

Analysis of Agroindustry Development Strategy: A Case Study at CV Andi Jaya Summersuci

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ABSTRACT

Processing Coconut into Coconut Oil at CV. Andi Jaya is a company that operates in the field of processing Coconut into Coconut Oil. To achieve growth and success in its business, companies use SWOT analysis. The company plans the growth of coconut oil production by identifying specific and ambitious production targets within a certain period. So that CV. Andi Jaya can allocate resources wisely and direct operations to achieve the goals set by the company using strategic maneuvers in marketing and distributing its products. Through effective promotional strategies and collaboration with business partners, CV. Andi Jaya is able to increase product visibility and achieve and increase sales. CV. Andi Jaya periodically analyzes production growth patterns and market demand, by understanding these patterns the company can adjust production and product inventory to optimize efficiency and increase customer satisfaction. The company is trying to strengthen its position in the market as a producer of crude coconut oil by maintaining quality standards and content, CV. Andi Jaya creates customer trust and wins a larger market. The company prioritizes optimal use of raw materials and presents environmentally friendly products, thereby supporting a sustainable environment.

Keywords: Development Strategy, Coconut Agroindustry

ABSTRAK

Pengelolaan Kelapa menjadi Minyak Kelapa di CV. Andi Jaya adalah perusahaan yang beroperasi dalam bidang pengolahan Kelapa menjadi Minyak Kelapa. Untuk menycapai pertumbuhan dan keberhasilan dalam bisnisnya, perusahaan menggunakan analisis SWOT. Perusahaan merencanakan pertumbuhan produksi minyak kelapa dengan mengidentifikasi target produksi yang spesifik dan ambisius dalam jangka waktu tertentu. Supaya CV. Andi Jaya bisa mengalokasikan sumber daya dengan bijaksana dan mengarahkan operasional agar mencapai tujuan yang telah ditetapkan perusahaan menggunakan manuver strategi dalam pemasaran dan distribusi produknya. Melalui strategi promosi yang efektif dan kerjasama dengan mitra bisnis, CV. Andi Jaya mampu meningkatkan visibilitas produk dan mencapai dan meningkatkan penjualan. CV. Andi Jaya melakukan analisis pola pertumbuhan produksi dan permintaan pasar secara berkala, dengan memahami pola tersebut perusahaan dapat menyesuaikan produksi dan persediaan produk untuk mengoptimalkan efisiensi dan meningkatkan kepuasan pelanggan. Perusahaan berusaha memperkuat posisinya di pasar sebagai produsen minyak kelapa mentah dengan menjaga standar kualitas dan juga konsisten, CV. Andi Jaya menciptakan kepercayaan pelanggan dan memenangkan pasar yang lebih besar. Perusahaan mengutamakan pemanfaatan bahan baku secara optimal dan menghadirkan produk yang ramah lingkungan, sehingga mendukung lingkungan yang berkelanjutan.

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INTRODUCTION

The coconut agro-industry currently has great potential in supporting economic development. Indonesia as one of the largest coconut producers in the world to date, this strategic role can be seen from the total area of coconut plantations in Indonesia which reaches 3,712 million hectares (31.4%) and is the largest coconut plantation area in the world. Coconut production in Indonesia ranks second in the world, namely 12,915 billion pieces (24.4% of world production). There is a good opportunity to optimize this sector from an economic perspective (Bai et al., 2022). However, there is still potential that has not been fully exploited in the development of the coconut agroindustry. (Alamsyah, 2005).

HR (Human Resources) also has a very important role in the coconut agro-industry development strategy. They can provide substantial contributions in designing and implementing strategies related to the coconut agro-industry. Human resources who are skilled in management including operational management, finance, marketing, and human resources are very important in analyzing development strategies (Rawashdeh, 2018; Meyer & Xin, 2018). By developing human resources in villages effectively, rural communities can improve their skills and knowledge and improve social and economic welfare (Nawawi, 2003).

This research aims to analyze the coconut agro-industry development strategy. Through this research, it is hoped that CV marketing strategies can be developed. Andi Jaya. It is hoped that the research results can become a marketing strategy for business actors and the community to develop the coconut agro-industry sector in a sustainable manner and optimize wider economic potential. Coconut processing business at CV. Andi Jaya has been established since 2009 until now, this business has developed and created many job opportunities for the surrounding community and is beneficial for the community around the CV coconut industry. Andi Jaya is in the Sumber Suci Ujung Pangkah hamlet, Gresik Regency. It is difficult for this company to get investors because of its less strategic location in a rural area because the developer only uses personal funds and loans.

Table 1. Coconut Agroindustry Business Income CV. Andi Jaya

No	YEAR	COST	GROSS PROFIT	NET PROFIT
1	2018	310.000.000	635.000.000	325.000.000
2	2019	200.000.000	335.000.000	135.000.000
3	2020	430.000.000	875.000.000	445.000.000
4	2021	215.000.000	425.000.000	210.000.000
5	2022	250.000.000	510.000.000	260.000.000

Based on the table above, sales revenue in 2020 increased by 445,000,000 due to high demand and in the following year, coconut processing business revenue decreased due to several factors, said the owner of the CV coconut industry. Andi Jaya. Coconut is one of Indonesia's mainstay commodities which has many benefits for human life. Currently, coconut agro-industry is an important sector in the Indonesian economy. However, there are still many obstacles faced, especially related to the low added value of products.

In the coconut agro-industry development strategy, appropriate methods must be used so that they can provide greater benefits for society and the environment. Sumber Suci Hamlet, Ujung Pangkah sub-district. Researchers will see how development strategies are carried out to increase the added value of products in Sumber Suci hamlet. So based on the above background, researchers are interested in conducting further research regarding human resource development, improving market development technology, improving product quality through SWOT analysis "Analysis of Coconut Agroindustry Development Strategy.

LITERATURE REVIEW

Development strategy

The meaning of strategy comes from the Greek, namely "strategos" stratos = military and ag = lead, which means "generalship", or something done by war generals in making plans to win the war. In general, strategy is defined to achieve goals. Strategy consists of important activities needed to achieve goals. (Rachmat, 2014) According to Nawawi, from an etymological point of view, the use of the word "strategy" in the management of an organization can be interpreted as the main tips, methods and tactics that are designed systematically in carrying out directed management functions and the organization's strategic goals. The most important thing in an organization are employees because they are the people who make the organization run and achieve its goals. Therefore, effective, and efficient human resource management is very important for organizational success. (Nawawi, 2003)

Strategy is an overall approach related to ideas, planning and execution, an activity within a certain period of time. In a good strategy there is coordination of work teams, has a theme that identifies supporting factors in accordance with the principles of rational implementation of ideas, efficiency in funding and has a way to achieve goals effectively (Tjiptono, 2000). Strategy emphasizes achieving the desired goals. Retail strategy includes determining the target market, the nature of the goods and services offered and how the retailer can gain long-term advantages over its competitors. Conceptually, development strategy in an industrial context is an effort to conduct an analysis of regional market conditions, both internal, including weaknesses and strengths, as well as external market conditions, namely the opportunities and threats faced, then alternatives are taken to determine the strategy that must be implemented. A business strategy is a long-term plan that has been prepared to achieve the business mission and face various obstacles. The strategy a business has must be consistent with business targets and can be achieved with existing resources. (Rambe, 2018)

Strategy in the management concept includes the achievement of various goals through satisfaction created by company management which is expected to ensure the maintenance of the company's competitive advantage. According to Philip Kotler, SWOT analysis is an evaluation of overall strengths, weaknesses, opportunities, and threats. SWOT analysis is an instrument for analyzing a company's internal and external environment. This analysis is based on the assumption that an effective strategy will minimize weaknesses and threats. When applied accurately, this simple assumption has a major impact on the design of a successful strategy (Rangkuti, 2014).

SWOT is an acronym for strengths, weaknesses, opportunities, and threats, where SWOT is used as a model in analyzing a profit-oriented and non-profit organization with the main aim of knowing the state of the organization. more comprehensively. SWOT analysis at CV Andi Jaya refers to a comprehensive evaluation process of internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) that influence the company's performance and success in the crude coconut oil processing industry. This analysis helps companies to better understand their position in the market and identify appropriate strategies to improve performance and competitiveness (Liu & Atuahene-Gima, 2018; Udriyah et al., 2019).

Development Aspects

Development at CV Andi Jaya in the field of processing coconut into coconut oil can involve several aspects that are relevant to the business. The following are several development aspects that might be considered at CV Andi Jaya. Marketing: Marketing refers to a series of strategies, activities and processes carried out by companies to promote, distribute, and sell products resulting from coconut processing, such as crude coconut oil (Tien et al., 2019). Marketing goals are to reach target markets, increase sales, build brands, and meet customer needs. Marketing can involve the following aspects.

Increasing Production Increasing crude coconut oil production capacity to meet increasingly high market demand. Increasing production with the aim of increasing crude coconut oil production capacity refers to efforts to produce more crude coconut oil within a certain period of time. This was done in response to increasing market demand for these products. As market demand for crude coconut oil increases, companies need to ensure that they can meet customer needs with adequate product quantities. **Technological Innovation:** In a business or industrial context, refers to the adoption and integration of new technology or innovation in the operations, production, or business strategy of an organization. Applying new technology in the processing process to increase efficiency and product quality.

Partnership with Farmers Building partnerships with local farmers to ensure a stable and quality supply of raw materials. Partnership with farmers refers to cooperation between companies and farmers in order to supply raw materials for the production process. This can be a win-win strategy, where companies can obtain a stable and quality supply of raw materials, while farmers have regular customers for their crops. **Financial aspects:** Financial aspects include everything related to money, income, expenses, investments, debt, as well as personal or business financial planning. This includes managing funds, creating budgets, financial analysis, and making decisions related to monetary aspects (Zietlow et al., 2018; Sabri et al., 2020).

Strategy Function

The strategic function is the methods used by an organization or individual to achieve predetermined goals. According to Viena Lestari, the function of strategy is to direct organizational goals, namely strategy helps organizations identify the goals they want to achieve and provides clear direction in achieving these goals. **Determining competitive advantages** Strategy helps organizations in identifying competitive advantages that differentiate them from competitors in the market. **Managing risk** Strategy helps an organization manage the risks and uncertainties associated with its operations. **Encouraging innovation** Strategy can stimulate and encourage innovation within the organization. By establishing clear goals and direction, strategy provides the foundation for innovative efforts in product development, production processes, or business models. **Coordinating actions** Strategy helps in coordinating actions across the organization (Castañer & Oliveira, 2020).

Development strategy indicators are measures used to measure the success of implementing development strategies. According to Robert S, the framework is used to measure organizational performance from four perspectives: financial, customer, internal processes, and learning and growth. **Agro-industry Management** Agro-industry is the activity of processing agricultural commodity products using certain equipment, materials and techniques and involving human resources. **20** Apart from being profit-oriented, agro-industry must also consider environmental and social problems that arise due to the activities it carries out. Industrial activities in Indonesia should ideally always try to prevent pollution from the industrial waste produced.

Coconut agroindustry involves various stages of processing, starting from processing raw coconut to finished products such as coconut oil, coconut fiber, coconut fiber, and other derivative products. The stages of processing coconut into finished products in the coconut agroindustry can be carried out using several methods, such as mechanical or chemical processing. Some examples of coconut processing methods are processing copra into coconut oil, processing coconut fiber into thread or rope, processing coconut fiber into insulating material, and processing liquid waste from coconut processing into organic fertilizer. The stages of processing coconut into products can vary depending on the type of product produced.

RESEARCH METHODS

This research uses primary and secondary data collection methods, documentation, qualitative and descriptive analysis, as well as case studies on the coconut agroindustry in

CV. Andi Jaya in Dusun A holy source for analyzing agro-industrial development strategies. The research was conducted at CV. Andi Jaya, Sumber Suci hamlet, Ujung Pangkah sub-district, Gresik Regency. The focus of this research includes strategy analysis and market development. Observation: This technique involves researchers observing and directly recording the activities that occur in the relevant coconut agro-industry in Sumber Suci Hamlet. Interview: This technique involves direct interaction between researchers and respondents, such as workers, entrepreneurs, or sharia economic experts in Sumber Suci Hamlet. Triangulation data analysis: Triangulation data analysis at CV. Andi Jaya refers to an approach that involves using several different data sources, methods, or points of view to confirm or validate findings in data analysis. The triangulation approach helps increase the reliability, validity, and strength of interpretation of data analysis results. In the context of CV. Andi Jaya, triangulation data analysis.

RESULTS AND DISCUSSION

CV Overview. Andi Jaya CV. Andi Jaya is a company that was founded in 2009 in Sumber Suci Hamlet, Gresik Regency. This company operates in the field of processing coconuts into crude coconut oil. CV. Andi Jaya has a vision to become one of the suppliers of quality raw products for the main industry and add value to the main industry. 2009: In 2009, CV. Andi Jaya was founded by Mr. Misdi with a strong determination to present high quality coconut oil products from Indonesian natural products. Sumber Suci Hamlet was chosen as the location for the company because this area is a very suitable area for the establishment of a coconut processing industry in terms of society, environment and the main reason is because the industrial area is not too far from the owner's house.

2010-2012: In the first three years of operation, CV. Andi Jaya is experiencing development. The company focuses on investing in infrastructure and production facilities such as sophisticated processing equipment to produce quality coconut oil. 2013-2015: In this period, CV. Andi Jaya continues to expand its partner network with local suppliers. The company is committed to working with local suppliers to ensure a sustainable supply of high-quality coconuts for processing needs. 2016-2018: To improve product quality, CV. Andi Jaya focuses on research and development of coconut oil products. The company invests in research and development to develop formulas and processing technologies that are innovative and comply with quality standards. 2019-present: In 2019, CV. Andi Jaya celebrates the 10th anniversary of its founding as a more developed coconut oil processing company. For a decade, CV. Andi Jaya has succeeded in building a good reputation in the coconut processing industry. This company has become a trusted choice for major companies to become partners in supplying high quality crude coconut oil.

CV Development Strategy. Andi Jaya SWOT Analysis Instrument (Strengths, Weaknesses, Opportunities, Threats). Strength Factors in CV. Andi Jaya has several internal strengths that are the foundation for processing raw coconut oil into a successful business. Some of these are the availability of raw materials, suitable land conditions for factories, availability of quality human resources, government policy support, and the existence of a potential market for processed coconut products. Availability of raw materials is one of CV's main strengths. Andi Jaya. With easy access to coconut as the main raw material, the company has high supply stability for crude coconut oil production. This allows the company to maintain consistent, high-quality production. Apart from that, having land that is suitable for a factory is a big advantage for CV. Andi Jaya.

By having adequate and strategic land, companies can manage production processes efficiently and maintain good connectivity with raw material supplies. The availability of quality human resources is also an important strength. CV. Andi Jaya has a skilled and dedicated team in processing coconut into raw coconut oil. Their abilities and knowledge in this industry are valuable capital for business development. Government policy support is a factor that also gives strength to CV. Andi Jaya. With policies that support the agro-

industrial sector and providing incentives, companies can develop better and be more sustainable. Finally, the existence of a potential market for processed coconut products is a significant strength. CV. Andi Jaya can take advantage of the still wide local market and even explore export opportunities. This provides assurance for sales and business growth.

Weaknesses In the course of its business, CV Andi Jaya faced several challenges related to the company's small scale and other factors that could affect their business performance. The company's small scale can be a weakness in terms of competitiveness and access to resources. With limited scale, companies may experience obstacles in achieving operational efficiency and in responding to fluctuations in market demand. Apart from that, a small scale can also limit a company's bargaining power in negotiating with suppliers or business partners. The relatively low level of education among business actors in companies can also influence innovation and technological adaptation.

The use of low technology can hinder a company's ability to increase production efficiency and quality. Apart from that, the lack of experts in the fields of technology and management can also limit companies in solving complex problems. Capital limitations are also a significant weakness. Lack of access to capital can limit a company from expanding operations, investing in more advanced technology, or expanding into new markets. These limitations can limit the company's growth potential. Limited access to foreign market information is also an obstacle (Katsikeas et al., 2020). In an increasingly connected global landscape, access to international market information can help companies identify export opportunities or profitable business partnerships. These limitations may limit the company's expansion into international markets.

Threat Factors (Threats) in CV. Andi Jaya Not only has strengths and weaknesses, BUT CV Andi Jaya also must face several threats that can affect the company's operations and growth. Fluctuations in raw materials are a significant threat. The supply of coconut raw materials can be affected by factors such as seasonal changes or disruptions in coconut production. These fluctuations can affect the stability of production and quality of the crude coconut oil produced. Apart from that, the lack of strong partnerships with suppliers or business partners is also a threat. Solid partnerships can help in ensuring a stable supply of raw materials and reduce the risk of sudden price or supply changes. The location of the holy spring hamlet which is vulnerable to climate change is also a threat.

Climate changes such as floods or drought can disrupt coconut production and operational infrastructure, disrupt the availability of raw materials and operational stability. Unsupportive transportation conditions can also be a threat. If transportation is inefficient or limited, a company may experience difficulties in delivering products to market or importing raw materials which can affect smooth operations. Lack of coordination between related agencies is also a threat that must be addressed. An imbalance or lack of coordination between related agencies such as transportation or the environment can hinder companies in overcoming environmental or logistics problems. Apart from facing challenges, CV. Andi Jaya also has several opportunities that can be utilized for growth and development of the crude coconut oil processing business. One opportunity that is clearly visible is that there is quite high demand in the local market. Demand for crude coconut oil is still high, especially in major companies. This provides the potential for increased sales of CV products. Andi Jaya at the local market. Sumber Suci hamlet has great potential for planting coconut land. By utilizing available land, companies can secure their own raw material supplies and reduce dependence on external suppliers. The still wide market share is also an attractive opportunity.

Even though CV Andi Jaya already has a customer base, there is still room for further growth and expansion into new markets. Not only does it benefit the company, the business of processing coconuts into crude coconut oil also has the potential to create jobs for the local community. This can make a positive contribution to increasing the income and welfare of local communities. Support from local governments is also an opportunity that can be exploited. This support can be in the form of incentives, infrastructure assistance, or other supporting programs that can help the company in business development.

Table 2. Identification of Weaknesses, Strengths, Threats, and Opportunities in the development of Coconut Agroindustry in Summersuci Hamlet

INTERNAL FACTORS	WEAKNESS	STRENGTH
Financial Condition	Capital is still limited	-
Human Resources	The education level of the community or workers is relatively low, there is a shortage of experts in the field of coconut processing	Availability of sufficient number of workers
Production/operational	Mastery of coconut processing technology is low, the quality of the product produced is still half-finished	Availability of raw materials and suitability of production land
Marketing	Promotion and market information are still lacking	Market demand for processed coconut products
Management	Relatively small company scale	-
Infrastructure Limitations	Summersuci hamlet faces limited infrastructure such as damaged roads, this can affect productivity and efficiency in the coconut agro-industry	-
Government policy	-	There is local government support
EXTERNAL FACTORS	THREAT	OPPORTUNITY
Market potential	High competition in the coconut agro-industry can pose a threat to business development in Summersuci hamlet. It is important to identify potential competitors and look for competitive advantages that differentiate the product or service	There is high demand for coconut agro-industry products
Natural Resource Potential	Summersuci hamlet is vulnerable to climate change, such as rain. This can affect processed coconut production and the stability of agro-industry operations	Summersuci hamlet has the potential to plant large and fertile coconut fields. This provides opportunities for sustainable development of coconut agro-industry
Facilities and infrastructure	Conditions of transportation facilities are not favorable	-
Customer or Buyer	There are no strong partnerships yet	The market share is still wide, demand is increasing
Socio-cultural	-	New job opportunities, increasing people's income.
Supplier	Fluctuations in raw material prices	-
Government policy	Lack of coordination between related agencies	There is support from the government

Internal and external factors from the table above are the scale of the company is still relatively small, the level of public education is still relatively low, mastery of coconut processing technology is still low, promotion and market information are still lacking, and capital is still limited. High competition in the coconut agro-industry can be a threat to business development in Summersuci Hamlet. It is important to identify potential competitors and look for competitive advantages that differentiate products or services, fluctuations in raw material prices, no strong partnerships yet, Summersuci Hamlet is vulnerable to climate change such as rain, unsupportive conditions of transportation facilities, lack of coordination between related agencies as in the table above SWOT analysis of CV. Andi Jaya refers to the process of evaluating internal and external factors that influence the company's performance and development. In the context of CV. Andi Jaya, SWOT analysis will help in understanding the strengths, weaknesses, opportunities, and threats relevant to the activities of processing coconuts into coconut oil and developing coconut agro-industry.

CONCLUSIONS AND RECOMMENDATIONS

CV coconut agroindustry development strategy. Andi Jaya Summersuci Hamlet, namely by increasing the availability of sufficient raw materials, the availability of land according to needs, the availability of human resources that meet the criteria, government policies that can influence the company's operations and activities as well as the availability of a market for processed coconut products. CV. Andi Jaya must have relationships with raw material suppliers to prevent existing risks. CV Andi Jaya needs to carry out regular analysis of growth trends in coconut oil and coconut meal production to understand market demand patterns. By analyzing production growth patterns and market demand, companies can better understand consumer trends and needs. This data can be a reference in planning more efficient production and distribution, as well as helping companies anticipate market changes and make the right strategic decisions. It is important to regularly monitor production and demand growth patterns so that companies can optimize product availability and ensure that production meets market needs. With a deeper understanding of these patterns, CV. Andi Jaya can increase competitiveness and exploit existing market opportunities more effectively.

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