

## Building Competitive Advantage: Copra Marketing Strategy with SWOT Analysis Approach

<sup>1\*</sup>Halek Mu'min, <sup>2</sup>Eliagus Telaumbanua, <sup>3</sup>Ridwan Sya'rani, <sup>4</sup>Badirun Basir, <sup>5</sup>Ilma Wulansari Hasdiansa

<sup>1</sup>STIE IEU Surabaya, Indonesia

<sup>2</sup>Universitas Nias, Indonesia

<sup>3</sup>Universitas Islam Kalimantan Muhammad Arsyad Al Banjari, Indonesia

<sup>4</sup>Universitas Sulawesi Barat, Indonesia

<sup>5</sup>Universitas Negeri Makassar, Indonesia

\*Corresponding author: [halek.mumin@gmail.com](mailto:halek.mumin@gmail.com)

### ABSTRACT

Received : 18 Nov 2023

Accepted : 23 Jan 2024

Published : 28 Jan 2024

The research aims to find out how the Business Marketing Strategy uses SWOT analysis. The research method used in this research is qualitative research with a descriptive approach. The data used are primary data and secondary data. Primary data is obtained from direct observation and from farmers providing information. Researchers collected information directly by conducting interviews. Secondary data was obtained from the community of Tugondeng Village, Herlang Subdistrict, Bulukumba Regency. Based on the results of research analysis using SWOT matrix that combines strengths, weaknesses, opportunities and threats, the matrix can produce four sets of possible alternative strategies. By using SWOT analysis, it can be obtained that copra farmers can take alternative strategies ST, WT, SO and WO. In describing the research results, the SWOT matrix is used by analyzing the internal and external factors carried out by providing an overview of the strengths, weaknesses, opportunities and threats possessed by copra farmers.

**Keywords:** *competitive advantage, marketing strategy, copra business, SWOT analysis*

*This is an open access article under the CC BY-SA license*



## 1. INTRODUCTION

The agricultural sector plays a crucial role in Indonesia's economic growth, and one of the most prominent subsectors is plantations. Plantations, particularly coconut, play an important role in contributing to the economy of Indonesia's farming communities (Siradjuddin, 2016; Nawiruddin, 2017). The success of the Plantation sector can generate significant economic value through coconut production and marketing. With its natural wealth and favorable tropical climate, Indonesia has great potential to increase coconut production, both to meet domestic needs and for export (Widaningsih, 2017), which in turn can contribute to the country's foreign exchange earnings (Putri, 2022).

The plantation sector, especially coconut, is not only a profit-making economic engine, but also an important pillar of social development. In this context, coconut commodities not only create jobs directly on the plantation itself, but also in related sectors, such as processing and marketing (Sairam & Jayasekhar, 2018). These positive impacts are not only felt by individuals, but also by the surrounding community. Therefore, the government has a central role in paying special attention to developing the plantation sector by providing support for technology, policies, and infrastructure that can strengthen the local economy and improve community welfare (Dahliah, 2020).

In order to support the growth of the plantation sector, the government needs to focus on developing relevant and innovative technologies. This includes the application of modern agricultural technologies to

improve production efficiency (Tian et al., 2020), improving infrastructure that supports the distribution of agricultural products (Mac Kinnon et al., 2018), and training farmers so that they can adopt sustainable agricultural practices (Zeweld et al., 2017). By providing this access and support, the government not only strengthens farmers' competitiveness in the global market, but also improves the quality of their products.

In addition, policies that support the growth of the plantation sector need to be implemented to create a conducive environment for development. These include tax policies that incentivize plantation businesses, regulations that support sustainable agricultural practices, and other measures that facilitate investment in the sector. With the right support and policies in place, the plantation sector, particularly coconut, can be a sustainable driver of the local economy and provide long-term economic and social benefits.

In line with this, coconut exports can be one of the strategies to increase foreign exchange (Mulyadi et al., 2019; Lin et al., 2020). With increasing international demand for coconut products, the government can provide active support in marketing and developing the coconut supply chain to compete in the global market. Product diversification and quality improvement through innovation can also be the key to success in marketing Indonesian coconut commodities at the international level, thus creating greater economic opportunities for the country (Damarwulan et al., 2020).

One of the districts in Indonesia that is known as a significant coconut producing area is Bulukumba District, especially Herlang District. Coconut has become the backbone of the community's economy in this district. The potential of coconut farming in Bulukumba is huge, supported by tropical climate and fertile land. Farmers in this area generally rely on coconut farming as their main source of income. The importance of Bulukumba's role in coconut production not only includes economic aspects, but also provides a significant social impact. The coconut plantation sector in this area has created jobs for the local population, reduced the unemployment rate, and improved community welfare. In addition, the coconut processing industry has also contributed to increasing the added value of products, creating local business opportunities, and driving the economy at the local level. The local government needs to continue to support the development of the coconut plantation sector in Bulukumba by providing adequate infrastructure, farmer training, and policies that support sustainable agriculture. By maximizing the coconut potential in this area, Bulukumba can become one of the main pillars in the contribution of the agricultural sector, not only to the local level but also to the national economy.

In general, coconut fruit in Bulukumba Regency is marketed in primary form, or has not been processed further. The use of unprocessed agricultural products is centered on food alone. Thus, the economic value of the coconut product is very susceptible to seasonal fluctuations that cause low selling value and cause losses on the farmers' side. As one of the coconut production centers, the income of coconut farmers in Tugondeng Village, Herlang Sub-district, Bulukumba Regency is highly determined by the contribution of the coconut commodity farming. Farmers' income is not only influenced by the level of productivity per unit area but also by the inability of farmers to market their products to consumers at an adequate price. The cause of low farmer income is the price gap at the farm level compared to the price at the final consumer level. This occurs because of the large profits taken by intermediary traders and the costs incurred in marketing copra to the final consumer level. It is known that most of the farmers in Tugondeng village, Herlang sub-district, Bulukumba district market their coconut products in the form of copra and do it individually.

The problem of copra marketing arises because it is still marketed in primary form, or has not been processed sustainably (Rakib et al., 2024), the use of unprocessed agricultural products is centered on food alone (Purwanti et al., 2023). The lack of copra marketing makes farmers' income low and will be low due to marketing to temporary traders, the farmers do not market their farming business to companies that can process copra further. In addition to marketing problems, the distance between farmers and processing companies is relatively far, resulting in the involvement of intermediary traders in the marketing process of farmers' copra, and in general the market structure puts farmers in the position of price recipients. Fluctuations in copra prices are also one of the marketing constraints due to inefficient marketing. At certain times the price jumps high and then drops drastically while farmers are not prepared to anticipate it.

In addition, the relatively long distance between farmers and copra processing companies is also an obstacle in marketing. The involvement of intermediary traders becomes a necessity, adding complexity and cost to the marketing chain (Isma et al., 2020; Pada et al., 2022). The market structure that tends to place

farmers in the position of price takers worsens the condition, with the consequence that farmers' income becomes lower. Strategic measures, such as infrastructure development or technological approaches, are needed to overcome these distance barriers and enable farmers to be more directly involved in the marketing process.

Fluctuations in copra prices are also a serious problem in marketing. According to Herminingsih & Rokhani (2014), the lack of efficiency in marketing means that farmers cannot anticipate drastic price changes at any given time. To overcome this, risk mitigation measures are needed such as developing a more effective market information system, involving farmers in cooperative activities, or policies that encourage market price stability to provide protection to farmers.

Efforts to improve copra quality in Tugondeng Village, Herlang Sub-district, Bulukumba Regency offer the potential to significantly reduce marketing costs. Improved product quality will create greater appeal in the market, allowing farmers to sell their copra at a better price. Along with that, improving marketing efficiency is also key to increasing the share of price received by farmers and increasing profits for traders. Therefore, the proposed solution not only includes aspects of improving product quality, but also implementing more effective marketing strategies.

Strategic measures are needed to empower farmers in Tugondeng Village. Marketing strategies should focus more on educating farmers on how to market their products effectively, both locally and at a broader level. Providing training and guidance on modern marketing techniques, including the utilization of social media and online marketing, can be an effective measure. This will help farmers to sell their copra products not only in the local market, but also explore opportunities in larger companies that manage copra further into the hands of end consumers.

According to Rajan & Arunkumar (2023), the importance of effective marketing strategies also raises the need to build strong networks and partnerships between farmers and business actors including in the copra sector. By understanding the market and consumer needs, farmers can be smarter in directing their production, thereby increasing competitiveness and profits. This strategy is not only a solution to improve copra quality, but also a key to increasing farmers' income and supporting economic growth in Tugondeng Village as a whole.

Improving the quality of copra will reduce marketing costs which in turn will increase the share of prices received by farmers and increase trader profits, so it is an effort to improve marketing efficiency. The solutions referred to in this case are strategies related to the marketing of copra business for farmers in Tugondeng Village, Herlang Kecamatan, Bulukumba Regency so that they can be more aware of marketing strategies and can market their copra production at large and in companies that manage copra further to the final hands of consumers. Marketing strategy is very important for farmers to market their products so that their income can increase.

## **2. RESEARCH METHODS**

### **2.1 Types of Research**

The type of data used by the author is descriptive qualitative research, namely the data collected is in the form of words, images, not numbers. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. It is important to note that descriptive qualitative research gives researchers the freedom to be detailed and in-depth in explaining a phenomenon. By collecting data in the form of words and images, this research can illustrate context and nuances that may be difficult to understand through data in the form of numbers. The qualitative approach allows the author to explore the psychological, cultural and contextual dimensions of the phenomena studied, while descriptive data in the form of words and images provide deep insight into the subjective experiences and complexity of the situations observed. Thus, descriptive qualitative research makes an important contribution in understanding aspects that cannot be measured quantitatively, and exploring the meaning behind the data found.

### **2.2 Location and Time of Research**

This research was conducted in Tugondeng Village, Herlang District, Bulukumba Regency. The reasons for choosing the research location were based on several strategic considerations. One of the main reasons could be related to Tugondeng Village as an area that is significantly involved in copra production, being the center of plantation activities, and having economic potential that can be analyzed using the SWOT approach.

Geographical and environmental considerations in Tugondeng Village are also important factors. Its strategic location and natural conditions that support coconut growth can provide a good picture of the external factors that can influence the success of a copra marketing strategy. Apart from that, the existence of a strong plantation sector in the village is an attraction for researchers to understand further the potential and challenges faced by copra farmers in the area.

Research using the SWOT approach also shows the researcher's intention to thoroughly analyze the strengths, weaknesses, opportunities and threats in copra marketing. Thus, Tugondeng Village can provide a good empirical framework for identifying key factors that can help in building competitive advantage in marketing copra products at the local, regional or even national level.

### **2.3 Data Collection**

The objects used in this research were 15 copra farmers in Tugondeng Village, Herlang District, Bulukumba Regency. The research sample is a portion of the population taken as a data source and can represent the entire population. The number of copra farmers in the sample was 15 farmers. The selection of research objects consisting of 15 copra farmers in Tugondeng Village, Herlang District, Bulukumba Regency shows the researchers' seriousness in getting significant representation from the population studied. By selecting a sample size of 15 farmers, this research can provide a fairly accurate picture of copra marketing conditions at the local level. The use of this sample also makes it easier to collect in-depth and qualitative data, allowing researchers to conduct a more detailed analysis regarding copra marketing strategies and SWOT potential. In addition, focusing on copra business farmers as research objects can provide more specific and relevant insights regarding the challenges and opportunities faced by the main actors in copra plantation activities in Tugondeng Village.

### **2.4 Data Collection Techniques**

The data collection method is in what way and how the necessary data can be collected so that the final research results are able to present valid and reliable information." Research methods are various methods used by researchers to collect research data. The methods in question are interviews and documentation. To obtain data or information as material for analysis in preparing this research, three data collection techniques were used, namely:

#### **a. Observation**

The steps used were direct observation of farmers in Tugondeng Village, Herlang District, Bulukumba Regency as the target research object.

#### **b. Interview**

In this case, the researcher conducted direct interviews with the community in Tugondeng Village, Herlang District, Bulukumba Regency as the target research object.

#### **c. Documentation**

This research documentation is a picture taken by the researcher to strengthen the research results. What is intended is to obtain written data from the community in Tugondeng Village, Herlang District, Bulukumba Regency as the target research object. The organizational structure and data (documents) regarding copra marketing are expected to be a reference in analyzing the problems in this research.

### **2.5 Data Analysis Techniques**

Data analysis is the process of systematically searching and compiling data obtained from interviews, field notes and other materials, so that it can be easily understood, and the findings can be informed to others. From this explanation, it can be understood that the data that has been obtained in the field is then processed according to the needs of the research, either tabulated or coded as needed. Data obtained from observations are prepared to analyze the results of data collected through interviews and. Data obtained from interviews is processed to add material to the presentation of research results. Based on the results of the data processing that has been carried out, the researcher will conclude the research results as follows:

SWOT analysis is a clear picture of how the company's internal factors, namely strengths and weaknesses, and the company's external factors, namely opportunities and threats, are arranged in matrix form to formulate strategies. company. SWOT analysis consists of four factors, namely: 1) strengths: is a condition of strength that exists in an existing organization, project or business concept. Strengths analyzed are factors that exist within the organization, project or business concept itself. 2) Weaknesses: are conditions of weakness that exist within the organization, project or existing business concept. The weaknesses analyzed are factors that exist within the organization, project or business concept itself. 3) opportunities: are conditions for future development opportunities that occur. The conditions that occur are

opportunities from outside the organization, project or business concept itself. For example competitors, government policies, surrounding environmental conditions. 4) threats: are conditions that threaten from outside. These threats can disrupt organizations, projects or the business concept itself.



**Figure 1. SWOT Analysis**

The SWOT Matrix is an important matching tool to help develop strategies. Through the SWOT matrix, we can find out clearly what the company's strengths and weaknesses are in facing external opportunities and threats. Company performance can be determined by a combination of external factors and internal company factors. Both factors can be considered in a SWOT analysis. Where SWOT compares external factors and internal factors, strengths and weaknesses.

**Table 1. SWOT Matrix**

EFAS IFAS	STRENGTHS (S)	WEAKNESSES (W)
	OPPORTUNITIES (O)	THREATS (T)
STRATEGI SO	STRATEGI WO	
STRATEGI ST	STRATEGI WT	

From the table above the SWOT matrix can be explained as follows:

1. SO Strategy  
This strategy was created based on the company's way of thinking, namely by utilizing all its strengths to seize and exploit opportunities as much as possible.
2. ST Strategy  
A strategy created by using the company's strengths to overcome threats.
3. WO Strategy  
This strategy is implemented based on exploiting existing opportunities by minimizing existing weaknesses.



4. WT Strategy  
This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

### 3. RESULTS AND DISCUSSION

#### 3.1 Marketing Mix Strategy

The marketing mix is a unique sales or promotion and pricing strategy designed to produce mutually beneficial exchanges for the target market. The term marketing mix is used to explain the combination of the four main core components of an organization's marketing system, namely Product, Price, Place and Promotion.

##### a. Product

A product is anything that can be offered to the market for consumption that can satisfy a need or desire of the user. From the results of this research, copra has 2 types of products offered, including the following:

##### 1) Coir Stripping

Coconuts are peeled using a coconut fiber peeler

- a) Splitting Peeled Coconut. Peeled coconut is split into two parts using a machete. The coconut water in the split peeled coconut is removed.
- b) Drying Split Coconuts Drying split coconuts in the hot sun is done every day (from 08.00-16.00). This drying is done using a cement floor or on the ground.
- c) Removing Coconut Meat Removing the meat from the shell is done using a coconut meat removal tool. Releasing the coconut meat takes  $\pm 30$  seconds for each split coconut.
- d) Cutting Coconut Meat Coconut meat is cut (reducing size) into 4 to 6 parts from each half of the coconut meat using a machete. Drying coconut meat is done using a cement floor or tarpaulin. In hot sun, drying can last for 2 days and if the weather conditions are cloudy it can last for 3-5 days. Drying is complete when the surface of the coconut meat looks blackish brown and oil is visible on the side of the coconut meat that was broken.

##### 2) Cultivation Results

- a) Peeling the coir, coconuts are peeled using a coconut coir peeler.
- b) Splitting Peeled Coconut. Peeled coconut is split into two parts using a machete. The coconut water in the split peeled coconut is removed
- c) Removing Coconut Meat. Removing the meat from the shell is done using a coconut meat removal tool. Releasing the coconut meat takes  $\pm 30$  seconds for each split coconut.
- d) Smoking Split Coconuts Split coconuts are stacked in up to 5 layers in the smoking room. Next, split coconuts are smoked for  $\pm 3$  hours in the smoke house.
- e) Smoking Coconut Meat Coconut meat is smoked for  $\pm 3$  hours to produce copra. During smoking, the drying temperature was observed in the center of the pile of coconut meat every hour. The smoking is complete when the surface of the coconut meat looks blackish brown and oil is visible on the side of the coconut meat that is broken.

The copra product in Tugondeng Village, Herlang District, Bulukumba Regency has a water content of around 10 - 15%. Because it is done by drying in the sun for 3-5 days or fumigation for  $\pm 3$  hours until the color changes and oil is released when the coconut meat is broken. The smoke from the fire itself can dry coconut meat to a water content of 10 - 15% so that it can last a long time. Good copra should only have a water content of 10% -15% so that it is not easily attacked by pest organisms. This is what supports the copra in the village. Tugondeng, Herlang District, has good quality.

##### b. Price

Price is the value of money that consumers must pay to the seller for the goods or services they buy. In other words, price is the value of an item determined by the seller. But what has happened in the last 3 years is that copra has experienced increases and decreases in prices, marked by what happened in 2016 when copra experienced a price increase from IDR 4,500 per kilogram (kg) to IDR 6,000 per kilogram (kg) but in 2017 the price dropped to IDR 5,000 per kilogram (kg). In 2018, the price increased to IDR 6,500 - IDR 7,000 per kilogram (kg). And this year it has increased again to IDR 7,000 per kilogram (kg).

##### c. Place or Distributor (Location)

Distribution is a virtual part of marketing strategy. Choosing a strategy with the right assessment will be able to help the product reach consumers at the predetermined price. From the results of interviews and research regarding locations in Tugondeng Village, Herlang District, Bulukumba Regency, it is stated that:

*"This location (this place) is strategic for the copra business on the Kajang Bulukumba City axis road, the place is really good and the place is also not far from the raw material land for the copra product."*

The choice of location is an investment value, a business location that is on the side of the road or in a strategic place is enough to attract visitors to just stop by to release their curiosity. Based on the results of the interview above, it can be concluded that the location of the copra business is quite strategic for business because it is on the main road. Kajang Bulukumba City axis is a really good place.

d. Promotion

Promotion is an activity aimed at influencing consumers so that they become familiar with the product being offered to them and then they become familiar with it and buy the product. This is in accordance with the results of research with one of the informants with the initials RT stating that:

*"To carry out promotions, the steps I take are by going directly to companies that have a high purchasing value and I don't offer the products I offer to the company directly, but there is a review of whether the quality of the copra product is good or there are damaged products. "If a product is damaged, it will be repaired so that it can be of good quality."*

In agreement with the informant with the initials RT, one of the informants who was interviewed named Muhammad Hartawan stated that:

*"The strategy I use to promote my product is by going to companies that have a high purchasing value and prioritizing quality, then convincing the company by providing good quality and quality copra products so that the company will maintain its trust in me as a farmer. want to success".*

As an offering term, promotion is a company's effort to influence customers or consumers to want to use the products or services offered by the company. Promotion includes elements of providing information and influencing customer behavior. It can also be interpreted that promotion is an effort by producers to communicate with customers in order to influence customers to lead to the desired action by the company, namely having consumers. This is in accordance with the results of interview research with one informant named Makkuasa, who stated that:

*"What I do to market my copra products is by contacting the company by telephone then going to the company and promoting that my copra products are of good quality because I review the products before sorting them so no more damaged products reach the company."*

This research explains that the businesses run or started by copra farmers engaged in the copra business sector have been running quite well.

### 3.2 SWOT Analysis

The right strategy is based on one's abilities and the environment so that the strategy can truly be realized from the strengths one has and the opportunities one faces. The right analysis for developing a strategy is a SWOT analysis. Strengths, Weaknesses, Opportunities, Threats in SWOT analysis are as follows:

a. Strengths

Copra farmers in running their business have the strengths that companies generally have in running their business, including the following:

1) Have good quality

The copra product in Tugondeng Village, Herlang District, Bulukumba Regency is of good quality as evidenced by the resulting product having a water content of around 10 -15%. Because copra farmers carry out the drying process in the sun for 3-5 days or fumigation for  $\pm$  3 hours until they appear to have changed color to blackish brown and have released oil when the coconut meat is broken. The smoke from the fire itself can dry the coconut meat to a moisture content of 10 – 15%.

2) The processing process is simple

This processed coconut product is widely used by people because the process is very simple and the copra product can last a long time compared to processing it into coconut milk. In addition, the tools used to process copra are accessible to the people of Tugondeng Village, Herlang District, Bulukumba Regency. This is the strongest reason for copra farmers to continue running their copra business.

3) There is always a supply of coconut raw materials

Tugondeng Village, Herlang District, Bulukumba Regency, is located in an area rich in coconuts, so the supply of coconut raw materials for copra production is always reliable. The existence of extensive agricultural land and a tropical climate that supports coconut growth are the main factors that ensure the sustainable availability of raw materials for copra farmers in the area. This provides a strategic advantage, because farmers can maintain the continuity of copra production without worrying about a shortage of raw material supplies. Reliable supply of coconut raw materials also supports the long-term stability of copra farmers' businesses and is an important factor in building competitive advantage in the market. Thus, this factor is an integral part of the sustainability of the copra business in Tugondeng Village.

b. Weakness

Weaknesses are limitations/deficiencies in natural resources, skills and abilities that seriously hinder the effective performance of a business. Copra farmers in running their business have weaknesses which pose threats that may occur in the future. Some of the weaknesses of copra farmers include the following:

- 1) The storage warehouse is not suitable
- 2) Prices suddenly plummet

c. Opportunities

Opportunity is something that copra farmers can take advantage of to continue to develop their business. The opportunities for copra farmers include the following:

- 1) Advance in the field of Industrial Technology
- 2) Increased Income
- 3) High Company Interest

d. Threats

Threats are an obstacle to doing business, so they become a big obstacle in developing a copra business. The threats that copra farmers face in their business include the following:

- 1) Copra has no value
- 2) will be replaced by palm oil

### 3.3 WOT Matrix

Tabel 2. Matriks SWOT Petani Usaha Kopra

<b>INTERNAL</b>	<b>STRENGTHS – S</b>	<b>WEAKNESSES – W</b>
	<ol style="list-style-type: none"> <li>1. Have good quality</li> <li>2. The processing process is simple</li> <li>3. There is always a supply of coconut raw materials</li> </ol>	<ol style="list-style-type: none"> <li>1. The storage warehouse is not suitable</li> <li>2. Prices suddenly drop down</li> </ol>
<b>EXTERNAL</b>		



<b>OPPORTUNITIES – O</b> 1. Advance in industrial technology 2. Increased income 3. High interest from companies	<b>SO</b> 1. Utilize sales promotions to the company 2. Maintain the quality of copra	<b>WO</b> 1. Increase promotions to companies Reassuring 2. good quality copra product company
<b>THREATS – T</b> 1. Copra has no value 2. Will be replaced by palm oil	<b>ST</b> 1. Increase promotions to introduce copra to make it superior 2. Increase company trust	<b>WT</b> 1. Deepen knowledge of copra processing further so that the quality of copra is even better 2. Maximize product promotion via multimedia about copra products

Source: Data Processing Results, 2023

The SWOT matrix in the table produces four sets of strategic alternatives from which estimates of strengths, weaknesses, opportunities and threats can be identified. So that the owner/manager can draw conclusions about how to run a business in making decisions to face increasingly fierce competition.

1) Strength-Opportunities (SO) Strategy

This strategy uses the company's strengths and weaknesses to take advantage of all existing opportunities so that it can have a competitive advantage.

2) Strength-Threats (ST) Strategy

This strategy uses the strengths of copra farmers to overcome existing threats

3) Weaknesses-Opportunities (WO) Strategy

This strategy uses existing opportunities by minimizing weaknesses that become business obstacles.

4) Weaknesses-Threats (WT) Strategy

Strategy uses methods to minimize weaknesses and avoid existing threats. In conditions that become obstacles like this, companies must be quick in anticipating so that goals can be achieved.

**Table 3.** Internal Factor Evaluation Matrix (IFE Matrix) in Copra Business

Internal Key Factors	Weight	Rating	Weight x Rating
<b>Strength</b>			
• Good quality	0,08	4	0,32
• Simple processing process	0,08	4	0,32
• There is always a supply of coconut raw materials	0,08	4	0,32
<b>Total Strength Score</b>	0,24		0,96
<b>Weakness</b>			
• Storage warehouse is not suitable	0,03	3	0,09
• Price reduction	0,03	2	0,06
<b>Total Weakness Score</b>	0,06		0,15
<b>Difference Strengths Weaknesses</b>			0,96 – 0,15 = 0,81

Source: Data Processing Results, 2023

### 3.4 External Factor Evaluation Matrix (EFE)

The EFE Matrix is useful for enabling strategists to summarize and evaluate economic, socio-cultural, demographic, environmental, political, government, legal, technological and competitive information. The EFE matrix can be created in several stages (David, 2009: 143). Regardless of the number of key opportunities and threats included in the EFE matrix, the total weighted value for an organization is 4.0 and the lowest value is 1.0. The total weighted average score is 2.5. A total weighted value of 4.0 indicates that the response is very good to the opportunities and threats faced, while a value of 1.0 indicates the company does not take advantage of opportunities or does not avoid external threats. The following is the external evaluation matrix (EFE Matrix) for the copra business.

**Table 4.** External Evaluation Matrix (EFE Matrix) in Copra Business.

External Key Factors	Weight	Rating	Weight x Rating
<b>Opportunities</b>			
• Advances in industrial technology	0,08	4	0,32
• Increased community income	0,08	3	0,24
• High interest from companies	0,06	3	0,18
<b>Total Opportunities Score</b>	0,22		0,74
<b>Threat</b>			
• Copra will no longer have value if the price falls further	0,02	2	0,06
• Will be replaced by palm oil	0,03	1	0,02
<b>Total Threat Score</b>	0,5		0,08
<b>Difference Strengths Weaknesses</b>		0,74 – 0,08 = 0,66	
Strength = 0.96		Opportunities = 0,74	
Weakness = 0.15		Threat = 0,08	

Source: Data Processing Results, 2023

From the results of the analysis of the data obtained, it can be seen that the position of the copra business is located in quadrant 1 or the first quadrant, namely an aggressive approach (Growth Oriented Strategy). This position indicates an opportunity, meaning the organization is in strong condition so it is possible to continue expanding. Where it has a good value weight in the internal environment in the position of strength (Strength), in the quadrant in the external environment so it can be concluded that the position in the copra business based on the SWOT quadrant is in quadrant 1 or the first quadrant, namely an aggressive approach (Growth Oriented Strategy), which means it shows that the copra business has good strengths that can be utilized as opportunities to improve its sales/marketing strategies.

Based on the analysis of the data obtained, it is evident that the coconut business organization has significant internal strengths, creating favorable conditions for further expansion. The first quadrant of the SWOT analysis indicates an aggressive approach or Growth-Oriented Strategy, suggesting ample opportunities for growth and further development. The assessment of the internal environment reveals a strong emphasis on the position of strength, providing a solid foundation for business expansion. Additionally, the evaluation of the external environment also supports this position, reinforcing the conclusion that the coconut business is in a favorable position to implement an aggressive growth strategy (Riyanto, 2018; Nugraheni & Kirana, 2021; Nasution et al., 2022).

Based on the analysis of the data obtained, it is evident that the coconut business organization has significant internal strengths, creating favorable conditions for further expansion. The first quadrant of the SWOT analysis indicates an aggressive approach or Growth-Oriented Strategy, suggesting ample opportunities for growth and further development. The assessment of the internal environment reveals a strong emphasis on the position of strength, providing a solid foundation for business expansion. Additionally, the evaluation of the external environment also supports this position, reinforcing the conclusion that the coconut business is in a favorable position to implement an aggressive growth strategy (Riyanto, 2018; Nugraheni & Kirana, 2021; Nasution et al., 2022).

The findings of this study are consistent with previous research emphasizing the success of growth strategies in specific industry contexts. Previous studies have highlighted the importance of integrating internal strengths with external opportunities to achieve sustainable growth. Overall, this research underscores that the coconut business can leverage its internal strengths as a foundation for implementing an aggressive growth strategy. These findings align with the fundamental understanding of the SWOT concept, which has served as the basis for many organizations to develop effective strategies (Anwar, 2017; Sari & Hasan, 2022; Hutajulu et al., 2020).

Looking at the context of previous research, these results are consistent with the findings of a number of previous studies that highlight the success of growth strategies in certain industrial contexts. Previous research often emphasizes the importance of combining internal strengths with external opportunities to achieve sustainable growth. Overall, this research highlights that copra businesses can utilize their internal strengths as capital to carry out aggressive growth strategies. These findings are in line with the understanding of the SWOT concept which has become the basis for many organizations to develop effective strategies.

#### **4. CONCLUSIONS AND SUGGESTION**

From the results of research on Copra Farmers, several conclusions can be put forward that the right strategy to be applied by Copra Farmers in improving their marketing strategy is an aggressive strategy by supporting aggressive growth policies (growth oriented strategy). This is the most appropriate strategy for copra farmers in Tugondeng Village, Herlang District, Bulukumba Regency. Then, promotion or marketing strategy and having trust from a good company is very profitable because it has the strength so that it can grab some opportunities, namely the higher trust of the company in the quality of copra products can advance in the field of industrial technology, and has a good image.

Based on the results of the study, several things were found that must be considered in referring to the conclusions stated above, the suggestions that the authors can provide as consideration for Copra Farmers, namely to maintain conditions to remain in a profitable position, copra farmers should support aggressive strategies by carrying out stages including, increasing the promotion of copra products, utilizing sales promotions to companies, maintaining copra quality, and increasing Company trust. In addition, so that copra farmers can increase their sales in large companies to further benefit the farmers and prosper the copra farmers in the future.

#### **REFERENCES**

- Anwar, A. (2017). Peran modal manusia terhadap pertumbuhan ekonomi regional di jawa. *Jurnal Economia*, 13(1), 79. <https://doi.org/10.21831/economia.v13i1.13323>
- Dahliah, D. (2020). Analysis and strategy of economic development policy for SMEs in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(5), 103-110.
- Damarwulan, L. M., Lutfi, L., & Ramdanyah, A. D. (2020). The Utilization of Kampung Coconut Fruit (Cocos Nucifera) for a Herbal Massage Oil as an Effort to Improve the Economy of the Cening Village, Pandeglang. *International Journal of Multicultural and Multireligious Understanding*, 7(11), 517-522.
- Herminingsih, H., & Rokhani, R. (2014). Pengaruh perubahan iklim terhadap perilaku petani tembakau di kabupaten jemmer. *Jurnal Matematika Sains dan Teknologi*, 15(1), 42-51.

- Hutajulu, D. M., Panjawa, J. L., Islami, F. S., & Sugiharti, R. R. (2020). Determinan pertumbuhan ekonomi berkelanjutan wilayah induk dan pemekaran di kawasan timur indonesia. *Jurnal Ekonomi Dan Bisnis*, 23(2), 263-284. <https://doi.org/10.24914/jeb.v23i2.3293>
- Isma, A., Hidayatullah, A., Winarno, A., & Hermawan, A. (2020). Marketing Strategy for Welding Workshops in the New Normal Era after the Covid-19 Pandemic. *Pinisi Business Administration Review*, 2(2), 123-134. <https://doi.org/10.26858/pbar.v2i2.17447>
- Lin, J., Flachsbarth, I., & von Cramon-Taubadel, S. (2020). The role of institutional quality on the performance in the export of coconut products. *Agricultural Economics*, 51(2), 237-258.
- Mac Kinnon, M. A., Brouwer, J., & Samuelsen, S. (2018). The role of natural gas and its infrastructure in mitigating greenhouse gas emissions, improving regional air quality, and renewable resource integration. *Progress in Energy and Combustion science*, 64, 62-92.
- Mulyadi, H., Nazamuddini, B. S., & Seftarita, C. (2019). What Determines Exports of Coconut Products? The Case of Indonesia. *Int J Acad Res Econ Manag Sci*, 8, 117-82.
- Nasution, A. A., Lubis, N. A. M., Pane, D. A., & Mardiani, S. (2022). Pengaruh faktor lingkungan bisnis eksternal dan perencanaan strategik terhadap kinerja perusahaan. *Wawasan : Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan*, 1(1), 241-248. <https://doi.org/10.58192/wawasan.v1i1.387>
- Nawiruddin, M. (2017). Dampak keberadaan perkebunan kelapa sawit dalam peningkatan pendapatan masyarakat di Kecamatan Long Kali Kabupaten Paser. *Jurnal Ilmu Pemerintahan*, 5(1), 227-240.
- Nugraheni, R. & Kirana, G. R. (2021). Analisis swot pelayanan kesehatan rumah sakit umum lirboyo kota kediri tahun 2019. *Jurnal Kesehatan*, 9(2), 115-122. <https://doi.org/10.25047/jkes.v9i2.222>
- Pada, A. T., Yahya, A. F., Isma, A., Malik, A. J., Syarief, R., Paramita, A. J., ... & Syamril, S. (2022). Literasi Keuangan dan Pemasaran Digital untuk Membangun Ekonomi Desa Tangguh Berbasis Kewirausahaan. *Jurnal Ilmiah Ecosystem*, 22(2), 321-329. <https://doi.org/10.35965/eco.v22i2.1559>
- Purwanti, A., Peswarissa, R. C., Nuridah, S., Isma, A., & Ardhiyansyah, A. (2023). Pengaruh Kualitas Sistem Akuntansi terhadap Pengendalian Internal dalam Rangka Pemasaran Berkelanjutan: Studi Kasus pada Industri Retail di Provinsi Jawa Barat. *Jurnal Aktiva: Riset Akuntansi dan Keuangan*, 5(2), 68-80.
- Putri, D. A. P. A. G. (2022). Green Tourism Sebagai Kunci Pariwisata Berkelanjutan. *Pariwisata Nusantara*, 49.
- Rajan, L. P., & Arunkumar, K. S. (2023). Effective supply chain management for the agro industry: Prospects. In *Agricultural Sector in India* (pp. 311-320). Routledge India.
- Rakib, M., Azis, M., Najib, M., & Isma, A. (2024). Impact of Digital Literacy, Business Innovation, Competitive Advantage on the Existence of SMEs: A quantitative study in Makassar City, Indonesia. *Calitatea*, 25(198), 277-283.
- Riyanto, S. (2018). Analisis pengaruh lingkungan internal dan eksternal terhadap keunggulan bersaing dan kinerja usaha kecil menengah (ukm) di madiun. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 5(3). <https://doi.org/10.35794/jmbi.v5i3.21707>
- Sairam, C. V., & Jayasekhar, S. (2018). World coconut economy: sectoral issues, markets and trade. *The Coconut Palm (Cocos nucifera L.)-Research and Development Perspectives*, 801-820.
- Sari, F. A. & Hasan, F. (2022). Strategi pemasaran snack mi jagung kwt bunga anggrek di kecamatan saronggi kabupaten sumenep. *Agriscience*, 2(3), 479-495. <https://doi.org/10.21107/agriscience.v2i3.13393>
- Siradjuddin, I. (2016). Analisis serapan tenaga kerja dan pendapatan petani kelapa sawit di kabupaten pelalawan. *Jurnal Agroteknologi*, 6(2), 1-8.
- Tian, H., Wang, T., Liu, Y., Qiao, X., & Li, Y. (2020). Computer vision technology in agricultural automation—A review. *Information Processing in Agriculture*, 7(1), 1-19.

- Widaningsih, M. (2017). Roadmap Pengembangan Penanaman Modal Wilayah Garut Selatan Kabupaten Garut. *Majalah Ilmiah Bijak*, 14(2), 169-181.
- Zeweld, W., Van Huylenbroeck, G., Tesfay, G., & Speelman, S. (2017). Smallholder farmers' behavioural intentions towards sustainable agricultural practices. *Journal of environmental management*, 187, 71-81.