bylaws LED-EI Forum Bukittinggi
2. Bylaws LED-EI Bukittinggi should not be contrary to the Articles of Associations of LED-EI Bukittinggi

CHAPTER XIV

VALIDITY

Article 18

These statutes shall come into force from the date of its adoption until the end of the period of the establishment decree LED-EI Forum Bukittinggi.

CHAPTER XV

CLOSING

Article 19

Statutes are defined and validated on in the January 2010 Forum meeting LED-EI held in Bukittinggi

Appendix-4 Mayor or Governor's Ordinance for Comprehensive Economic Development Committee and other Regulations

APPENDIX 3 :

DECISION OF MAYOR BUKITTINGGI

NUMBER :

DATE :

TEAM SECRETARIAT MEMBERSHIP OF REGIONAL ECONOMIC DEVELOPMENT FORUM AND ENHANCEMENT OF ENTREPRENEURSHIP BUKITTINGGI CITY

No	Name	Institutions	Position
01	Ery Anof, SH.	BAPPEDA	Coordinator
02	Amelia Susi Gusti, ST. MT.	BAPPEDA	Staff
03	Ir. Azhari	KOPERINDAG	Staff
04	Tati Yasmarni, SE. MM.	KOPERINDAG	Staff
05	Dra. Hendra Amita	Economy Section	Staff
06	Reni Yudiwati, SE.	Tourism Agency	Staff
07	Yuheri	Agriculture Agency	Staff
08	Hasan Basri	Chamber of Commerce (KADIN)	Staff

MAYOR BUKITTINGGI

ISMET AMZIS

Appendix -5 Sample BDS Provider List

Teknologi dan Skill

Sektor	Nama	Alamat / Telepon / E-mail	Contact Person / Bagian yang dihubungi	pertanian / hortikultura	mesin / facility	Informasi / telekomunikasi	ISO / QC	Pengerjaan logam/ welding	Die, molding plastik	pengolahan makanan/ kesehatan/ kimia	tekstil, Konveksi	listrik, elektronik	kerajinan/ aksesoris perhiasan	Lainnya	Swasta
Institusi Pemerintah	UPTD Dinas Koperindag Bukittinggi	Jl Dr A Rifai No 17A Bukittinggi Telp: 0752-21061	Tati Yasmarni								<input type="radio"/>				
	BDI Padang	Jl. Bungo Pasang Tabing Padang. Telp. 0751-7051879.	Bp. Drs. S. Salingkat.	<input type="radio"/>			<input type="radio"/>				<input type="radio"/>				
	Klinik Bisnis Dinas Koperindag Bukittinggi	JL Perwira No 184 Bukittinggi Telp: 0752-21486 - 21254	Ashari				<input type="radio"/>								
	Klinik Bisnis Dinas Koperindag Sumbar	Jl Jend Sudirman No 47 Padang Telp : 0751-22086, 21829, 22589 Fax: 0751-37192 Jl Khatib Sulaiman No 11 Padang Telp : 0751-443200 Fax: 0751-7052701	Ridonald Syahril				<input type="radio"/>								
	Shindanshi Dinas Bukittinggi	Jl Dr A Rifai No 17A Bukittinggi Telp: 0752-21061	Yeyen Anggreani				<input type="radio"/>								
	Shindanshi Dinas Sumbar	Jl Jend Sudirman No 47 Padang Telp : 0751-22086, 21829, 22589 Fax: 0751-37192 Jl Khatib Sulaiman No 11 Padang Telp : 0751-443200 Fax: 0751-7052701	Ridonald Syahril				<input type="radio"/>								
	BARISTAND (Balai Riset dan Standardisasi Industri Padang)	Balai Riset dan Standardisasi Industri Padang Komplek LIK Ulu Gadut, Padang 274 Telp. 0751-72201 Fax. 0751-71320 Email : sekretariat@baristand-padang.or.id		<input type="radio"/>							<input type="radio"/>				
	UPTD Silungkang														
	UPTD Logam Sungai Puar														
	Andalas University	Kampus Unand Limau Manis, Padang 25163 0751-72497, 72564, 71181 Fax: 0751-72566, 71508 website: www.unand.ac.id	Dr Bambang Istijono				<input type="radio"/>						<input type="radio"/>		

Appendix -5 Sample BDS Provider List

Sektor	Nama	Alamat / Telepon / E-mail	Contact Person / Bagian yang dihubungi	pertanian / horticultura	mesin / facility	Informasi / telekomunikasi	ISO / QC	Pengujian in logam/ welding	Die, molding plastik	Pengolaan n makanan/ kesehatan/ kimia	tekstil, Konveksi	listrik, elektronik	kerajinan/ aksesori perhiasan	Lainnya	Swaasta	
Institusi penelitian dan akademis	Institut Teknologi Padang	Jl Gajah Mada Kandang Nanggolo Padang Telp: 0751-7055202 Fax: 0751-444842 email: info@itp.ac.id website : itp.ac.id													Private	
	Universitas Bung Hatta	Kampus I: Jl. Sumatra Uliak Karang, Padang, 25133 Telp. +62-751-7051678, +62-751-7052096 Fax. +62-751-55475 Kampus III: Jl. Gadjah Mada, Gunung Pangilun, Padang - Sumatra Barat, 25143 Telp. +62-751-7051341, +62-751-7054257 email : humas@bung-hatta.info website : http://bung-hatta.info Jl Veteran Dalam No 26B, Padang 25131 website : www.univ-ekasakti-pdg.ac.id													Private	
	Univeritas Ekasakti Padang	Jl Pasir Kandang No 4 Koto Tangah, Padang 25172 telp: 0751-481645 fax : 0751-482274													Private	
	Muhammadiyah University Sumatera Barat	Jl Prof Dr Hamka , Air Tawar, Padang 25131 Telp : 0751-7053902 Fax : 0751-7055628 email : info@unp.ac.id website: www.unp.ac.id/index2.php													Private	
	Universitas Negeri Padang (Padang State University)	Jl Dr Sutomo No 5 Padang Telp/ Fax: 0751-21930 website : www.smk2padang.sch.id													State	
	SMK 2 Padang	Jl Kehakiman I No 277 Belakang Balok, Bukittinggi, 26136 Telp: 0752-33544 Fax : 0752-33544 email: bds-triarga@telkom.net	Yeti Murni SE													University teachers and private consultants registers
	BDS Tri Arga	Jl Dr A Rifai No 17A Bukittinggi Telp: 0752-21061	Tati Yasmami													
	DEKRANASDA															

Bidang SDM dan Manajemen

	Nama	Alamat / Telepon / E-mail	Contact Person / Bagian yang dihubungi	Manajemen konsultasi	UKM	Marketing	Disain	Pajak	Keuangan dan akunting	Personalia dan Perburuhan	Hukum	Catatan
Institusi Pemerintah	UPTD Dinas Koperindag Bukittinggi	Jl Dr A Rifai No 17A Bukittinggi Telp: 0752-21061	Tati Yasmarni				<input type="radio"/>					
	BDI Padang	Jl. Bungo Pasang Tabing Padang. Telp. 0751-7051879.	Bp. Drs. S. Salingkat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>		
	Klinik Bisnis Dinas Koperindag Bukittinggi	Jl Perwira No 184 Bukittinggi Telp: 0752-21486 - 21254	Azhari	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Shindanshi Dinas Bukittinggi	Jl Perwira No 184 Bukittinggi Telp: 0752-21486 - 21254	Yeyen Anggreani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Shindanshi Dinas Sumbar	Jl Jend Sudirman No 47 Padang Telp : 0751-22086, 21829, 22589 Fax: 0751-37192	Ridonald Syahril	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Klinik Bisnis Dinas Koperindag Sumbar	Jl Khatib Sulaiman No 11 Padang Telp : 0751-443200 Fax: 0751-7052701	Ridonald Syahril	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Universitas Negeri Padang (Padang State University)	Jl Prof Dr Hamka , Air Tawar, Padang 25131 Telp : 0751-7053902 Fax : 0751-7055628 email : info@unp.ac.id website: www.unp.ac.id/index2.php		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	SMKN 1 Ampek Angkek	Jl. Raya Panca Batu Tabu Ampek Angkek, Agam 26191, Telp: (0752)624358 email: smk_ivangkat@yahoo.com	Maiwandrit				<input type="radio"/>					
	SMK N 2 Bukittinggi	Jl Syekh Jamil , Jamil Jambek, Bukittinggi Telp : 0752-22673 website : www.smkn2bukittinggi.com email@info@smkn2bukittinggi.com		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	STIE Haji Agus Salim Bukittinggi	Jl A Yani 79 Bukittinggi Telp : (0752) 34201, Fax : (0752) 34201	Heli Yani, SE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Universitas Andalas (Andalas University)	Kampus Unand Limau Manis, Padang 25163; 0751-72497, 72564, 71181 Fax: 0751-72566, 71508 website: www.unand.ac.id	Dr Bambang Istijono	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Universitas Ekasakti Padang	Jl Veteran Dalam No 26B, Padang 25131 website : www.univ-ekasakti-pdg.ac.id		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

Nama	Alamat / Telepon / E-mail	Contact Person / Bagian yang dihubungi	Manajemen konsultasi	UKM	Marketing	Clean	Pajak	Keuangan dan akunting	Personalia dan Perburuhan	Hukum	Catatan
Universitas Muhammadiyah Sumatera Barat	Kampus I: Jl Pasir Kandang No 4 Kelurahan Pasie Nar Tigo Koto Tengah, Padang 25172 telp: 0751-481645 fax: 0751-482274 Kampus II: Komplek Perguruan Muhammadiyah Kauman, Padang Panjang, Telepon: (0751) 82612, 82093 Kampus III: (1) Jl. Diponegoro Air Kuning Bukittinggi, Telepon: (0752) 21376, Faks.: (0752) 21376, (2) Jl. A. Karim 12, Bukittinggi, Telepon: (0752) 625737 Kampus IV: Koto Nan IV Payakumbuh (Samping DPRD Tk. II Payakumbuh), Telepon: (0752) 93909 website: http://umsh.ac.id		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
BDS Tri Arga	Jl Kenakiman I No 277 Belakang Balok, Bukittinggi, 26136 Telp: 0752-33544 Fax: 0752-33544 email: bds-triarga@telkom.net	Yetti Murni SE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	university teachers and private consultants registers
DEKRANASDA	Jl Dr A Rifai No 17A Bukittinggi Telp: 0752-21061		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	It implements jointly with Koperindag and various training offers. However, it seldom implements
KADINDA	Jl Perwira No 33 Bukittinggi	Ir Nelson Setiadi (chairman), Hasan Basri (Secretary)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Koperasi Lumbuang Pusako	Jl Tarok Bungo No 9 Bukittinggi Telp: 0752-7003432	Anismar Asri	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Financing program available
IWAPI (Ikatan Wanita Pengusaha Indonesia)	Jl Jendral Sudirman 7 Bukittinggi (Hotel Yuriko) Telp: 0752-22412	Yurni Bt Zulkarnain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
API (Asosiasi Perseksitan Indonesia)	081807387312	M. Ridwan, Zulman Tanjung	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
PHRI (Perhimpunan Hotel dan Restoran Indonesia)	Jl Panorama No 2, Bukittinggi Telp: 0752-34406/ 34251 fax: 0752-31427 (Hotel Ambun Surti)	Roni Falian	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
APEKSI (Asosiasi Konveksi Indonesia)	Jl Perwira No 33 Bukittinggi (Kadinda) Indarung, Padang 25237	Hasan Basri	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Semen Padang (Persero), PT.	Telp: 0751-815250, 08126601910, 08126611910, 08126661910 Fax: 0751-815590 website: www.semenpadang.co.id		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Financing program available
Jiwasraya PT Persero Asuransi	Jl Jend Sudirman 14, BUKITTINGGI		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Financing program available

Appendix-5(1) Sample BDS Provider List

Nama	Alamat / Telepon / E-mail	Contact Person / Bagian yang dihubungi	Manajemen konsultasi	UKM	Marketing	Disain	Pajak	Keuangan dan akunting	Personalia dan Perburutan	Hukum	Catatan
PT Teikom	* Unit Pelayanan dan Perbaikan * Jl. Jenderal Sudirman No.2 Bukittinggi 26116 Telp: 0752-22000 Fax: 0752-32532 * Unit Pelayanan dan Perbaikan * Jl. M. Syaifei No.16 Bukittinggi 26117 Telp: 0752-22400 Fax: 0752-33244 * Unit Pelayanan dan Perbaikan * Jl. Rasuna Said No.1 Maninjau, Bukittinggi 26471 Telp: 0752-61000 Fax: 0752-61300 Jl. Sudirman No. 1 Bukittinggi, 26111 email : roberto@plnbukittinggi.com Telp: (0752) 34260 - 32217 Faks: (0752) 34544 www.plnbukittinggi.com							○			Financing program available
PT PLN (Persero) Cabang Bukittinggi								○			Loan is available
SUCOFINDO, PT (Persero), Tbk	Jl. Veteran No. 43 Padang Phone : 0751-36001-2, 23087 Fax : 0751-36003 Email : sapurmen@sucofindo.co.id							○			Financing program available

Appendix-6 Sample SWOT analysis on regional industry concentration

SWOT Analysis during the Nilam Cluster Diagnosis Training in Sumedang

Group A

<p>Internal Factor</p>	<p>Strength (S) :</p> <ol style="list-style-type: none"> 1. Abundant in nilam as raw material 2. Potential cultivation area for nilam production 3. Suitable climate for nilam production 4. Easy to produce nilam 5. Strong support from Governments (Indap, Hutbun, Perhutani, university associations, public research institute and other related organizations) 6. High skilled famers and distillers 7. Usage of appropriate technology 8. Well developed infrastructure 9. Easy access to information 10. Nilam is priority agricultural product in Sumedang 11. Operation of banks and financial institutions 	<p>Weakness (W):</p> <ol style="list-style-type: none"> 12. Low quality of raw material 13. Unstable quality of nilam oil (Oil with average 30% or more PA and light color is required.) 14. No standard of nilam oil production causes unstable quality 15. Lack of technical assistance to farmers and distillers. 16. No partnership between farmers and distillers 17. Lack of knowledge of nilam oil in farmers.. 18. Lack of instructors in nilam oil industry
<p>External Factor</p> <p>Opportunity (O) :</p> <ol style="list-style-type: none"> 1. Availability of potential area for nilam cultivation 2. Market expand as development of perfume, cosmetics, soaps, medicines and pesticide industries. 3. Export demand is still high. 4. Regional generated income may be increased. 5. To improve prosperity of Nilam farmers 6. To increase job opportunities 	<p>S-O</p> <ol style="list-style-type: none"> 1. Expand nilam cultivation area 2. Improve the nilam oil quality and quantity 3. Upgrade the skills of existing human resources to cope with nilam oil production 4. Procure fertilizers from agents and providers. 5. Make cooperation with R&D institutes and universities 	<p>W-O</p> <ol style="list-style-type: none"> 1. Improve production technology to meet the quality standard 2. Form the nilam oil cluster 3. Procure nilam oil distillation facilities 4. Set up a UPT for nilam oil
<p>Threat (T) :</p> <ol style="list-style-type: none"> 1. Consumer trends toward higher quality nilam oil 2. Difficult to obtain raw material when the price is low. 3. Increase of nilam farmers outside of Sumedang 4. No standard oil price 5. Increase of unemployment in nilam farmers 6. Strong business network has not been set up. 	<p>S-T</p> <ol style="list-style-type: none"> 1. Improve production quality according to the standard. 2. Make cooperation with related organizations. 	<p>W-T</p> <ol style="list-style-type: none"> 1. Execute cluster training 2. Disseminate nilam cultivation and improvement of marketing ability

Appendix-6 Sample SWOT analysis on regional industry concentration

Group B

Internal factor	Strength (S) : 1. Stable sales price 2. Availability of potential cultivation area owned by the government	Weakness (W): 1. Far from water source
External factor		
Opportunity (O) : 1. High demand of nilam (plant) from outside Sumedang	S-O 1. Improve the structure of nilam cultivation 2. Utilize the government own area by groups	W-O 1. Make agricultural ditch in nilam cultivation area
Threat (T) : 1. High failure percentage of a cutting 2. Difficult to change the way of thinking and tradition of farmers	S-T 1. Investigate seeding 2. Change the attitude of farmers through trainings 3. Change seeding from cutting to nursery trees	W-T None

Group C

Internal factor	Strength (S) : 1. Abundant local raw materials 2. 230ha of Nilam cultivation area 3. Interests of nilam cultivation among farmers 4. Existing of a nilam farmer group 5. Nilam is listed in regional development plan as potential product of Sumedang 6. Nilam oil distillers with appropriate technologies 7. Use excellent spicy of nilam 8. Access to market through collectors	Weakness (W): 1. Lack of entrepreneurs who produce nilam seeding 2. Nilam cultivation is considered as side business by farmers. 3. Low knowledge of nilam cultivation in farmers 4. Unstable sales price (oil and plant) 5. No UPT for nilam 6. No standardization for product and process 7. No nilam cultivation mapping 8. No policy for nilam sales channel 9. No global standard for nilam oil 10. Weak organizational management
External factor		
Opportunity (O) : 1. High market demand. 2. High possibility to expand cultivation area. 3. No substitute for nilam oil. 4. Increase jobs in agriculture sector. 5. Chance to start nilam oil business 6. Nilam can easily produced with other crops	S-O 1. Improve product quality and quantity to meet world market demand 2. Form a Nilam oil producer sentra 3. Provide finance to nilam entrepreneurs	W-O 1. Set up a nilam UPT 2. Give guidance to nilam entrepreneurs 3. Standardize product and process
Threat (T) : 1. Potential competitor in India, Brazil and Philippines. 2. Potential domestic competitor 3. Losing interests of nilam farmers as other plant gain more value added.; 4. Nilam is cultivated in the area owned by village or State owned forestry company	S-T 1. Form a strong business network among farmers, distillers and exporters (including partnerships). 2. Make the purchase contract with agreed amount of nilam for the certain period.	W-T 1. Execute nilam cultivation training 2. Execute management training 3. Make and apply the SOP for distillation to produce the product according to the standard. 4. Make research for expanding the nilam business

Source: compiled by diagnostic training participants, June 2009

Appendix-6 Sample SWOT analysis on regional industry concentration

Attachment to Appendix-6 Remark description for SWOT analysis for regional industry
(Explanation)

Key Points of SWOT Analysis: Application to Diagnosis of the Industrial Concentration

1. Overview of SWOT Analysis

SWOT analysis is a tool used for development of visions and strategies for a producing area or an industry. SWOT stands for strength, weakness, opportunity, and threat. In particular, it is used to diagnose and analyze the current state and to make projection required for strategy development.

In Indonesia, SENTRA is used as a synonym for a cluster, but it is also viewed as an industrial concentration with weak local links. To develop SENTRA to a cluster, it is imperative to understand its current state. More precisely, factors relating to SENTRA are classified into four elements that constitute SWOT. They are plotted in a matrix table for the purpose of putting an environment surrounding SENTRA into perspective. This way, information useful for formulation of future strategy can be obtained, e.g., whether collaboration is established in the industrial concentration, how such collaboration can be formed, and how the cluster can gain higher competitiveness than other clusters.

Each of the SWOT elements is described as follows.

(1) S and W

Strengths and weaknesses constitute the internal environment for an industrial concentration and include the presence of trade associations and cooperatives, intent of local companies to organize and their financial status (soundness), comparison with similar concentrations in other areas in terms of quality and technology, availability of workforce relating to business support, infrastructure such as transportation, communication, and electricity (stable supply), intellectual property protection measures, presence of or access to raw material suppliers, markets, and related industries, production facilities and their productivity, competitive advantage over other areas, market acceptance, brand power, the current state of compliance (ethics) by local companies. Then, 4Ps (production, price, promotion, and place) are included as marketing elements.

Appendix-6 Sample SWOT analysis on regional industry concentration

(2) O and T

Opportunities and threats represent the external environment and include economic conditions of the country and trade partners, progress of and response to technological innovation, legislation relating to the fostering of industrial concentrations, the social environment and culture surrounding the industry, political conditions, market trends, expectations of stakeholders and the general public, and actions taken by competing areas.

(3) Strengths, weaknesses, opportunities and threats for the industrial concentration are identified to develop the following strategies for cluster development.

- ① Strategy to leverage “strengths” and to use “opportunities” favorable to the industrial concentration
- ② Strategy to overcome “weaknesses” and use “opportunities”
- ③ Strategy to leverage “strengths” and to overcome “threats”
- ④ Strategy to recognize “weaknesses” and “threats” so as to avoid the worst situation

2. Important Considerations in SWOT Analysis

There are cases where SWOT analysis does not lead to a clear strategy for cluster development. The situation is generally attributable by an inappropriate SWOT analysis or a problem relating to the subsequent strategy development. In particular, important considerations given in the strategy development process are summarized as follows.

(1) To ascertain the current level of inter-company collaboration

In performing diagnosis of an industrial concentration area, it is important to understand the level of collaboration between related companies in the area. From the level of collaboration, strength and weakness can be determined because strong collaboration serves as a driving force for developing an industrial concentration to a real cluster. It is also important to learn how much the government sector is involved in promotion of inter-company collaboration.

(2) To check presence of related organizations

It is important to confirm presence of organizations in the study area that serve as intermediary between companies in an industrial concentration in order to promote information exchange and joint operation. Such organizations include universities, UPT and DINAS. Their strong

Appendix-6 Sample SWOT analysis on regional industry concentration

presence is considered as strength, and otherwise as weakness.

(3) To understand social infrastructure in the industrial concentration

Social infrastructure is viewed as the foundation of an industrial concentration. It is classified as opportunity or threat and includes local customs and business practice, as well as finance, education and physical distribution.

(4) To visit as many places as possible and cover a wide variety of companies

To understand the current state of an industrial concentration, companies and government offices need to be visited for interview. Within time and other constraints, visit should be made to as many companies and organizations as possible, of varying sizes, in order to grasp an overall image of companies operating in the area. As companies vary greatly according to various factors, including industry type, size, and management policy, it is important to determine their overall image in the context of a potential cluster. The study team's surveys, which primarily covered small enterprises, revealed that many of them differed in terms of management policy, e.g., some intend to expand their business, while others focus on a certain area.

(5) To check effectiveness of government support from companies' perspectives

In many countries, SME development forms an integral part of industrial policy, because as many as 99% of companies are SMEs (or 80% in terms of employment share) and their development leads to growth of the entire industry from bottom up. However, questions are often raised about appropriateness or effectiveness of government support. While government always believes in effectiveness, opinions vary on the beneficiary side, i.e., SMEs may not agree all the time. Diagnosis of an industrial concentration should therefore be made by hearing opinions from both sides.

(6) Not to expect SWOT input from companies surveyed

Some managers may perform their own SWOT analysis and talk about it. The person performing diagnosis should not be influenced by such analysis and must keep neutral position.

Government may also try to sell its own SWOT analysis, such as "government support helps companies and is a major strength." However, it may be denied by beneficiaries. It is therefore important to determine which opinion is true by carefully examining information obtained from two sides as well as actual conditions observed in the field survey.

Appendix-6 Sample SWOT analysis on regional industry concentration

(7) To ensure that SWOT analysis is linked to actual strategies and plans

As pointed out in the overview, there are cases where actual strategies and plans do not reflect SWOT analysis. SWOT analysis and planning are carried out separately without any linkage. The results of SWOT analysis must be properly tabulated under the headings of "SO," "WO," "ST," and "WT," which are then translated to rational and convincing strategies and plans.

Whether or not SWOT analysis is effectively linked to strategy development and planning can be seen from a SWOT analysis sheet and its format. When a SWOT sheet places "S/W" and "O/T" in different tables, it is not likely used as the basis of strategy development (Example 1 below). On the other hand, a SWOT sheet putting the four elements in the same table can form the basis of developing a strong strategy and plan.

SWOT		Example 1		SWOT			Example 2	
S	W	O	T		S	W		
S1	W1	O1	T1		S1	W1		
:	:	:	:		:	:		
S n	Wm	O n	Tm	O	Strategy SO1	Strategy WO1		
				O1	:	:		
				:	:	:		
				O n	Strategy SO n	Strategy WO n		
				T	Strategy ST1	Strategy WT2		
				T1	:	:		
				:	:	:		
				Tn	Stragetly Tn	Strategy WTn		

Strategy 1
Strategy 2
:
Strategy n

Note: "n" does not necessarily represent the same figure.

While the SWOT table for a potential cluster area is constructed on the basis of information gathering from companies and government organizations, it must represent SWOT for the entire area, namely its overall image.

(8) To avoid double listing in "S" and "W" and confusion between "S" and "O"

Double listing of the same element in "S" and "W" sometimes occurs, e.g., "quality is good" in the former and "quality is poor" in the latter. Clearly, it brings SWOT analysis in a wrong direction.

Appendix-6 Sample SWOT analysis on regional industry concentration

Confusion between “S” and “O” is also seen occasionally. For instance, during the cluster training program conducted in June, the Niram group listed “presence of banks and other financial institutions” in “S,” but it should be listed in “O.” This type of confusion is often seen in diagnosis reports made in Japan.

3. Points of Notice for Participants

- (1) While corporate diagnosis is primarily performed by a single person, diagnosis of industrial concentrations is often carried out by two or more persons. In this case, SWOT analysis (construction of a SWOT table) is made through brainstorming. While the brainstorming technique has a major advantage in enabling participants to share understanding of the situation, its outcome can be biased due to incorrect management of the brainstorming session, e.g., an offered opinion is neglected or a participant with loud voice dominates the session. Care should be taken to follow a basic rule of allowing participants to express their ideas freely and to accept others’ without reservation.
- (2) From our past experience, surveyed companies often confuse the survey with the tax office’s investigation. In the course of interview, questions related to sales and profit may come up. While the survey team wants to know specific figures, companies are often reluctant to disclose them when they fear that the data may be used for taxation purposes. It is understandable in light of the fact that the survey team is often made up of government employees. To avoid the situation, the survey team needs to emphasize, at the beginning of the interview, that the survey is designed to perform diagnosis of an entire area of industrial concentration, rather than individual companies.
- (3) Visits should be arranged by giving priority to convenience of companies surveyed. Companies may feel anxiety about the visit by the survey team (i.e., government employees) and tend to accept a schedule that is not very convenient to them. In negotiating a visiting schedule, therefore, care should be taken to agree on a time period that would not likely disturb with their work, including in the nighttime after the end of daily business or on a holiday.
- (4) As for preparation of a SWOT analysis report, introduction is made at the beginning to explain about SWOT, rather than presenting a SWOT table without any preamble. It is

Appendix-6 Sample SWOT analysis on regional industry concentration

important to recognize that persons who read the report are not always familiar with SWOT analysis.

References:

- *1: Industrial Cluster Development Policy (Taichiro Nishikawa)
- *2: Cluster Diagnosis Methods, UNICO International Corporation, H16
- *3: <http://ja.wikipedia.org/wiki/SWOT%E5%88%86%E6%9E%90>
<http://itpro.nikkeibp.co.jp/article/Keyword/20070317/265494/>

Sample of Action Planning

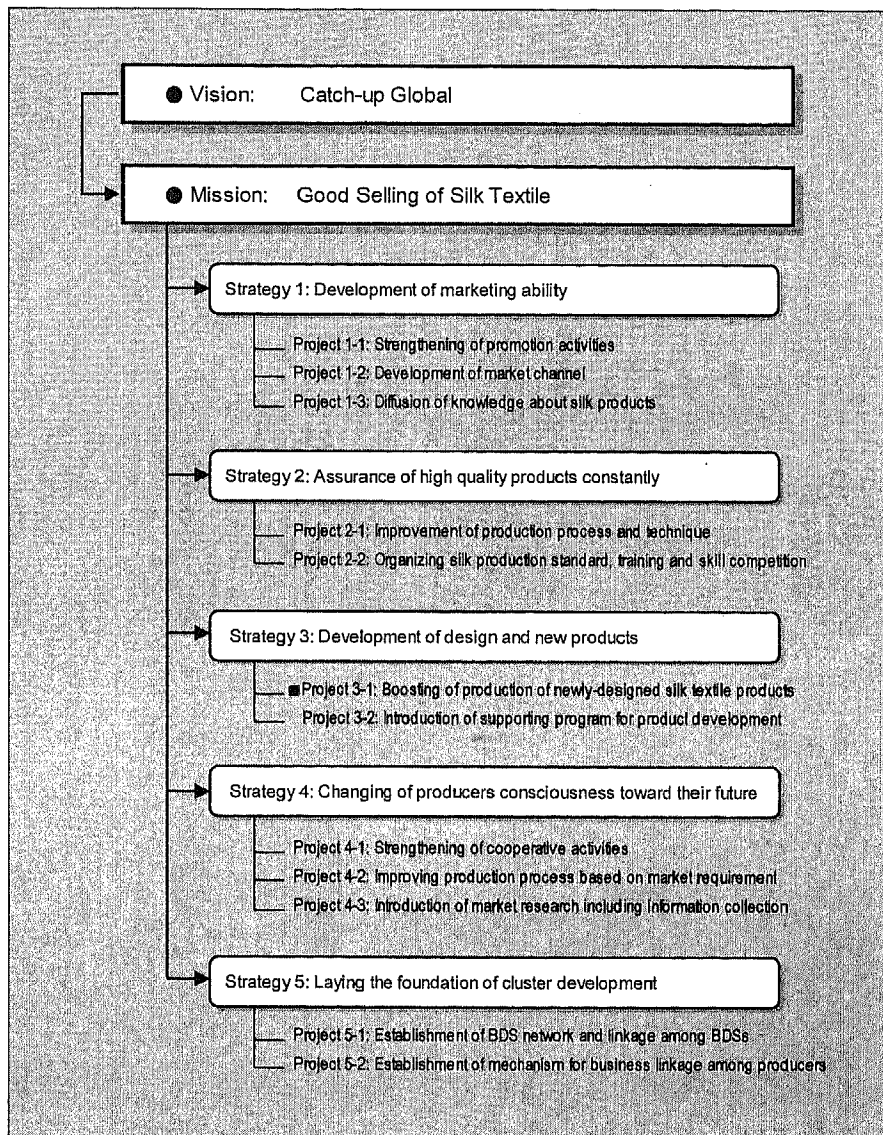
1. Identify successive indicator to start action plan, such as:

Conditions for Success of Cluster Movement

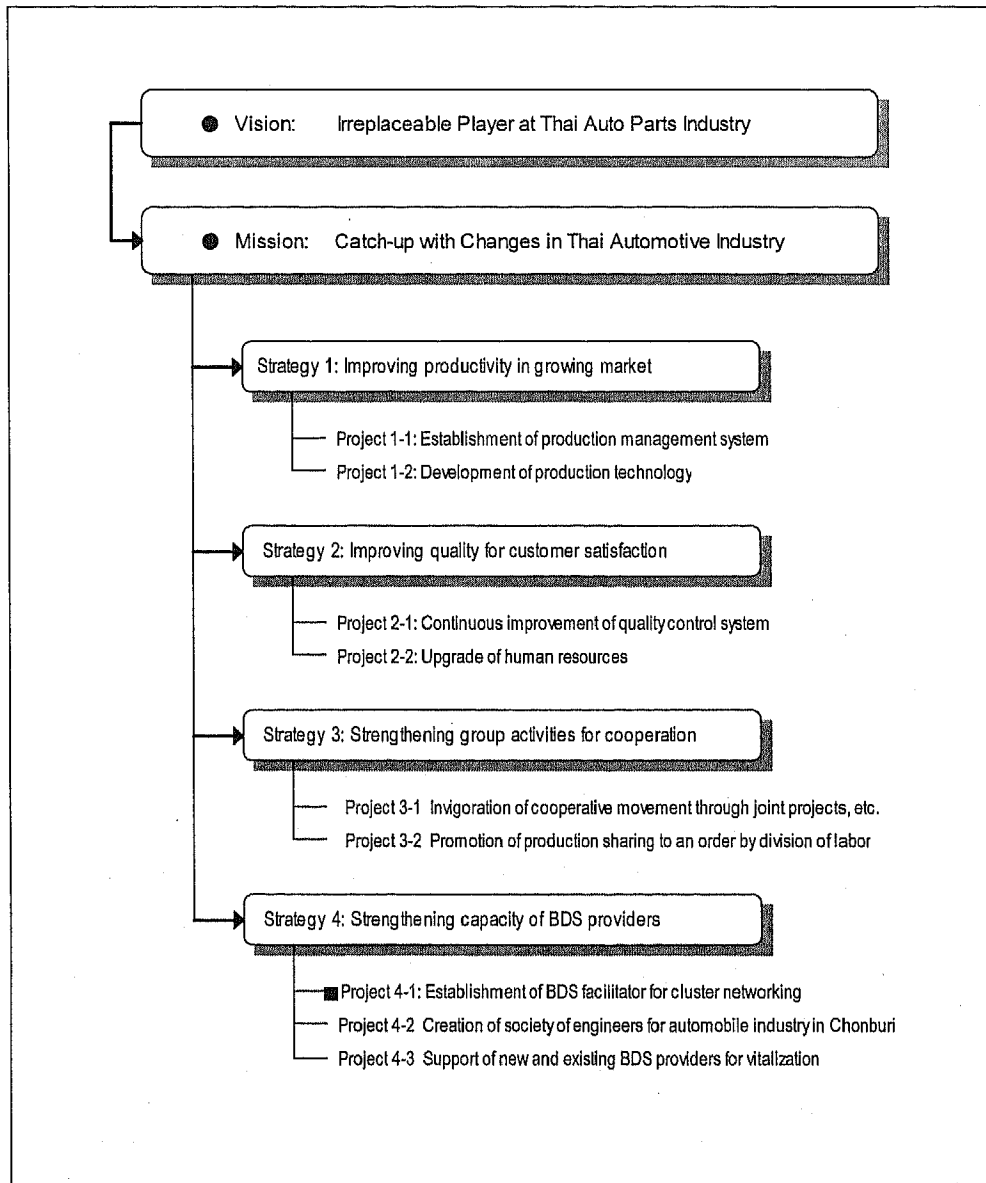
1. Leadership and motivation of regional stakeholders
2. Formulation of organization for cluster activation (Industries, Academies, Government) (Provincial level, Project level)
3. Participatory PCM approach involving regional stakeholders
4. Necessity of a master plan and an action plan for a cluster
5. High capability of cluster consultants (or CDA)

2. Develop vision, mission and strategy of each project

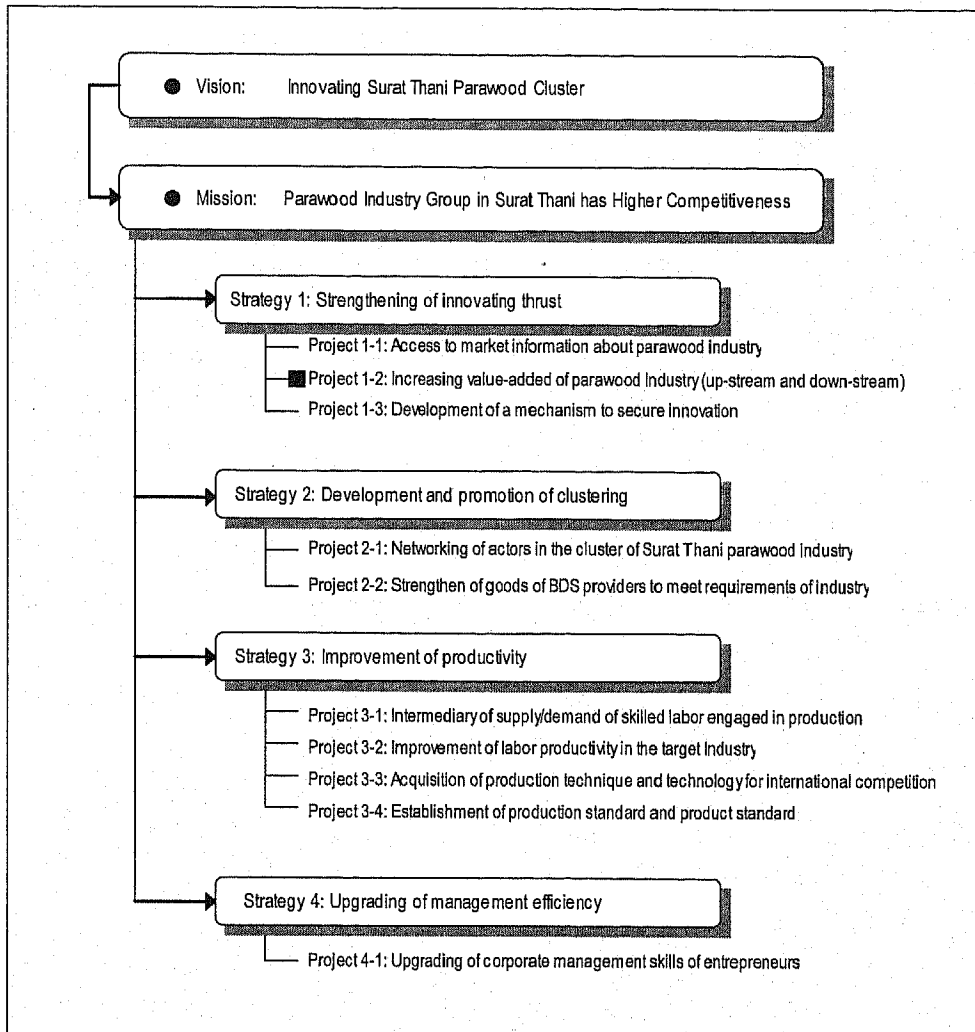
Sample of Action Plan (1)



Sample of Action Plan (2)



Sample of Action Plan (3)



Appendix-8 Sample evaluation questionnaire sheet and PDCA check list

PDCA Check List

Before implementation of cluster approach

- Assure existence of industrial association or cooperative or cluster representing association to represent regional industry
- Assure whether the regional industry has an experience to implement project jointly.
- Assure relation between private and public administration. Do they have respective relationship?
- Assure networking condition of the private companies. Do they have respective relationship?
- Assure availability of regional leader.
- Assure whether the leader belongs to private.
- Assure whether place to all the stakeholders to gather together
- Assure whether the budget to promote the industry or cluster is allocated
- Assure whether business climate and information of the industry has collected

Process

- Assure whether many stakeholders are participating in developing action plans
- Assure whether suitable organization to implement action plan has established and suitable facilitator available
- Assure whether the cluster has a vision and mission and is the vision and mission has developed by the cluster initiative
- Assure whether evaluation indicator has settled to the action plan
- Assure whether the details of action plan shared by all the cluster stakeholders
- Assure whether stakeholders do not have any complaints to the decision made by the board members of the cluster for action plan.
- Assure whether the beneficiary of the action plan covers a part of the cost of action plan
- Assure whether the progress of the action plan is disseminated to the stakeholders regularly.
- Assure whether stakeholders participate in the action plan aggressively.
- Assure whether appropriate private and public organization is participating in the action plan.

After implementation

- Assure whether majority of stakeholder could get benefit from the action plan and the plan give preferable impact to the growth of the cluster.
- Assure whether method to disseminate the output has already decided.

Appendix-8 Sample evaluation questionnaire sheet and PDCA check list

- Assure activity record to evaluate project performance has made and stakeholders can access to the record easily
- Assure whether third party people is participating in the evaluation activity
- Assure result of evaluation and lessons learnt will be informed to major stakeholders and will the record stored properly.
- Assure whether a system to absorb past lessons to a new project has developed

Questionnaire to specialist (on Action plan2)

Instruction: Please answer each of the questions below by ticking the check box that is applicable and by describing your answer where requested. Please make sure that you complete answering all the questions before you leave today

Company/Organization:	
Name - Designation:	

Q1. How many people could achieve the training objective (target goal: to acquire designing capability to meet market needs)? Please answer in rough rate?

_____ %

Q2. Was the curriculum for the training effective to achieve the objective?

It was enough It was not enough

If you select "It was not enough" at Q2, please identify what kind of activity should be added?

Q3. Your answer:

Q4. Do you thing the capability of the trainees to the TOT was enough to participate in the training?

Yes indeed No Can not be said either

If you select "No" at Q4, please identify the reason.

Q5. Your answer:

Q6. Do you think the capability of the trainees to the advance course was enough to participate in the course?

Yes, indeed No Can not be said either

If you select "No" at Q6, please identify the reason.

Q7. your answer:

Q8. Do you think the TOT trainees will continue their activity as a design teacher after the training course?

Yes, they will No Can not be said either

Q9. If you select "No" or "Can not be said either" at Q8, please identify the reason.

Your answer:

Q10. What do you think is the important cause to continue and to break off the TOT training?

Promotive cause:

Preventive cause:

Q11. What do you thing is the important causes to continue and to break off the advanced training course?

Promotive cause:

Preventive cause:

Q12. What do you think is the important factor to continue curriculum development of the design training that is newly developed this time?

Promotive cause:

Preventive cause:

Thank you very much!

Evaluation questionnaire (Action plan2)-TOTparticipants

Instruction: Please answer each of the questions below by ticking the check box that is applicable and by describing your answer where requested. Please make sure that you complete answering all the questions before you leave today and submit to the reception

Company/Organization:	
Name - Designation:	

Q1. Do you think that the trainees of advanced course could acquire the design development capability to correspond with the market needs through the training?
 Yes indeed Yes No

If you select "No2 at Q1, what kind of improvement should be added to achieve the training objective?

Q2. Your answer:

Q3. If you select "Yes indeed" or "Yes" at Q1, do you think embroidery products of advanced course trainee will become world competitive?
 Yes No

Q4. Do you think the training duration and capability of the design specialist is appropriate for the training course?
 Yes No Can not be said either

If you select "No" at Q4, please identify the reason.

Q5. Your answer:

What do you think is the important factor for embroidery company at Bukittinggi to become capable for developing designs to correspond with the market needs? And what is the preventive factor?

Q6. Promotive factor:

Preventive factor:

Q7. Do you think the training effects will be transferred to other cluster members ?
 Yes No Can not be said either

Q8. If you select "Yes" at Q7, please suggest who will receive the benefit?

Your answer:

Q9. Will you continues teaching activity after the training?
 Yes No Can not be said either

Q10. If you select "No" or "Can not be said either2, please identify the reason.

Your answer:

Q11. What do you think is the important factor to continue or discontinue the design training done by you?

Promotive answer:

Preventive answer:

Thank you very much

