Improving Marketing Performance Based on Analysis of Comparative and Competitive Advantages: An Empirical Study on Java Coffee Agroindustry in Jember-Indonesia

Bagus Putu Yudhia Kurniawan[#1], Halil[#2], Abdul Rasid bin Abdul Razzaq[#3], Jumintono[#4]

[#1]*Politeknik Negeri Jember, East Jawa 68124, Indonesia*
[#2]*Politeknik Negeri Banyuwangi, East Javs 68461, Indonesia*
[#3,4]*Universiti Tun Hussein Onn Malaysia (UTHM, Johor 86400, Malaysia*
[#1]baguspyudhia@gmail.com
[#2]poliwangi@poliwangi.ac.id
[#3]mdrashid@uthm.edu.my
[#$]masmintosragen@gmail.com

***Abstract*-- This study aims to determine the priority strategies for improving the marketing performance of Java Jember Coffee agroindustry based on an analysis of comparative and competitive advantage. The study was conducted using the census method or a complete calculation involving 15 Java Jember Coffee agroindustry. Data were analyzed with the Policy Analysis Matrix (PAM), the TOWS matrix to formulate alternative strategies, and determine priorities using the Analytical Hierarchy Process (AHP). The results showed that the Java Jember-Indonesia coffee agroindustry has a comparative and competitive advantage. The coefficient indicates this on Domestic Resource Costs (DRC = 0.69) and Personal Cost Ratio (PCR = 0.4), which is smaller than 1.00. Java Coffee Jember-Indonesia's agroindustry position is in cell V with the choice of Strategy to hold and maintain and can be managed through market penetration strategies and product development. The priority strategies implemented to improve the marketing performance of Jember-Indonesia Java Coffee agroindustry are to improve product quality, implement Standard Operating Procedures (SOP), collaborate with suppliers of raw materials, superior Human Resource (HR), product diversification and packaging.**

Keywords*—*Competitive Advantages Analysis*, *Comparative Analysis*, *Empirical Study, Java Coffee Agroindustry Marketing Performance

1. Introduction

Coffee (Robusta and Arabica) is one of the mainstay commodities of plantations that has a strategic role in the Indonesian economy. Coffee becomes the government's priority in the development of agriculture in the future. Indonesia ranks fourth as the world's largest coffee-producing country after Brazil, Vietnam, and Colombia, with production reaching 11,491 tons (in packs of 60 kg) or the equivalent of 660.491 tons [1]. Indonesian coffee is a commodity that is traded on commodity and futures exchanges, the most important in London and New York. Based on data from the Directorate General of Plantations, Ministry of Agriculture (2019), Indonesian coffee exported reached 467.790 tons with a value of US $ 1.19 billion or equivalent to sixteen trillion rupiahs with an exchange rate of Rp. 14.000/US dollar [2]. Robusta coffee is the most extensive coffee variety produced in Indonesia. Besides, Indonesia also has some famous specialty coffees such as "*Kopi Luwak*" (known as the most expensive coffee in the world) and "*Mandailing* Coffee." Coffee is the fourth largest foreign exchange earning plantation commodity for Indonesia after palm oil, rubber, and cocoa.

According to data from the Central Statistics Agency for East Java Province (2018), the area of coffee plantations in Jember in 2014 reached 7,250 ha, with annual production reaching 2.893 tons. In 2015, the area of coffee plantations increased to 7.473 ha, with annual production reaching 3.149 tons. In 2016, the area of coffee plantations in Jember more than doubled to 18.230 ha with annual production reaching 10,863 tons. Furthermore, at the end of 2017, the area of coffee plantation increased again to 18.284 ha, with annual production reaching 11.863 tons. The extent of coffee plantations in Indonesia has declined because farmers have shifted the focus of their agricultural production to palm oil (such as crude palm oil and palm kernel oil), rubber, and cocoa, which all provide higher incomes [3].

Marketing performance problems resulting from sales volume, sales growth rate, and customer growth are always related to productivity and product quality produced. Small-scale downstream agroindustry has limited production facilities and infrastructure and generally lacks innovation in creating product diversification [4]. Decreased coffee productivity will reduce the availability of coffee used to meet coffee needs. Quality and quantity are some of the problems that become an obstacle for Jember coffee agroindustry. This is what causes the slow development of agroindustry Java Coffee Jember-

International Journal of Supply Chain Management
IJSCM, ISSN: 2050-7399 (Online), 2051-3771 (Print)

Indonesia, even stagnates every year. The inherent potential of coffee processing agroindustry has not been able to develop optimal marketing performance, so market penetration and market development need to be done [5]. Over time, companies began to realize the importance of governance factors in managing business operations [6].

This research starts from an empirical study that shows a research gap, better known as the marketing performance paradox of comparative advantage. Thus creating problems, namely the unclear context of comparative and competitive resources, and the process of how competitive and competitive advantages explain marketing performance. Based on business phenomena and research gaps that have been stated, it is necessary to conduct research to formulate priority strategies to improve the marketing performance of Java Jember-Indonesia Coffee agroindustry based on an analysis of comparative and competitive advantage. This study will address the research gap and the business phenomenon of Java Coffee Jember by finding a formulation of priority strategies to improve the marketing performance of Java Coffee Jember-Indonesia's agroindustry. This study aims to determine the priority strategies for improving the marketing performance of Java Jember Coffee agroindustry based on an analysis of comparative and competitive advantage. This research is limited to the formulation of alternative strategies, and the determination of strategic priorities while testing the implementation of strategies is not included in writing this article.

2. Literature Review

Competitiveness is productivity that is defined as output produced by labor. Competitiveness is determined by the competitive advantage of a company and is very dependent on the level of relative resources it has. Competitiveness is essential to be studied at various levels by developing a comprehensive model that can measure competitiveness [7]. Much research has been done to analyze the comparative and competitive advantages of agribusiness products in Indonesia [8]. Organic agriculture has a comparative and competitive advantage with the PAM analysis [9]. Farming has comparative and competitive advantages with a value of PCR <1 (0.103) and DRCR <1 (0.125) so that the financially efficient business has the potential to trade in free markets [10].

Competitive advantage is the company's ability to develop strategies to be able to win the competition. Competitive advantage is the company's ability to develop strategies to be able to win the competition. On-farm side, the coffee commodity has comparative and competitive advantages. Maximizing the primary raw materials (coffee commodities) can be done if the company can increase labor productivity in order to be able to produce better outputs [11]. There is an opportunity for the demand for coffee in the domestic market for further processing consisting of ground coffee. However, market protection is less supportive [12]. Competitive advantage is needed by companies to attract customers and involve customers to determine it. Companies are looking for new orientations, which will not only help them with sustainable profitability but also have a competitive advantage [13]. Efforts to increase competitiveness can be made by increasing agricultural productivity. Increasing productivity can be done through the use of quality seeds, the use of varieties that have high productivity, adaptive, and resistant to pests and diseases, and improvements in cultivation techniques according to Standard Operating Procedures (SOP) [14].

Modern marketing provides an understanding of the importance of a company's ability to respond to changes in consumers. Changes in consumer preferences that quickly make the company must continue to follow it, so that customer satisfaction as the spearhead of marketing can be achieved—marketing position as the primary Strategy in winning the competition in the company [15]. Market penetration is needed to increase sales of a ground coffee product [5]. the higher the company implements a product differentiation strategy it will increase competitive advantage, but the higher the image differentiation applied by the company does not necessarily increase competitive advantage, and competitive advantage can improve marketing performance [16]

Policy Analysis Matrix (PAM) is one of the methods commonly used to analyze comparative and competitive advantage. The structure of the PAM approach is suitable for determining policy from the impact of policies intended to improve performance [17]. The strategies that can be used in Gayo Kupi Village obtained from the SWOT analysis are aggressive strategies, which are strategies that enable this business to continue to develop its business, increase growth, expand and achieve maximum progress [18]. The TOWS matrix supports the development of a private investment strategy, which is the basis for policymakers [19]. SWOT and TOWS strategies can overcome weaknesses and threats by effectively utilizing the strengths and opportunities available [20].

3. Method Research

This research is a combination of explorative and descriptive research. This research was conducted at the Java Jember Coffee Agroindustry, the number of samples taken amounted to 15 Java Jember Coffee Industries. Primary data obtained through direct interviews with the owner or head of the Java Coffee Jember agroindustry, secondary data sourced from data and information held by relevant institutions as well as literature books, journals, or various forms of publications as listed in the Bibliography.

The analysis technique used in the study is PAM. PAM is used to analyze the comparative and competitive advantages of the Java Jember-Indonesia Coffee agroindustry. This analysis includes Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix, Internal External matrix (IE), which is then formulated in a TOWS matrix to justify alternative strategies, and Analytical Hierarchy Process (AHP). Strategy priorities for marketing performance improvement based on the analysis of comparative and competitive advantages.

4. Result and Discussion

The Policy Analysis Matrix (PAM) in this study was used to analyze the competitiveness of the Java Coffee Jember-Indonesia agroindustry. The competitiveness can be assessed from two indicators, namely comparative advantage (economic analysis) and competitive advantage (financial analysis). Java Coffee Jember-Indonesia agroindustry PAM can be seen in Table 1.

Table 1. Policy Analysis Matrix (PAM) Agroindustri Jawa Coffee Jember-Indonesia

	Revenues	Tradable Input	Domestic Factors			Profit
			Labor	Capital	Total	
Privat Prices	19.718.400.00	14.805.795.00	3.725.000.00	873.915.00	4.598.915.00	313.690.00
Sosial Prices	23.284.914.25	16.530.983.00	3.725.000.00	920.102.55	4.645.102.55	2.108.828.30
Divergences	(3.566.514.25)	(1.725.188.40)	-	(46.187.55)	(46.187.55)	(1.795.138.30)
DRC = 0.69			PCR = 0.94			

Table 1 shows the results of the analysis of comparative competitiveness and competitive advantage. The DRC value of 0.69 and PRC 0.94 shows that Java Jember-Indonesia coffee agroindustry has competitiveness in financial and economic value. The value of DRC and PCR is less than 1.00 or has comparative and competitive advantages. It is also known that the Java Coffee Jember-Indonesia agroindustry PCR value (0.96) has a higher value than the DRC value (0.69) (PCR> DRC) or comparative advantage is better than the competitive advantage indicated by the value DRC (0.69) and PCR values (0.96). The government does not provide specific policies so that social prices are greater. This is because coffee is an export commodity.

5. Internal Factor Evaluation (IFE) Java Coffee Agroindustry Jember-Indonesia

Internal factors that provide strengths and weaknesses of Java Coffee Jember-Indonesia agroindustry can be seen in Table 2.

Table 2. IFE Agroindustri Java Coffee Jember-Indonesia

No.	Internal Factor 1	Value 2	Ranking 3	Score (Value x Ranking) 4
A1 Strenght				
1	Strategies product	0.126	4	0.479
2	Availability of raw materials	0.108	4	0.410
3	Availability and support of human resource	0.115	4	0.460
4	Availibility of production equipment	0.102	4	0.388
5	Government suport	0.099	3	0.297
Total A1		0.550		2.034
A2 Weakness				
6	Unstable production quality	0.097	1	0,097
7	The packaging design is not attractive	0.106	2	0.212
8	Low production	0.086	2	0.172
9	Special ability human resource	0.087	2	0.174
10	Limited venture capital	0.074	2	0.148
Total A2		**0.450**		**0.803**
Total A1 + A2		**1.000**		**2.837**
Difference toatal A1 + A2				**1.231**

Table 2 shows the results of this study indicate that Java Coffee Jember as a strategic product is an internal factor that gives the main strength or is considered the most important in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry. Internal factors that give weaknesses to Java Coffee Jember-

Indonesia agroindustry are unattractive packaging design, with the highest score, which is 0.212. At the same time, unstable product quality is an internal factor that gives weaknesses with the lowest score, which is 0.097. The results of this study indicate that unattractive packaging design is an internal factor that gives significant weaknesses and is a top priority to be solved in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry marketing. The total score of the IFE matrix is 2.837. This value is included in the healthy category because it is above the weighted average value of 2.50. These conditions indicate that the Java Coffee Jember-Indonesia agroindustry is currently considered quite well in using its strengths and overcoming existing weaknesses.

5.1. External Factor Evaluation (EFE) Java Coffee Agroindustry Jember-Indonesia

External factors, which are opportunities and threats of Java Coffee Jember-Indonesia agroindustry, can be seen in Table 3.

Table 3. EFE Agroindustri Java Coffee Jember-Indonesia

No	External factors	Value	Range	Score (Value x Ranking
	1	2	3	4
B1. Opportunity				
1	Modern market	0.182	3	0.546
2	Online market	0.191	4	0.762
3	Workforce training	0.146	4	0.583
Total B1		**0.518**		**1.892**
B.2 Threat				
5	Similar products on the market	0.134	1	0.134
6	Price and quality of primary raw materials	0.188	2	0.375
7	Quantity of main raw materials	0.160	2	0.319
Total B2		**0.482**		**0.829**
Total (B1 + B2)		**1.000**		**2.720**
Difference (Total B1 and B2)		**1.000**		**1.063**

Table 3 shows that the online market is an external factor, which is a significant opportunity that can be utilized in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry. External factors that threaten the Java Coffee Jember-Indonesia agroindustry are the price and quality of the primary raw materials, with the highest score, which is 0.375. At the same time, similar products on the market are external factors that pose a threat with the lowest score, which is 0.134. The results of this study indicate that the price and quality of the primary raw materials are external factors that are the most significant threats and become the main priority to be anticipated in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry marketing.

The total score of the EFE matrix is 2.720. This value is included in the healthy category because it is above the weighted average value of 2.50. These conditions indicate that the Java Coffee Jember-Indonesia agroindustry is currently considered quite well in taking advantage of opportunities and anticipating threats that arise. The total weighted score is 2.034, more significant than the total weighted score of 0.803. The difference in total score weighted by strengths and weaknesses is 1.231. The total weighted score of opportunities is 1.892, more significant than the total weighted score of threats of 0.829. The difference between the total weighted score of strengths and weaknesses is 1.063. Jember coffee agroindustry quantitatively has the opportunity to increase sales volume and customer growth.

5.2. Java External Agro-Industry Java Coffee Jember-Indonesia Matrix

The results obtained from the IFE and EFE matrices are used to compile the Internal-External (IE) matrix so that it can be seen in the position of the Java Coffee Jember-Indonesia agroindustry business unit. Based on the results of the total score of these internal and external factors, the position of the Java Coffee Jember-Indonesia agro-business business unit can be seen in Figure 1.

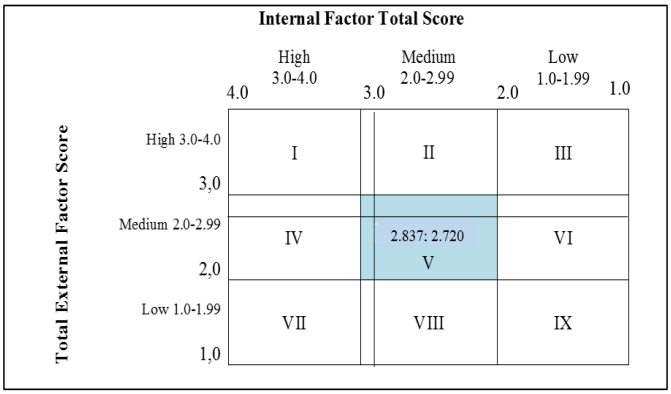

Figure 1. IE: Position of Jember-Indonesia Java Coffee Agroindustry Business Unit

Figure 1 shows that the position of the Jember-Indonesia Coffee agro-business unit is in cell V. The Jember-Indonesia Coffee Agro-industry can be handled well through a hold and maintain Strategy and can be managed through the market. Market penetration strategy is a strategy that seeks to increase sales for products on the market today through more significant marketing efforts. Product development strategy is a strategy that seeks to increase sales by improving or modifying existing products. The results of this study are following the results of the research conducted by [5]. The development of coffee processing agroindustries can be done by

developing coffee products that are produced.

5.3. Alternative Strategy Formulation Using TOWS Matrix

The results obtained from the analysis of PAM, IFE matrix, EFE matrix, and IE matrix are the primary considerations in the preparation of alternative strategies to improve the performance of Java Coffee Jember-Indonesia agroindustry marketing. Various alternatives for determining priority strategies shown in the TOWS matrix can be seen in Figure 2.

IFE / EFE	Strengths (S)	Weaknesses (W)
	1. Strategic products (S1) 2. Availability of raw materials (S2) 3. Availability and support of human resources (S3) 4. Availability of production equipment (S4) 5. Government support (S5)	1. Unstable production quality (W1) 2. Unattractive packaging design (W2) 3. Low productivity (W3) 4. Especially capable human resources (W4) 5. Limited venture capital (W5)
Opportunities (O)	**Strategy SO**	**Strategy WO**
1. Modern Market (O1) 2. Online market (O2) 3. Workforce training (O3)	• SO1: penetrate the market (S1, S2, S3, S4, O1, O2) • SO2: improve the ability of human resources through training (S3, S5, O3)	• WO1: diversifying products and packaging (W1, W2, W3, O1, O2) • WO2: recruit human resources who have special abilities (W4, W5, O3)
Threats (T)	**Strategy ST**	**Strategy WT**
1. Similar products on the market (T1) 2. Price and quality of main raw materials (T2) 3. Quantity of main raw materials (T3)	• ST1: market development (S1, S2, S3, S4, T1, T2) • ST2: cooperating with major raw material providers (S1, S2, T3)	• WT1: improve product quality through the application of appropriate Standard Operating Procedures (SOP) SNI-01-3542-1994 (W1, W2, W3, W4, W5, T1)

Figure 2. TOWS Matrix: Alternatives to setting Strategy priorities

Strategy SO is a strategy using the power to take advantage of opportunities. In the SO strategy obtained two alternative strategies, namely: 1. Strategy SO1: market penetration. Market penetration is a strategy used to increase sales of Jember's java coffee products on the market today through marketing efforts, both through online marketing as well as modern markets and cafes, as is currently being done a lot. This Strategy will be maximized if it is balanced with the SO2 Strategy, which is increasing the ability of human resources through training or the WO2 Strategy, namely recruiting human resources who have special abilities. Java Coffee Jember-Indonesia agroindustry entrepreneurs need to train their employees so that they can market products, both through online marketing and modern markets.

WO strategy is carried out to correct weaknesses by utilizing existing opportunities. In the WO strategy, two alternative strategies are obtained, namely: 1. WO1 Strategy: diversifying products and packaging. Product diversification is a strategy to increase the types of products produced. This Strategy can be done by diversifying processed coffee products, such as roasted coffee, instant coffee, coffee mix, decaffeinated coffee, soluble coffee, beer coffee, ice coffee. In packaging diversification, stand up pouch paper packaging or flat bottom pouch paper packaging with printing technology that is currently available can already be implemented. WO2 Strategy: recruit human resources who have special abilities. The penetration of the online market requires specialized personnel to handle and win the competition in these markets. The online market requires skilled workers not only related to consistency, but the speed in responding to every problem delivered by consumers through marketing means also needs attention. Massive opinion formation through online media will have a positive impact on introducing, influencing consumers on products offered by agroindustries. This Strategy is also supported by the massive shipping services in Indonesia today. If there is no

suitable model, then it needs to be developed to create a new model to achieve a successful project [21].

ST Strategy is a strategy that uses the power to anticipate or reduce threats. In the ST strategy, two alternative strategies are obtained, namely: ST1 Strategy: Market development. Market development is an effort made to increase sales of Java Coffee produced. Some ways that can be done in developing the market include geographical, namely opening additional markets for Java Coffee Jember-Indonesia, both in the form of regional, national, and international expansion. ST2 Strategy: Collaboration with significant raw material providers. The Strategy of cooperation with major raw material providers is a strategy to ensure the availability of the primary raw material, namely coffee *ose*. This certainty is not only related to quantity, but also quality and price. Collaborating with coffee farmers is one of the best ways to ensure the availability of *ose* coffee at the time required at competitive prices. It is expected to ensure the required quality of *ose* coffee.

WT strategy is a strategy that minimizes existing weaknesses and anticipates threats. In the WT strategy, an alternative strategy is obtained, namely improving product quality through the implementation of SOP. Of the 15 Java Coffee Jember-Indonesia agro-industries that was the locus in this study, none had and implemented quality standards in producing. The Indonesian National Standard has provided a reference for quality standards for ground coffee, namely SNI-01-3542-1994. The quality of the ready-made coffee powder products produced is considered significant according to applicable quality standards [22].

5.4. Determination of Priority Strategies Using AHP

Various alternative strategies are produced in the TOWS matrix, then analyzed using AHP. The level of importance of each variable is given a numerical value, subjectively about the significance of the variable and relatively compared to other variables. From various considerations, then performed synthesis to determine the variables that have high priority and have a role in influencing the results on the system. The results of the AHP analysis produce priority strategies for improving the performance of Java Coffee Jember-Indonesia's agroindustry marketing can be seen in Figure 3.

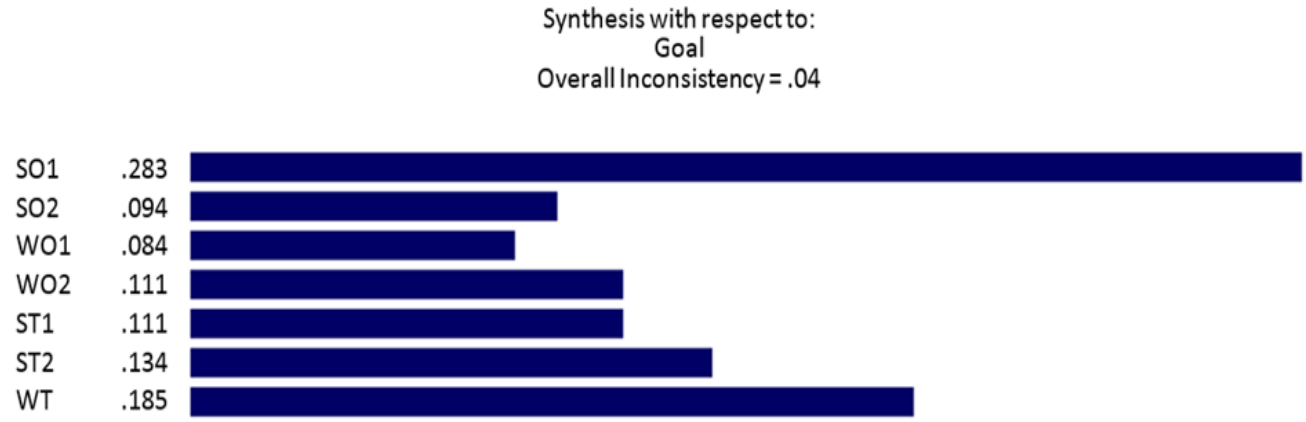

Figure 3. Analytical Hierarchy Process (AHP): Priority for Performance Improvement Strategies

Figure 3 shows that the priority strategy with a weight of 0.283 implemented in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry marketing is SO1 Strategy, which is to penetrate the market. The second strategy priority with a weight of 0.185 is the WT strategy, namely improving product quality through the implementation of SOP following SNI-01-3542-1994. The third strategy priority with a weight of 0.134 is the ST2 Strategy, which is to collaborate with significant raw material providers. The fourth and fifth strategy priority with a weight of 0.111 is the WO2 Strategy, namely, recruiting human resources who have special abilities and ST1, namely market development. The sixth priority strategy with a weight of 0.094 is the SO2 Strategy, which is to improve the ability of human resources through training. The seventh strategy priority with a weight of 0.082 is the WO1 Strategy, which is diversifying products and packaging.

6. Conclusion

Java Coffee Agroindustry Jember-Indonesia has comparative and competitive advantages. This is indicated by the coefficient of Domestic Resource Cost (DRC = 0.69), and Private Cost Ratio (PCR = 0.4), which is smaller than 1.00 Java Coffee Jember Agroindustry is in cell V and can be handled well through a hold and maintain strategy. It can be managed through market penetration and product development strategies. The first strategy priority implemented in the context of improving the performance of Java Coffee Jember-Indonesia agroindustry marketing is to penetrate the market. The second strategic priority is to improve product quality through the implementation of SOP following SNI-01-3542-1994. The third strategic priority is to collaborate with significant raw material providers. The fourth and fifth strategic priorities are recruiting human resources who have special abilities and

market development. The sixth priority strategy is to improve the ability of human resources through training. The seventh strategy priority is to diversify products and packaging.

Acknowledgments

The author would like to thank the Politeknik Negeri Jember for providing support in this research so that it can be completed.

References

[1] C. Tanuwijaya, "Produksi Kopi dan Prospeknya di Tahun 2019," *Finansialku.com*, 2019. [Online]. Available: https://www.finansialku.com/produksi-kopi/. [Accessed: 07-Oct-2019].

[2] V. B. Kusnandar, "10 Provinsi Penghasil Kopi Terbesar di Indonesia (2018)," *Databoks*, 2019. [Online]. Available: https://databoks.katadata.co.id/datapublish/2019/10/18/inilah-10-provinsi-penghasil-kopi-terbesar-2018. [Accessed: 19-Oct-2019].

[3] "Coffee in Indonesia - Production & Export Indonesian Coffee," *Indonesia Investments*, 2017. [Online]. Available: https://www.indonesia-investments.com/business/commodities/coffee/item186. [Accessed: 16-Jun-2020].

[4] S. Narulita, R. Winandi, and S. Jahroh, "Analisis Dayasaing dan Strategi Pengembangan Agribisnis Kopi Indonesia," *J. Agribisnis Indones.*, vol. 2, no. 1, p. 63, Jun. 2014.

[5] Fatmawati, B. Kurniawan, and U. Suryadi, "Competitiveness Analysis and Marketing Strategies Java Coffee Ground Coffee," *J. Pertan.*, vol. 9, no. 2, 2018.

[6] M. Ramba, C. Joseph, and R. Said, "Advancing Sustainability via the Development of the Modified Environmental, Social and Governance Disclosure Index (MESGi) for Malaysian Public Listed Companies | Ramba | International Journal of Supply Chain Management," *Int. J. Supply Chain Manag.*, vol. 7, no. 6, pp. 655–668, 2018.

[7] D. Cetindamar and H. Kilitcioglu, "Measuring the Competitiveness of a Firm for an Award System," *Compet. Rev.*, vol. 23, no. 1, pp. 7–22, 2013.

[8] A. Emelda, L. Asrul, and P. Mappigau, "An Analysis of Competitiveness and Government Policies Impact on Development of Cocoa Farming in Indonesia," *Asian J. Agric. Rural Dev.*, vol. 4, no. 1, pp. 30–35, 2014.

[9] A. Suharyati, S. Hartono, and L. R. Waluyati, "Competitive and Comparative Advantages Analysis of Organic Rice Farming in Karanganyar Regency, Central Java Province," *Ilmu Pertan. (Agricultural Sci.*, vol. 1, no. 1, p. 025, Apr. 2016.

[10] Mardianto and E. Firnando, "Analisis Keunggulan Komparatif Dan Kompetitif Beras Solok Organik," *Agrifo J. Agribisnis Univ. Malikussaleh*, vol. 2, no. 2, p. 9, 2017.

[11] I. Alexander and H. J. Nadapdap, "Analisis Daya Saing Ekspor Biji Kopi Indonesia di Pasar Global Tahun 2002-2017," *J. Sos. Ekon. Pertan.*, vol. 12, no. 2, pp. 1–16, 2019.

[12] Soetriono, "Strategy of Competitiveness Improvement on Robusta Coffee Bean Agribusiness Using Competitiveness Tree-Five Model," in *Peningkatan Daya saing Agribisnis Berorientasi Kesejahteraan Petani*, 2010, pp. 91–108.

[13] V. Kumar and A. Pansari, "Competitive Advantage through Engagement," *J. Mark. Res.*, pp. 0–51, 2016.

[14] H. F. Aldila, A. Fariyanti, and N. Tinaprilla, "Daya Saing Bawang Merah di Wilayah Sentra Produksi di Indonesia," *J. Manaj. dan Agribisnis*, vol. 14, no. 1, Mar. 2017.

[15] I. K. Maryana, I. N. Ustriyana, and N. Parining, "Strategi Pemasaran Kopi Bubuk Lumbung Mas Kelurahan Beng Kecamatan Gianyar Kabupaten Gianyar," *J. Agribus. Agritourism*, vol. 4, no. 3, pp. 175–184, 2015.

[16] E. Wulandari and I. Murniaty, "Peningkatan Keunggulan Bersaing Melalui Diferensiasi Produk dan Diferensiasi Citra serta Pengaruhnya terhadap Kinerja Pemasaran Ikm Kopi di Kabupaten Temanggung," *J. Manaj. Pemasar.*, vol. 13, no. 2, pp. 69–77, 2019.

[17] C. E. dos Santos Alves, L. C. Belarmino, and A. D. Padula, "Feedstock Diversification for Biodiesel Production in Brazil: Using the Policy Analysis Matrix (PAM) To Evaluate the Impact of The PNPB and the Economic Competitiveness of Alternative Oilseeds," *Energy Policy*, vol. 109, no. July, pp. 297–309, 2017.

[18] A. A. Fattarani, E. Iskandar, and Fajri, "Strategi Pengembangan Usaha Pengolahan Kopi Arabika Studi Kasus: Usaha 'Kampung Kupi Gayo', Kabupaten Aceh Tengah," *Ilm. Mhs. Pertan. Unsyiah*, vol. 2, no. 4, pp. 323–332, 2017.

[19] O. Gottfried, D. De Clercq, E. Blair, X. Weng, and C. Wang, "SWOT-AHP-TOWS analysis of private investment behavior in the Chinese biogas sector," *J. Clean. Prod.*, vol. 184, pp. 632–647, May 2018.

[20] S. Kapoor and M. Kaur, "Basel III Norms: A SWOT and TOWS Approach," *Vision*, vol. 21, no. 3, pp. 250–258, 2017.

[21] S. Z. Syed Zuber, M. N. Mohd Nawi, F. A. Abdul Nifa, and A. Y. Bahaudin, "An overview of project delivery methods in the construction industry," *Int. J. Supply Chain Manag.*, vol. 7, no. 6, pp. 177–182, 2018.

[22] E. Kristiningrum, F. Setyaning, and F. Isharyadi, "Standar Produk Kopi dalam Kemasan dan Strategi Pemasarannya," *J. Stand.*, vol. 18, no. 3, pp. 205–216, 2016.