

Marketing Strategy of Arabica Coffee Products on Harapan Maju Group in Kintamani, Bali, Indonesia

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Abstract

This study aims to identify internal and external factors and alternative marketing strategies for Arabica coffee in the Harapan Maju Group, Kintamani, Bangli, Bali, Indonesia. The method in this study is the SWOT analysis technique. The results showed that the internal environmental factors that had the highest score on the strength indicator were having a consistent taste of coffee products, having many variants of coffee products, and human resources influencing the quality and quantity of coffee products produced. The indicators of weakness are erratic yields which affect the ups and downs of sales, promotions that are not maximized, and the lack of knowledge of human resources for digital marketing through social media. Meanwhile, the external environmental factors in the opportunity indicator are the growth in domestic coffee consumption which continues to increase, the development of coffee management technology, and the government's efforts to assist group coffee marketing. The threat indicators are that similar competitors are superior in following market trends quickly, the bargaining position of consumers is getting higher, and there is a lot of imported coffee coming from outside. Eight alternative strategies that the Harapan Maju Group needs to carry out to increase profits include: expanding the marketing network, improving the quality of service to consumers, strengthening cooperation or collaboration with government agencies, improving the quality of human resource management with training, increasing promotional activities with digital media setting competitive prices for the development of globalization, increasing the use of technology in Arabica coffee business management, and streamlining Arabica coffee operational costs.

Keywords: Strategy, Marketing, Arabica coffee, Harapan Maju Group

1. Introduction

One of the agricultural sub-sectors that plays a large role in Indonesia's export products is the plantation sub-sector. The plantation product that is currently becoming a mainstay in Indonesia is coffee. Since 1999, Indonesia has been included as the world's fourth-largest coffee producer and exporter after Brazil, Vietnam, and Columbia [1]. Coffee is a plantation commodity that has a high economic value among other plantation crops and plays an important role as a source of foreign exchange for the State [2]. Coffee is also a source of income for farmers, a producer of industrial raw materials, and job creation and regional development for the Indonesian state. Based on BPS Bali Province data for 2019, the total Arabica coffee production in 2018 was 4,217 tons, and the highest Arabica coffee production was produced by Bangli Regency, amounting to 2,252 tons [3]. Most of the people of Bangli Regency live as coffee farmers. The level of the economy and welfare of farmers in Bangli Regency is largely determined by the quantity and quality of coffee produced.

The Harapan Maju Group is a group located in Batur Tengah Village, Kintamani District, Bangli Regency, and conducts business in the field of coffee cultivation, processing, and marketing of coffee. Besides that, this group also conducts business development in the field of agro-tourism. From the results of interviews with group administrators, it was found that until now the coffee products produced have only been marketed to the local market and based on orders. The use of social media for coffee marketing is also still limited, resulting in a small volume of coffee sales. [4]

reported that digital marketing has a positive influence and significantly increases sales results. Research conducted by [5],[6] found that the use of social media, especially Instagram in marketing coffee drink products, was very effective in disseminating promotions more quickly and cost-effectively to customers compared to traditional media methods.

Nowdays, the main obstacle found at the level of producers or farmer groups is in the downstream section, namely marketing, even though the quality is sufficient, the consistency of quality also often changes. However, marketing is the main obstacle faced by every business, especially coffee products, so a solution needs to be found. According to [7],[8],[9] marketing is very important to do because it is a very important activity to be able to introduce a product or service widely and thoroughly so that it can be known to the general public. The results of research by [10] external factors that influence opportunities for honey business development in the Sarining Trigona Pertiwi Badung group are the creation of promotional media through social media and online marketing. Research results [11], [12] found that failure in the product marketing process was due to the fact that the products being sold were not widely known, limited distribution reach, and intense competition between similar products. In line with research conducted by [13] reported that there was intense competition between similar products and substitutes of marketing coffee products, making it difficult to enter the market and is a problem that the company always faces. The objective of this research is to identify the internal and external factors faced by the company in its Arabica coffee marketing activities for the Harapan Maju Group to develop alternative marketing strategies for the Harapan Maju Group.

2. Methods

This research was conducted in the Harapan Maju Group, Batur Tengah Village, Kintamani District, Bangli Regency, Bali Province, Indonesia. This research took 8 months, from January to August 2023. Data collection was carried out in several stages starting with interviews with respondents. The respondents were used is group member of Harapan Maju with totally 30 of respondents consists of male and female. The data of the interviews and information will be obtained related to internal (strengths and weaknesses) and external (opportunities and threats) factors that influence the company's competitive strategy. In the second stage, the results of the first stage were used to develop the second stage of the questionnaire. The second phase of the interview carried out an assessment of the factors. Secondary data was obtained from related agencies in the form of literature studies relevant to the research topic.

The analytical method in this study is SWOT (strengths, weaknesses, opportunities, and threats) with pairwise comparisons to determine the most influential factors. Processing and analysis of data in this study was carried out qualitatively and quantitatively. The qualitative data is presented in a descriptive form to describe the general picture and internal and external factors of the Harapan Maju group. Quantitative data is in the form of weighting for internal and external factors then weighting for the decision making stage and determining strategic priorities [14]. After determining the company's internal and external factors, the next step is to determine alternative company strategies through in-depth interviews. In determining alternative strategies, a SWOT analysis tool is needed. According to [15], SWOT analysis helps to develop four types of strategies, namely SO (strengths-opportunities), WO (Weakness-opportunities), ST (strengths-threats), and WT (Weakness-threats) strategies. SWOT allows users to determine alternative strategies based on a combination of internal and external factors.

3. Discussion

Developing the Harapan Maju Group for the coffee business needs a strategy to increase the product coffee sales. Several strategies can affect the growth of the business however, marketing is

one of the important factors that affect the selling of coffee products. Based on the study, there are many factors such as internal and external will be analyzed by IFAS and EFAS matrix as shown in Table 1 and Table 2.

3.1 Internal and External Strategy Factor Analysis

The results of the analysis of internal strategic factors consisting of strengths and weaknesses obtained the following data.

Table 1. Matrix IFAS

Internal Factor			
Strength factor	Value	Rating	Score
Prospect Location and easy to find	0,066	3,720	0,245
The coffee product by Harapan Maju has a good quality	0,062	3,520	0,219
Harapan Maju group is able to reach of selling target that its need	0,064	3,640	0,234
The coffee price is competitive according to the quality	0,063	3,560	0,224
Harapan Maju has a good standard warehouse for the coffee	0,066	3,760	0,250
Marketing of coffee from Harapan Maju group has used digital marketing	0,066	3,720	0,245
Human resources can affect of quality and quantity of the coffee products	0,069	3,920	0,272
Harapan Maju group has products coffee variety	0,071	4,040	0,289
Harapan Maju group has a large coffee plant	0,065	3,680	0,239
The flavor of coffee is stable	0,073	4,120	0,300
Total of Strength	0,666	37,680	2,516
Weaknesses factor	Value	Rating	Score
The supply of coffee materials is limited	0,041	2,320	0,095
The quality of coffee depends on the climate	0,040	2,240	0,089
Unstable production of coffee by Harapan Maju effect of level selling price	0,053	3,000	0,159
Selling of coffee is still limited	0,039	2,200	0,086
Lack of digital marketing knowledge	0,048	2,720	0,131
Harapan Maju group did not have a warehouse for the coffee base on standard	0,039	2,200	0,086
Design of coffee product not interested	0,037	2,080	0,076
Limited young generation to work and continue in the coffee business	0,037	2,120	0,079
The promotion activities not maximum	0,047	2,640	0,123
There is no administration staff that handles social media	0,041	2,320	0,095
Total of Weaknesses	0,334	23,840	1,019
Total of IFAS	1,000		3,536

Source: Primary Data Analysis, (2023)

Based on Table 1, it is known that the total internal strategic factor score is 3.536 which is included in the fairly strong category. The main strengths of the Harapan Maju Group are having a consistent taste of coffee products, having many variants of coffee products, and human resources influencing the quality and quantity of coffee products produced with scores of 0.300, 0.289 and 0.272. These three parameters have a major influence on the power possessed by the company. Unlike the strengths, the main weaknesses of the Harapan Maju Group are the erratic yields which affect the ups and downs of sales, promotions that are not optimal, and the lack of human resource

knowledge for digital marketing through social media. The scores for each of these indicators were 0.159, 0.131 and 0.123 respectively. It is these three parameters that actually have the greatest impact on the current state and development of the company.

The results of the analysis of external strategic factors consisting of opportunities and threats obtained the following data.

Table 2. Matrix of EFAS

External Factor				
Opportunity factor	Value	Score	Rating	
Local government supports the group in marketing access to the coffee	0,076	3,320	0,254	
Coffee is interesting to drink by a wide community	0,074	3,200	0,236	
There is an opportunity to develop agritourism based on the coffee plant	0,076	3,280	0,248	
The design of packaging affects the coffee selling rate	0,075	3,240	0,242	
Coffee has benefits as a healthy drink	0,070	3,040	0,213	
There is an available marketing model variety	0,073	3,160	0,230	
Nasional consumption of coffee increasing continuously	0,070	3,040	0,213	
Growing coffee processing technology	0,083	3,600	0,299	
Coffee product of Harapan Maju group has specific taste and flavor	0,079	3,440	0,273	
Local government supports the group in marketing access to the coffee	0,074	3,200	0,236	
Total of Opportunity	0,673	29,200	2,189	
External Factor				
Threat Factor	Value	Score	Rating	
Most farmers change their job	0,047	2,080	0,099	
Many competitors for a similar product	0,047	2,040	0,095	
The bargaining of a consumer is high	0,054	2,360	0,127	
Climate change and weather	0,046	2,000	0,091	
The competitor more advance to follow marketing trend	0,055	2,400	0,131	
The coffee price of competitors is cheaper	0,037	1,640	0,061	
No young generation can continue their own coffee business	0,041	1,800	0,074	
There are many coffee products as competitors from outside	0,050	2,200	0,110	
Packaging of coffee products is easy to duplicate	0,040	1,760	0,071	
There are force major accidents	0,036	1,560	0,056	
Total of Threat	0,327	19,840	0,924	
Total of EFAS	1,000		3,113	

Source: Primary Data Analysis, (2023)

Based on Table 2, it is known that the total external strategic factor score is 3.113 which indicates that in general the Harapan Maju Group has a fairly high response to the opportunities and threats that occur. The parameters that are the main opportunities for the development of the Harapan Maju Group are the growth in domestic coffee consumption which continues to increase, the development of coffee management technology, and the government's efforts to assist the group's coffee marketing with scores of 0.299, 0.273 and 0.254. While the parameters that are the main threat are similar competitors that are superior in following market trends quickly, the bargaining position of consumers is getting higher, and there is a lot of imported coffee coming in from outside with scores of 0.131, 0.127 and 0.110.

3.2 Matriks Analysis of Internal-External (IE)

The results obtained from the IFAS and EFAS matrices are used to compile the Internal-External (IE) matrix, so that the position of the Harapan Maju Group can be identified as follows

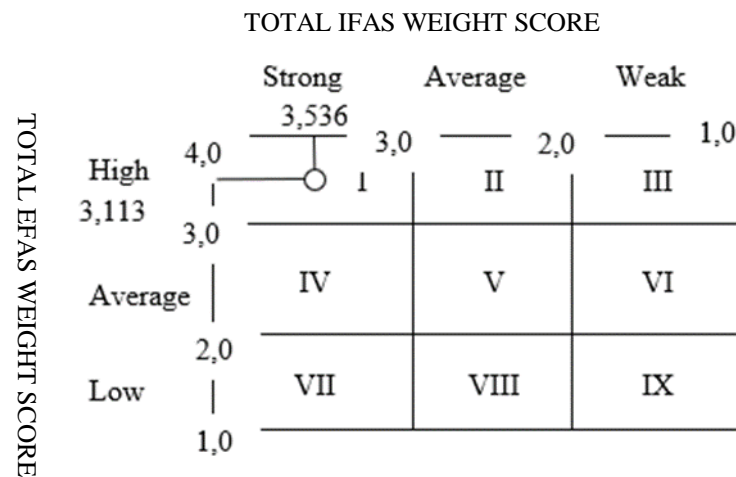


Figure 1. Matrix Internal-External of Harapan Maju Group

The total score of internal and external factors after being mapped in the IE matrix shows that the position of the Harapan Forward Group is in cell I (Figure 1), namely in the position of quadrant I is to grow and develop. Common strategies used in this position are market penetration and product development. According to [16],[17] market penetration is increasing market share for current products/services in the market through greater marketing efforts. This can be achieved by developing new products, that is, if so far the company has only produced two types of coffee, it is better to develop the types of coffee it sells. Another strategy is to improve product quality, such as improving supervisory management, especially in product packaging to increase the durability of packaged Arabica coffee.

The strategy included in other growth strategies is increasing access to a wider market. Efforts that can be made are by increasing promotional and marketing activities for its products, both in collaboration with government agencies and other private companies through product exhibitions and digital marketing through social media and marketplaces such as Tokopedia, Lazada, etc. This method is the most important strategy if the condition of the company is in rapid growth and there is a tendency for competitors to engage in price wars in an effort to increase market share. According to [18], [19], Micro, Small, and Medium Enterprises (MSMEs) who adopt any digital marketing platforms such as WA, FB, Instagram, and several digital marketplace platforms (e.g. tokopedia, shopee, bukalapak) had a major impact on income. The growth strategy through horizontal integration is an activity to expand the company by building in another location, and increasing the types of products and services [13], [20], [21].

3.3 Alternatife Strategy of Harapan Maju Group

The SWOT matrix is a concrete step that should be carried out by the Harapan Maju Group based on the development of the IE matrix. Various alternative strategies can be formulated based on the SWOT matrix analysis model. There are four main strategies that can be suggested, namely SO, ST, WO, and WT strategies.

10. The hope-forward group's coffee products have their own characteristics		
Threat (T)	Strategy S-T	Strategy W-T
<ol style="list-style-type: none"> 1. Many farmers are changing professions 2. Lots of similar product competition 3. High consumer bargaining position 4. Changes in weather and climate 5. Similar competitors are superior in following market trends quickly 6. The price of competitor's coffee products is cheaper 7. There is no younger generation in continuing coffee farming 8. Lots of imports of imported coffee from outside 9. Coffee packaging is easy to imitate 10. There is a threat of natural disasters 	<ol style="list-style-type: none"> 1. Increase promotional activities with digital media (S2,S10,T2,T3,T7) 2. Setting competitive prices to deal with globalization developments (S4,S5,T5,T6) 	<ol style="list-style-type: none"> 1. Increasing the use of technology in Arabica coffee business management (W2,W7,T1,T2,T9) 2. Streamlining Arabica coffee operational costs (W1,W3,T4,T8,T10)

Source: Primary Data Analysis, (2023)

From the results of the SWOT matrix above, the following alternative strategies are obtained.

1. S-O Strategy

The resulting strategy by using power to seize opportunities is as follows.

- a. Expanding marketing network. This strategy aims to expand the marketing coverage area which will affect the increase in the number of sales per period. Improving the quality and distribution network that has not been running optimally. Thus the product will always have a market share and a distribution channel that will always guarantee the existence of consumers, so that the company will develop and the company's existence will be maintained. Expanding the marketing area through cooperation with wholesalers and small traders, especially those within the corporate environment [22], [23], [24].
- b. Improving the quality of service to consumers. This strategy aims to improve the quality of service to consumers in providing satisfaction to consumers by taking a family approach so as to provide a sense of comfort to every customer who comes directly to the company

2. W-O strategy

Alternative strategies generated by minimizing weaknesses by taking advantage of opportunities are as follows.

- a. Strengthen cooperation or collaboration with government agencies. This method is carried out with the aim of strengthening the company's bargaining position. With the cooperation with the government, in addition to providing relief from the problem of borrowing company capital, it is hoped that this will become a permanent marketing area for the company. Because it is undeniable that the government must boost the existence of micro, small and medium enterprise development programs which are expected to be able to provide an increase in the quality of life of the community.

b. Improving the quality of human resource management with training. This strategy aims to provide increased HR capabilities and knowledge in accordance with their fields. This training is in the form of informal training both in theory and direct practice within the company. The form of training can vary according to the needs of the company and the target skills that must be possessed by each employee

3. S-T Strategy

a. The resulting strategy by using strength to avoid threats is as follows.

Increase promotional activities with digital media. In general, this strategy aims to introduce more products to the general public, which is expected to provide increased space for product distribution and expand marketing areas. Promotions can be carried out at product exhibitions or advertising on digital media such as Tokopedia, Lazada, etc. The use of the internet has increased the marketing scope as well as increase consumer awareness, identify new market segments, and provide access to updated information [25], [16], [26].

b. Setting competitive prices for the development of globalization. The pricing strategy has a big influence on the high number of product sales. Price comparisons that are not too far away greatly affect the possibility of consumers choosing the company's products.

4. Strategi W-T

Alternative strategies generated by minimizing weaknesses to avoid threats are as follows.

a. Increasing the use of technology in Arabica coffee business management. This strategy is carried out in an effort to simplify and accelerate the production and marketing process. Companies must be able to keep abreast of technological developments and advances such as marketing through online media which is commonly done today in order to maximize company profits. According to [22], [27], [28] state that “the most important factor that significantly influenced the benefits of digital marketing towards business successes (business performance) is with the knowledge that related to the use of the internet and the media contained in it”

b. Streamlining Arabica coffee operational costs. This strategy is quite important to be carried out by management in order to minimize the expenditure of unexpected costs and optimize the use of costs. It is important to emphasize operational costs, especially on daily labor wages.

4. Conclusion

Based on the discussion that has been described previously it can be concluded as follows. The internal environmental factors that have the highest score on the strength indicator are having a consistent taste of coffee products, having many variants of coffee products, and human resources influencing the quality and quantity of coffee products produced. The indicators of weakness are erratic yields which affect the ups and downs of sales, promotions that are not maximized, and the lack of knowledge of human resources for digital marketing through social media. Meanwhile, the external environmental factors in the opportunity indicator are the growth in domestic coffee consumption which continues to increase, the development of coffee management technology, and the government's efforts to assist group coffee marketing. The threat indicators are that similar competitors are superior in following market trends quickly, the bargaining position of consumers is getting higher, and there is a lot of imported coffee coming from outside. The Harapan Maju Group's quadrant position is in the first quadrant position, in growing and developing position. The results of the SWOT analysis produced eight alternative strategies that the Harapan Maju Group needed to carry out, namely expanding the marketing network, improving the quality of service to consumers, strengthening cooperation or collaboration with government agencies, improving the quality of human resource management with training, increasing promotional activities by digital media, setting

competitive prices for the development of globalization, increasing the use of technology in Arabica coffee business management, and streamlining Arabica coffee operational costs.

Acknowledgments

We would like to greatly thank to the Harapan Maju Group and other parties who have taken the time to help researchers complete this scientific journal and also to the Rector of ITB STIKOM Bali for research funding.

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