



Original research article

Landak Industrial Park (LIP) Development Strategy

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ABSTRACT

Landak Industrial Park (KIL; *Kawasan Industri Landak*) is a national strategic project for Industrial Estates in West Kalimantan and is included in the List of 14 Priority Industrial Estate Developments Outside Java Island in the 2020-2024 National Medium-Term Development Plan (RPJMN; *Rencana Pembangunan Jangka Menengah Nasional*). The construction of KIL is experiencing delays, and to prevent the project from stalling, the main sources of industrial growth are new investment and increased utility from the current capacity. This study's approach is both qualitative and quantitative. The analysis technique used is SWOT analysis using Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS), developed using spatial analysis techniques from the concept of economic aggregation, which then generates value propositions and makes them the basis of a marketing strategy that includes market segmentation (segmenting), setting market targets (targeting), and creating a unique position (positioning). The result is from the SWOT analysis. KIL is in the turnaround quadrant, a position with a strategy of maximizing opportunities because it has major internal weaknesses. The geographical reach of other economic groups or business clusters that are quite close together is a trigger for the development of KIL. Scenarios from the KIL development strategy are expected to support strategic business decisions.

1. Introduction

According to data from the Association of Industrial Estates nationally, industrial area sales in 2019 reached 136.36 ha, while the growth in 2020 reached 319.11 ha. Research data show that every year, industrial area land is successfully sold and attracts investment, but occupancy in Java is almost 100% of the total available land. This condition is much different compared to industrial areas located on other islands, which have an occupancy rate below 50% [1].

Development of Priority Industrial Areas outside Java Island will be initiated with the down-streaming of natural resource-based industry policy [2]. Kawasan Industri Landak (KIL) has the leading commodities of rubber and palm oil with high development potential considering that KIL is the main access for the Eastern and Central parts of Kalimantan if one wants to go to Kijing International Port, Siantan Port, and the Capital City of West Kalimantan—Pontianak [3], [4].

To continue its operating activities through the end of 2024, KIL must promptly address the management and development issue that is causing the delays. The Landak administration started providing limited money for KIL's basic infrastructure development in order to prevent this National Strategic Project (PSN; *Proyek Strategis Nasional*) from stalling. The authors conducted a study on the "Development Strategy for Landak Industrial Park (KIL) in West Kalimantan." The study aims to produce scenarios that could be considered by stakeholders in planning development strategies by increasing the competitiveness of industrial parks in a region [5], [6].

New investment (increases in production capacity or the development of new facilities) and enhanced utility capacity over existing levels are the key drivers of industrial growth [7]. If we concentrate on business expansion and new investment, it goes without saying that from the perspective of the business actor, their investment decision must have an

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alluring business potential (profit), where profit is fundamentally measured from the difference in cost minus revenue or from the high value-added obtained [8].

Agglomeration benefits arise when economic activities that are interrelated to one another are concentrated in a particular place [9]. This linkage can occur with raw materials (backward linkages) or in relation to the market (forward linkages) [10]. The agglomeration theory can be an alternative for generating and attracting other businesses so that business opportunities are wider, as well as creating community service centers at these agglomeration points [11].

The primary goal of regional marketing initiatives is to facilitate investors' searches for information on industrial areas, give investors information on the state of industrial areas, and serve as a media liaison between investors and industrial park firms [12].

The analysis technique used for the development of strategies for Landak Industrial Park (KIL) was SWOT analysis (IFAS/EFAS), which was then developed using spatial analysis techniques from the concept of economic-agglomeration SWOT analysis (IFAS/EFAS) to devise strategies for Landak Industrial Park (KIL) (Table 1). The strategies were then built using spatial analysis techniques based on the idea of economic agglomeration [13]. This creates value propositions, which form the basis of a marketing strategy that includes market segmentation, setting market targets, and creating a unique position [14], [15].

There can be a strong relationship between economic agglomeration and development strategy using the SWOT method when formulating KIL development strategies by creating value prepositions [16], [17], making development strategies from the results of IFAS and EFAS analysis calculations by rearranging existing information, and finding issues that need to be discussed to figure out alternative strategies and plans that should be taken to address KIL development problems [18], [19].

2. Material and Method

2.1. Research Location

Landak Industrial Park (KIL) is located in the Mandor Sub-District, Landak District, with an area of approximately 400 ha (Figure 1), whose primary planned industrial activities are the rubber and palm oil processing industries; Landak Industrial Park consists of 2 locations with an area of 81 ha (coordinate x; 109,366667654 y; 0,303678805842) and 255 ha (coordinate x;

109,318816253 y; 0,274070158795), respectively, and the regionally-owned enterprise (BUMD; *Badan Usaha Milik Daerah*) Landak Barajaki as the KIL management company.

According to Landak District Regulation No. 1 of 2015 regarding the Landak District Spatial Plan for 2014–2034, the Mandor Sub-District has undergone industrial placement research. In an effort to promote the growth of KIL as well as the certainty of land allotment and convenience of doing business in long-term investment and its control, this is further highlighted in Regional Regulation No. 4 of 2015 regarding the Landak Industrial Park.

2.2. Analytical Methods

Systematically, the analysis steps used mixed methods to formulate development strategies for KIL from the results of KIL positioning with SWOT and spatial analysis techniques. This research was conducted by first interviewing subjects to obtain qualitative data, then using quantitative data from questionnaires to determine the value of the SWOT quadrant.

In addition to analyzing external and internal factors, the authors also carried out spatial analysis with the concept of economic agglomeration. Data collection was carried out based on the present location of KIL in Landak District and its hinterland using interpolation techniques or mapping using a geographic information system (GIS) [20].

The theory of economic agglomeration from the point of view of economic localization was implemented by analyzing spatial interactions with interpolation techniques to figure out the value proposition of Landak Industrial Park as an input for marketing strategy [21].

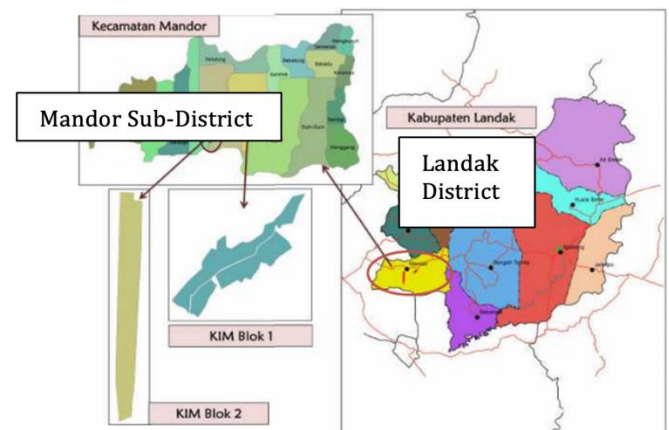


Figure 1. Landak industrial park administrative area

Table 1. SWOT analysis variable

Variable	Services Attributes	Sources
Variable for External Strategic Factor Analysis Summary (EFAS)	Leading Commodities in Landak District; KIL Development Financing Scheme and sales of KIL products; Diversification of Economic Sectors between regions Existence of Other Industrial Areas; Proximity of competitive locations to industrial markets; purchasing power offered by competitors	Widodo, 2006 Fattah & Rahman, 2013 Joseph, 2014 Ward dan Peppard, 2002
Variable for Internal Strategic Factor Analysis Summary (IFAS)	Clean Water; Electricity; Road. Product; Location; Price; Promotion	Kotler, 2008 Barney and Hesterly, 2015 Permenperin Nomor 30 Tahun 2020 Tentang Kriteria Teknis Kawasan Peruntukan Industri

The variables used in conducting spatial interaction analysis are as follows:

- Proximity to towns/markets: 20 km
- Proximity to the main road: 2 km
- Proximity to the river: 2 Km
- Conformity to spatial patterns based on 2015–2035 Regional Spatial Planning (RTRW; *Rencana Tata Ruang Wilayah*) of Landak District.
- Plotting of growing area/agribusiness and its relation to KIL (mileage and palm oil processing industry production capacity).
- The distance between the industrial area and export-supporting facilities (e.g., ports) reaches 100 km
- The mileage between locations that support each other: terminals, ports, airports, and international markets.

The series of maps resulting from the spatial analysis will serve as a reference regarding the characteristics of the location and conditions for the development of KIL [22]–[24].

SWOT analysis development scheme with spatial interaction analysis was mapped out from the concept of economic agglomeration, which in turn produces value propositions [25].

Explaining the customers regarding the value can be used as a marketing strategy through the concept of value proposition by formulating a strategy consisting of segmenting, targeting, and positioning. By negotiating industrial land according to the customer's need and building a positive impression on the customer's mind, the result is the expected profit of the organization [26].

3. Result and Discussion

In developing strategies for KIL, one must understand in advance the external and internal factors that influence KIL and similar industrial areas that have the potential to become competitors and what advantages they offer. Then, using the results from SWOT analysis and spatial analysis through the concept of economic agglomeration—which will later produce the position of KIL—strategies for attracting investors can then be concluded. All of these things can also be the basis for determining the marketing strategy.

3.1. KIL Positioning from SWOT Analysis

SWOT analysis aims to determine the position of the KIL development strategy from the calculation results. Weights and ratings from the IFAS and EFAS analysis determine alternative plans and schemes that need to be selected to

address development problems and formulate KIL development strategies.

Internal Strategic Factor Analysis Summary (IFAS) is an internal factor analysis of the Landak Industrial Park (KIL) that includes strengths and weaknesses. The strength element shows the advantages that can help an area develop, while the weakness element shows the shortcomings or limitations that can hinder development of an area. Table 2 is an analysis of the internal factors of KIL.

KIL's weaknesses are strongly influenced by the absence of financial policies, infrastructure in the area, and sales schemes. According to the interviews conducted, the Landak District regional budget has not yet been directed to the development of KIL. Further analysis shows that KIL management companies have not been able to provide infrastructure in the area (Figure 2). The study revealed that management expects investors to provide it to support their businesses, yet the problem is that no investors have entered the territory due to a lack of marketing. Additionally, the area lacks the business-supporting infrastructure to foster a marketing framework.

Subsequently, a study was conducted to understand the external factors influencing the development of KIL. The study sought to determine the potential for regional economic activity based on Landak District's comparative advantage and competitive advantage, which have an effect on the success of promote KIL to the intended investors. The fact that these things are uncontrollable serves as a reminder that everything is conceivable, and KIL must be able to deal with or move through them if the business wants to thrive.

External factors that have an impact on KIL's development strategy from the analysis in Table 3 show that KIL's biggest opportunity is the proximity to diversification of business fields (markets, airports, and ports). This is an external factor that have an impact on KIL's development strategy This is an opportunity due to company density and the existence of a supply chain, and threats from competing companies that cannot be avoided are adapted as prospects to create an acceleration of KIL's operations in sharing information between competing industries. This may involve investments in infrastructure, education, and support systems, as well as policies that encourage innovation, competition, and collaboration within and across industries. To carry out the analysis External factor analysis and Internal factor analysis to get the score conducted by interview, an assessment was formulated using a questionnaire.

Table 2. Internal factor analysis

No	IFAS	Score	Ratings	Total
STRENGTH		0.63	17.5	1.83
1	Proximity to raw materials	0.11	3.5	0.39
2	Proximity to workers	0.11	3	0.33
3	Ease of Permit for inventors regulated in Regional Regulations	0.11	2.5	0.28
4	Regional Transportation Network	0.11	3	0.33
5	Proximity of the location to the market	0.07	3	0.22
6	Availability of basic infrastructure needs	0.11	2.5	0.28
WEAKNESS		0.37	5.5	2.61
1	The use of digital media for marketing activities	0.11	1.5	0.17
2	Provide fiscal incentives to investors	0.11	1	0.11
3	Current promotion scheme	0.07	1.5	0.11
4	Business support services	0.07	1.5	2.22

Table 3. External factor analysis

No	EFAS	Score	Ratings	Total
OPPORTUNITY		0.57	19.0	1.84
1	Application of legislation concerning development of industrial park	0.08	3	0.24
2	Government program on infrastructure development to support KIM	0.12	4	0.47
3	The commitment to build by the local government and the KIM management company	0.10	3	0.29
4	The main commodity in supporting PDRB	0.06	2.5	0.15
5	Proximity to diversification of business field (market, airport and port)	0.10	3.5	0.34
6	Downstream concept in KIM development	0.12	2	0.35
THREAT		0.43	6	0.65
1	Availability of good infrastructure from competitor industrial park	0.12	2	0.24
2	Institutions in supporting the development of competitor industrial estates	0.08	1.5	0.12
3	Competitor industrial park marketing strategy	0.12	1	0.12
4	Business field diversification activities in supporting the development of competitor industrial park	0.12	1.5	0.18



Figure 2. Landak Industrial Park facility

The sum of the IFAS table values of strengths minus weaknesses (1.83 - 2.61) on the X-axis, which is -0.78. Conversely, the Y axis is 1.2, which is the product of subtraction (1.84 - 0.64), namely the value of opportunity minus threat from the EFAS table (Figure 3). The intersection points of the two is in the turnaround quadrant; Landak Industrial Area has enormous opportunities but faces strong internal weaknesses. The strategy that is to be carried out is minimize internal problems and seizes the opportunities that exist. The turnaround strategy is carried out by restructuring and transforming the company from loss-making to profitable.

KIL faces large market opportunities but also faces several internal weaknesses, namely the infrastructure in the area, which is very minimal, but at least there are infrastructure procurement initiatives, such as the availability of water reservoirs and access roads in the area.

3.2. KIL Positioning from Spatial Analysis

An important idea that came out of the SWOT analysis, which was conducted to figure out what is needed for KIL development, is that the relationship between the marketing mix and the agglomeration economy is the main strategy for KIL development. This relationship can be important to attract investment, cause agglomeration, and encourage growth and industrial competitiveness in a cluster. These factors are an improvement over the business strategy concept for the development of the Landak Industrial Park.

The suitability of industrial locations can be influenced by physical factors such as roads, rivers, and spatial patterns, which in turn can affect economic agglomeration (Figure 4). The following is the relationship between these factors and economic agglomeration: In the context of economic agglomeration, physical factors such as roads, rivers, and spatial patterns can provide advantages in shaping and

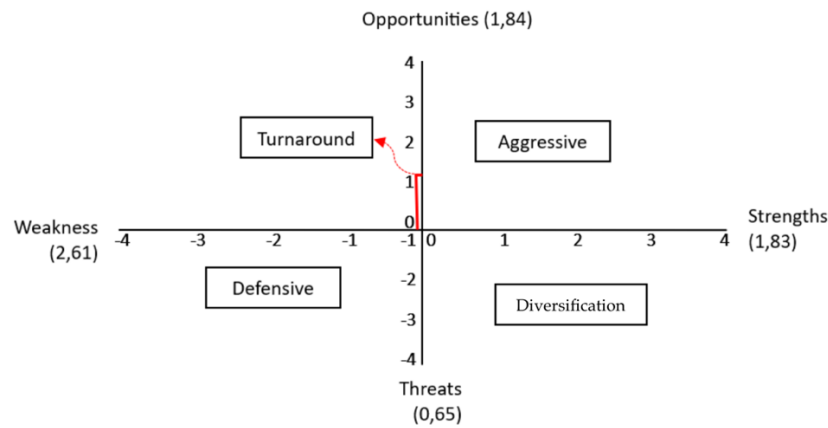


Figure 3. Quadrant of SWOT analysis results

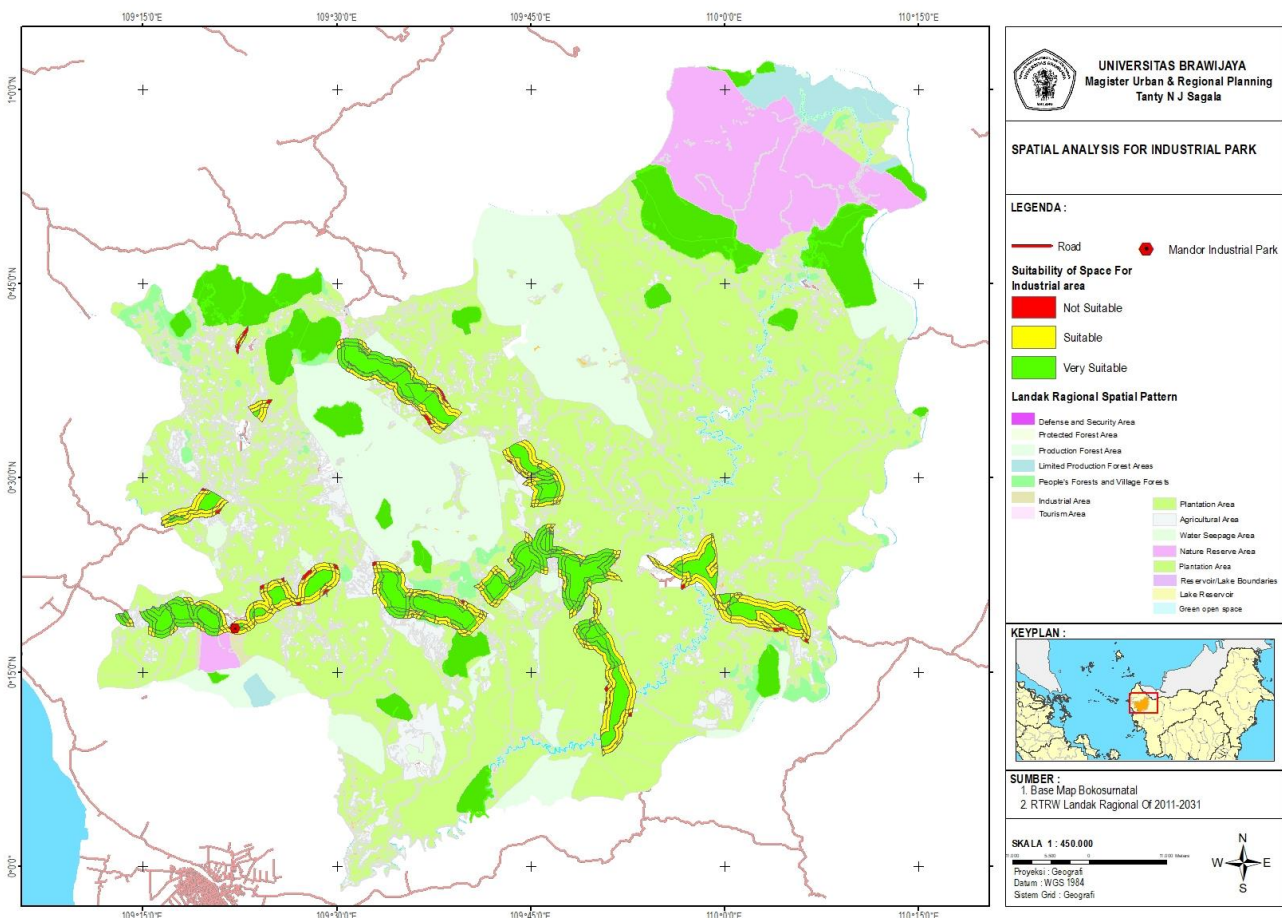


Figure 4. Land suitability analysis for industrial area

strengthening agglomeration. They affect the connectivity between firms, customers, suppliers, and markets and facilitate the exchange of goods, services, and knowledge.

Landak District supports downstream-based industrial development of one of the region's leading commodities (Figure 5): palm oil (Table 4), rubber (Table 5), and minerals. In terms of the palm oil manufacturing industry in Landak, it is protected by 51 plantation business permits and several points of location for the palm oil processing industry (PKS; *pabrik kelapa sawit*) with an average installed capacity of 60–80 TBS/hour, and the PKS is still limited in crude palm oil (CPO) production. Supported by the results of interviews with potential investors, namely Tjan, the activities that will be carried out at KIL include the processing industry of CPO

derivatives in the form of cooking oil and other derivatives that make it possible to manage CPO.

Agro-based management downstreaming serves to increase the added value of palm oil commodities; PKS in Landak District manufactures CPO, from which its derivatives can be used for both industrial and edible purposes. Due to KIL's location near Kijing International Port, this might be a goal to perfect the idea of agro-based management, which PKS enterprises can undertake to raise the value of their products and expand collaboration in business expansion. It is hoped that Kijing Port in Mempawah, West Kalimantan, will take the place of Port of Tanjung Priok in Jakarta for distribution and sales to international nations.

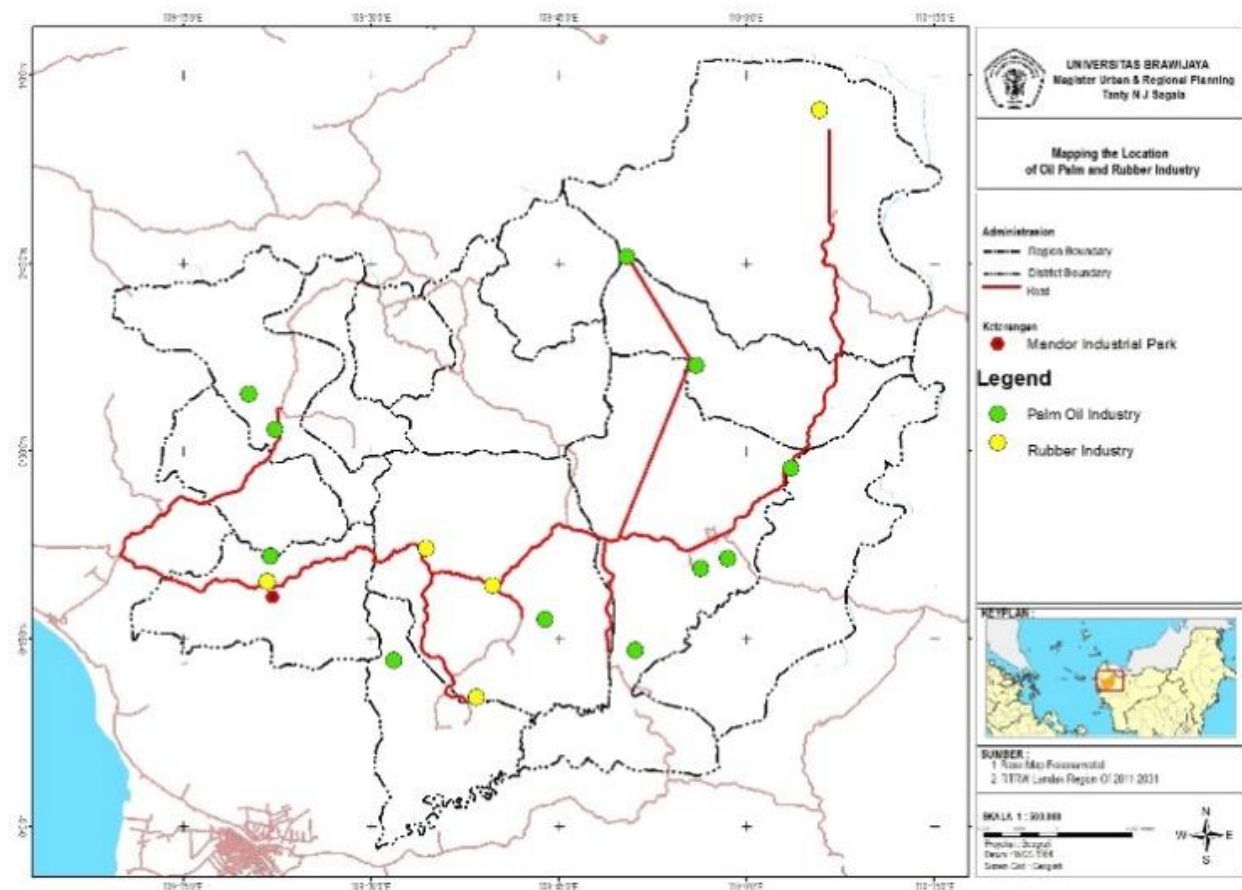


Figure 5. KIL's mapping of the distance between palm oil- and rubber-processing businesses

Table 4. The distance and travel time for KIL to the palm oil processing business

No	Palm oil company	Capacity (Ton/Hour)	Distance to KIM (km)	Mileage
1	PT Gunung Rijuana Sejahtera	45	5	8 minutes
2	PT Satria Multi Sukses	30	51	1 hour 15 minutes
3	PT Agronusa Investama	30	51	1 hour 15 minutes
4	PT Ichtiar Gusti Pudi	60	86	2 hour 9 minutes
5	PT Perkebunan Nusantara XIII-Ngabang	60	87	2 hour 10 minutes
6	PT Multi Perkasa Sejahtera	45	87.5	2 hour 11 minutes
7	PT Palma Budi Lestari	60	103	2 hour 35 minutes
8	PT Kapuas Rimba Sejahtera	60	92	2 hour 18 minutes
9	PT Perkebunan Anak Negeri Pasaman	10	108	2 hour 40 minutes
10	PT Hilton Duta Lestari	60	68	1 hour 40 minutes
11	PT Indah Subur Sawit	60	64	1 hour 35 minutes

Table 5. The distance and travel time for KIL to the rubber business

No	Production center point	Distance to KIM (km)	Mileage
1	L and K.1	61	1 hour 30 minutes
2	L and K.2	159	4 hours
3	K.3	46	1 hour 10 minutes
4	K.1	5	7 minutes
5	K.2	32	48 minutes

It has been identified that KIL's location is optimal for forming industrial estate operations. The factors of proximity to markets, accessibility, proximity to suppliers or customers, transportation networks, and demographic characteristics, businesses can position themselves strategically in areas that offer their advantages. Other analyses show that market potential, accessibility, availability of infrastructure, labor supply, and zoning regulations should be noted for future discussions. This positioning strategy ensures the efficient use of resources and maximizes market reach.

The spatial analysis examines how connectivity affects the flow of goods, services, information, and labor within the cluster and its external connections. This helps identify locational advantages, connectivity requirements, and policy implications needed to drive agglomeration effects and promote sustainable economic development. The connectivity affects the flow of goods, services, information, and labor within the cluster.

Landak Industrial Park is located close to Kijing International Port. KIL's proximity to the logistics business

cluster and its transportation infrastructure for the supply of raw materials and product distribution can be used by KIL as one of its value propositions for the ability to deliver products or services quickly and efficiently. KIL, which is located adjacent to different business clusters, must be able to strengthen its competitive advantage to compete with KIT as a competitor to KIL. This is built on KIL's value proposition offered to potential investors who might assess what KIL has to offer. The distance between KIL and other business clusters shown in Figure 6 and Table 6.

3.3. Landak Industrial Park Marketing Strategy

The stage of studies conducted to get an overview of the reference for developing KIL's marketing plan, in which KIL segmenting should be promoted and what image should be developed. Based on the results of the SWOT analysis and spatial analysis, it can be concluded that investors who will

rent out Landak Industrial Park are investors who have segmentation, choosing KIL because of its proximity to raw materials, future trends in investing in industrial parks, and local government support in accelerating KIL operations:

3.3.1. Segmenting

Market segmentation is an effort to improve the accuracy of the company's marketing so that the existing segmentation at KIL can be directed to the geographical segmentation from the presence of palm oil processing factories and ports in supporting domestic and foreign logistics and marketing. There are raw materials and PKS locations to facilitate the distribution of PKS output processing locations to increase product value, and because the processing business trend is directed to industrial estates, investors choose Landak Industrial Park (KIL).



Figure 6. Mapping the distance between KIL and other business clusters

Table 6. The distance and travel time for KIL to other business clusters

No	Cluster business	Distance to KIM (km)	Mileage	Access
1	Kijing international port	74 km	1 hour 42 minutes	Lintas kalimantan poros tengah road – Sungai kunyit road
2	Supadio international airport	115 km	2 hour 35 minutes	Lintas kalimantan poros tengah road – Anjungan road – Mandor
3	Ngabang terminal	89 km	2 hour 3 minutes	Lintas kalimantan poros tengah road – Ngabang road
4	Immigration, quarantine and security (CIQS) Entikong	209 km	4 hour 22 minutes	Lintas kalimantan poros tengah road – Malindo road

3.3.2. Targeting

Based on the segmentation that has been carried out, the target market is aimed at companies that wish to expand the processing of PKS or investors who see trends in the ease of distribution of goods. KIL's target market is the manufacturing industry sector.

3.3.3. Positioning

Positioning is a place that fills more of the customer's mind regarding the type of product, based on the analysis that has been carried out. KIL positions itself as a regional manager who excels in proximity to raw materials, and the value of capturing other business clusters in supporting KIL development is also illustrated through potential mapping in spatial analysis. KIL must pay attention to the target customers, the majority of which are entrepreneurs who have a processing industry and will extend products from their previous businesses. Some investors have confidence based on the ease of obtaining permits from the local government.

3.3.4. Marketing and Branding Strategy

A strong marketing and branding strategy needs to be developed to promote the industrial park as an attractive investment destination, which is to highlight the park's unique selling points, advantages, and potential benefits for businesses looking to establish or expand operations with existing palm oil and rubber industrial companies for further processing of half material as a diversification product.

4. Conclusion

In the SWOT analysis stage, the position of Landak Industrial Park is in the first quadrant; this indicates that KIL is in a turnaround position. This strategy involves using all opportunities to minimize sizable weaknesses.

The results of the spatial analysis that has been carried out in determining KIL in the context of economic agglomeration are as follows:

- Land suitability: Landak Industrial Park is in the appropriate class.
- By grouping production industry activities that are interconnected and producers engaged in the same field, the industry will be able to survive by diversifying products through product development from raw materials processed at KIL.
- Potential spaces that interact with each other and the geographic reach of economic groups—such as airports, ports, and market locations in Landak Industrial Area, which are quite close together—will allow the development of KIL. As a trigger for the development of KIL, it is necessary to optimize the transportation network to increase connectivity between industrial clusters.

According to the analysis results, KIL's positioning, is "becoming a new investment destination for agro-based downstream industries." Positioning can be done in the following ways:

- The agro-based downstream industry program is the main strategy.
- Leverage relationships with knowledge- and resource-rich business partners.

- Business expansion from semi-finished goods production facilities in Landak District, in increasing supply chain investment.
- Adapt to the possibility of other types of industry with the existence of ports.
- Conduct informative outreach to targeted investors through an active marketing strategy.

Industrial estate development strategy can be achieved by providing attractive regulations and guidelines for investment, ensuring environmental compliance with rules and regulations and compliance with operational guidelines. The benefits of this research are expected so that it can be used as a reference in the development strategy for industrial estates outside Java or under development conditions such as KIL, and as a consideration for the Landak District government to develop the Landak Industrial Park.

Author Declaration

Authors' contributions and responsibilities

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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The authors declare no competing interest.

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