

Marketing Strategy to Penetrate the Global Markets: A Case Study of DD Orchids Nursery SMEs in Dadaprejo, Batu City, East Java



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ABSTRACT: Internationalization is the dream of almost all companies, including micro, small and medium scale enterprises or known as MSMEs. , threats, strengths, and weaknesses of MSME ornamental plants for orchids DD Orchid Nursery Dadaprejo, Junrejo District, Batu City, East Java. This research uses descriptive qualitative method with a case study approach with SWOT Analysis and Internal External Matrix. The data collection method was carried out qualitatively through field observations, interviews and documentation. The main informant of the research is the owner while the supporting informants are employees of DD Orchid Nursery. The results of the study show that the cultivation of DD Orchid Nursery has good strengths and opportunities in improving its international performance. The SWOT analysis has identified the strengths, weaknesses, opportunities and threats of the DD Orchid Nursery orchid cultivation business. UKM DD Orchids Nursery has opportunities and strengths (SO) so that it can implement a progressive strategy with strategy formulation 1) Maintain, improve product/service quality and optimize the use of Information Technology. 2) Optimizing digital marketing through social media, marketplaces and websites; 3) Expanding market share to be better known in the global market.

KEYWORDS: Internationalization: SMEs, SWOT Analysis, Orchids, DD Orchids Nursery

I. INTRODUCTION

Internationalization and industrialization in developing countries involve many micro, small and medium enterprises (MSMEs), including in Indonesia. The internationalization of a company is one of the stages of company growth, especially market growth. Small and Medium Enterprises (SMEs) have an important and strategic role in advancing the National economy (Ayandibu & Houghton, 2017). The important and strategic role of SMEs can be seen in real terms through their contribution in expanding and equalizing business opportunities, absorbing labor, and accelerating regional and national economic growth (John O. Okpara, 2011). SMEs with their various strengths have also expanded far in foreign markets by investing in the development of their own brands (Chelliah, 2010). Doing internationalization also allows SMEs to survive in the midst of intense competition (Assaf et al., 2012). Indonesia as a tropical country that has abundant natural wealth is capable of exporting various kinds of commodities. One of the commodities that has the potential for Indonesia's export activities is ornamental orchid plants. The market share for orchids both domestically and abroad is increasingly open. The trend of increasing demand for orchids for the traditional and premium market segments has encouraged business people to get involved in this aesthetic business enthusiastically. The uniqueness of the orchid flower commodity has a very beautiful and charming shape. Thus, many people finally try to cultivate it by planting it. The market share for orchids both domestically and abroad is increasingly open. The trend of increasing demand for orchids for the traditional and premium market segments has encouraged business people to get involved in this aesthetic business enthusiastically. The uniqueness of the orchid flower commodity has a very beautiful and charming shape. Thus, many people finally try to cultivate it by planting it.

Orchids have considerable potential to be cultivated commercially so as to increase the country's foreign exchange. Orchid market share is more emphasized on its aesthetic needs so that it has a high selling value. In addition, the beauty of the shape and colour of Indonesian orchids attracts the attention of the wider community, not only the domestic community but also the international community so that there are great opportunities to export orchids. Government policies in trade and investment in the field of ornamental plants have not helped business actors much in developing ornamental plant agribusiness.

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Arrangements for orchid cultivation and export trade permits are still relatively difficult, causing the enthusiasm of producers to decline in exporting orchids. The decline in exports was influenced by several factors including production, prices, and the exchange rate. According to data from the Central Bureau of Statistics (2018) orchid production in Indonesia has increased, but the total volume of exports has still decreased. This is because the orchids are not fully exported abroad but are sold domestically. In addition, the low competitiveness of Indonesian orchids in the world market is caused by government policies in the field of transportation that are not optimal so that they are constrained by the high cost of cargo. The high cost of cargo causes transportation costs to be charged at commercial rates which has implications for the high price of orchids on the world market. The Indonesian orchid industry faces tough competition both domestically and abroad. Constraints from licensing, high transportation costs, and technological limitations that make producers not optimal in exporting orchids.

The success or failure of internationalization for SMEs is certainly caused by many factors (Zhang et al., 2015). These factors consist of external and internal company factors (Arsić et al., 2017), (Verjel & Schmid, 2015). External factors can provide opportunities and vice versa can be a threat. Internal factors can be a source of strength or even a source of weakness for a company, (Bhamra et al., 2018; De et al., 2020; Frese et al., 2016; Khatri & Metri, 2016). Based on opportunities, threats, strengths and weaknesses, companies can develop appropriate business strategies in order to improve performance, especially increasing internationalization (Carlsen, 2011; Antony, 2012; Helms et al., 2011). Studies on the formulation of business strategies based on SWOT analysis have been widely studied by previous researchers, including (Antony, 2012; Bhamra et al., 2018; Carlsen & Andersson, 2011; De et al., 2020; Frese et al., 2016; Helms et al. al., 2011; Khatri & Metri, 2016; Rangkuti, 2014). According to (Rangkuti, 2014) SWOT analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats and can be used to formulate corporate strategy. Based on these problems, the purpose of this study is to identify opportunities, threats, strengths and weaknesses, owned by DD Orchid orchid SME in Dadaprejo Batu City, East Java and to develop a suitable business strategy to increase the internationalization of SME orchid business in Dadaprejo Batu City.

SWOT analysis is an analysis that discusses the strengths, weaknesses, opportunities and threats most frequently used in strategic planning (Bhamra et al., 2018; Frese et al., 2016; Helms et al., 2011; Rangkuti, 2014; Zhang et al., 2011; al., 2015). Researchers in strategic management agree that SWOT analysis provides a basis for the realization of the desired alignment of organizational issues (Yüksel, 2012). The strategic formulation process is carried out through three stages of analysis, namely the input stage, the analysis stage, and the decision-making stage. According to (Heinz Wehrich, 1982), it is revealed that the magic of SWOT is the matching of specific internal and external factors, which creates a strategic matrix, which makes sense factors internal factors are within the control of the organization and external factors are outside the control of the organization. The four combinations are called SO (Strength-Opportunity), WO (Weakness Opportunity), WT (Weakness-Threat), and ST (Strength-Threat). External Factors Analysis Summary (EFAS) and Internal Factors Analysis Summary (IFAS). According to (Koo et al., 2011), the External Factor Analysis Summary is related to social, technological, economic, environmental, and political perspective factors that can be identified through brainstorming among strategy makers in the company. External factors that are favourable to the organization are the opportunities and those that are unfavourable are the threats. According to (Koo et al., 2011), Internal Factor Analysis Summary, relates to the company's internal weaknesses or strengths that can be changed, controlled, or manipulated by the company. An IFAS matrix can be made to find out which internal factors are considered relatively important and less important which are the strengths and weaknesses of the company and should be prioritized in considering strategic decisions. Internationalization. Doing internationalization allows SMEs to survive in the midst of intense competition (Assaf et al., 2012).

Internationalization is defined as the extent to which a company engages in international business. These include exports, presence of foreign subsidiaries, share ownership by foreigners and the appointment of foreigners in the organizational structure (Chelliah, 2010). The reach of internationalization for SMEs refers to the extent to which SMEs worldwide are able to reach (Lu & Beamish, 2006). Internationalization comprises many activities including exports, licensing, and Foreign Direct Investment (FDI). Seeking opportunities and selling in foreign markets are the most frequent and important activities of companies that are just starting to internationalize (Filatotchev et al., 2001) Business Strategy. Export is an important means or as a way to increase the internationalization and globalization of companies (Wang & Ma, 2018; Zhao & Zou, 2002). Exporting is a relatively easy and fast way for SMEs to enter foreign markets because companies do not have to deal with the complexities of setting up foreign subsidiaries (Lu & Beamish, 2006). Through exports, companies not only gain fast access to foreign markets with very little capital cost but also have the opportunity to gain valuable international experience which can be used as a springboard for future international expansion (Dikova et al., 2016). export activities, of course still pay attention to the right

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business strategy. Business strategy has many choices, and one of the business strategies that always gets the attention of business people is the marketing mix strategy, which includes product, pricing, promotion, and distribution.

II. METODE

This research used a descriptive qualitative method with a case study approach with SWOT analysis and internal external matrix. Research data collection was carried out through interviews, observation and documentation. The main informant is the owner while the supporting informants are workers from DD Orchid Nursery.

A. SWOT Analysis

The data analysis technique used is SWOT analysis, the results of which are summarized in the External Factors Analysis Summary (EFAS) table and the Internal Factors Analysis Summary (IFAS) table. The SWOT analysis stages carried out are: 1) The data collection stage comes from informants and other references. 2) The stage of determining S, W, O, and T by classifying Strengths, Weaknesses, Opportunities, and Threats. 3) The strategy formulation stage through an analysis of External Strategic Factors (External Strategic Factors Analysis Summary/EFAS) and an analysis of Internal Strategic Factors (Internal Strategic Factors Analysis Summary/IFAS). 4) The decision-making stage in producing several alternative appropriate marketing strategies.

Respondents as business strategists gave their perceptions of weight (the magnitude of the influence of each factor) and gave ratings to describe the type of influence, and calculated the total weighted value used as a basis for determining opportunities or threats from the results of external environmental analysis (EFAS). and the strengths or weaknesses of the results of the internal environmental analysis (IFAS). The next step is to transfer the EFAS and IFAS values into the Internal - External Matrix to determine the business position as the basis for designing a suitable business strategy to increase internationalization.

III. RESULTS AND DISCUSSION

A. Internal And External Factors Related To The Marketing Development Strategy For Dd Orchids Nursery Orchids In Dadaprejo, Batu City

The business environment in general can be divided into internal environment and external environment. The internal environment discusses the strengths and threats while the external environment discusses the opportunities and threats to the company. Respondents are business owners who are also business strategic decision makers and workers from DD Orchids Nursery. From the analysis of the internal environment, the strengths and weaknesses in the marketing of orchids can be identified as follows:

Strength

Internal factors that can become the strength of the DD Orchid Nursery orchid business in Dadaprejo, Batu City are: 1). Capital. 2) Excellent HR. 3) Production resources. 4) As a market leader. 5) Support from local government.

Weakness.

Factors that can become weaknesses based on internal environmental analysis are: 1) The low implementation of digital marketing. 2) Utilization of technological tools. 3) Limited business network. 4) Mastery of nursery technology. 5) Prohibition of export for certain types of export prohibition for certain types of orchids but this has an impact on types of orchids that are actually not prohibited from being sold in foreign countries.

Opportunity and Threat Factors The external environment analysis is grouped into opportunity and threat factors

Opportunity

Factors that become business opportunities for DD Orchid Nursery's external environment analysis include: 1) The potential for the global market is increasing. 2) Lack of competitors in the orchid plant business. 3) Utilization of digital marketing. 4) Support from local government. 5) The aesthetic value of unique ornamental plants. 6) Provision of tools or supporting materials.

Threat

Factors that pose a threat to the DD Orchid Nursery orchid business based on an analysis of the external environment include: 1) Fluctuating sales. 2) Potential emergence of business competitors. 3) Inflation 4) There is a pandemic such as covid 19. 5) The entry of similar imported goods.

The SWOT matrix is used to determine the results of the analysis, having previously classified various external and internal factors. The SWOT matrix can provide a scientific picture of the external opportunities and threats faced by a business organization according to its weaknesses and strengths. The four strategic choices generated in the SWOT matrix can be seen in the following table:

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Table 1. Matrix SWOT

EXTERNAL FACTOR	INTERNAL	<i>Strength (S)</i>	<i>Weaknesses (W)</i>
		<ol style="list-style-type: none"> 1. Capital 2. Superior HR 3. Production Resources 4. As a market leader 5. Government Support 	<ol style="list-style-type: none"> 1. Low implementation of digital marketing 2. Utilization of technology tools 3. Limited business network 4. Mastery of nursery technology 5. Export ban for certain types
	<i>Opportunities (O)</i>	<i>Strategy S-O</i>	<i>Strategy W-O</i>
	<ol style="list-style-type: none"> 1. Global market potential 2. Domestic market potential 3. which advantage promising 4. New product diversification 5. Provision of tools/materials support 	<p>Maintain, improve product/service quality and optimizing usage Information Technology</p>	<p>Increase promotional activities using information technology, expanding network marketing and leverage sales with promotions</p>
	<i>Threats (T)</i>	<i>Strategy S-T</i>	<i>Strategi W-T</i>
	<ol style="list-style-type: none"> 1. Fluctuating sales 2. The emergence of new competitors 3. There is inflation 4. There's a pandemic like this Covid-19 5. Entry of imported goods of a kind 	<p>Maintain quality and service products, organize the production area and complete supporting facilities</p>	<p>Recruiting reliable marketing personnel and skilled in digital marketing and can master foreign languages maintain good relationship with customers</p>

Source: Results of data processing

Determining the quadrant position of the DD Orchids Nursery orchid plant business in Dadaprejo, Batu City, is carried out by determining external factors (EFAS) and internal factors (IFAS) through weighting, ratings and scores. The next step is to calculate the difference between opportunities minus threats and calculate the difference between strengths minus weaknesses

Table 2. Matrix EFAS

External Strategy Factors	Weight	Rating	Score
OPPORTUNITY			
1. Global market potential	0,09	3	0,27
2. Domestic market potential	0,12	4	0,48
3. Promising profit	0,12	4	0,48
4. Creating new product diversification	0,12	4	0,48
5. Provision of tools/supporting materials	0,09	3	0,27
Amount			1,98
THREATS			
1. Fluctuating sales	0,12	4	0,48
2. New competitor	0,08	2	0,16
3. Inflation	0,08	2	0,16
4. There is a pandemic like Covid 19	0,09	3	0,27
5. Entry of similar imported goods	0,09	3	0,27
Amount			1,34
Total Weight	1,00		

Source: Results of data processing

The result of reducing the opportunity and threat scores = $1.98 + 1.34 = 3.32$ where the result is positive, so it is in the opportunities.

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Table 2. Matrix IFAS

Internal Strategy Factor	Weight	Rating	Score
Strenght			
1. Capital	0,09	3	0,27
2. Superior HR	0,12	4	0,48
3. Production Resources	0,12	4	0,48
4. As a market leader	0,12	4	0,48
5. Government Support	0,09	3	0,27
Jumlah			1,98
Weakness			
1. Low implementation of digital marketing	0,08	2	0,16
2. Utilization of technology tools	0,09	3	0,27
3. Limited business network	0,09	3	0,27
4. Mastery of nursery technology	0,08	2	0,16
5. Export ban for certain types	0,12	4	0,48
Amount			1,34
Total Weight	1,00		

Source: Results of data processing

The result of reducing the strengths and weaknesses scores = 2.33 + 1.29 = 3.62. The results show positive, then the position is in strength.

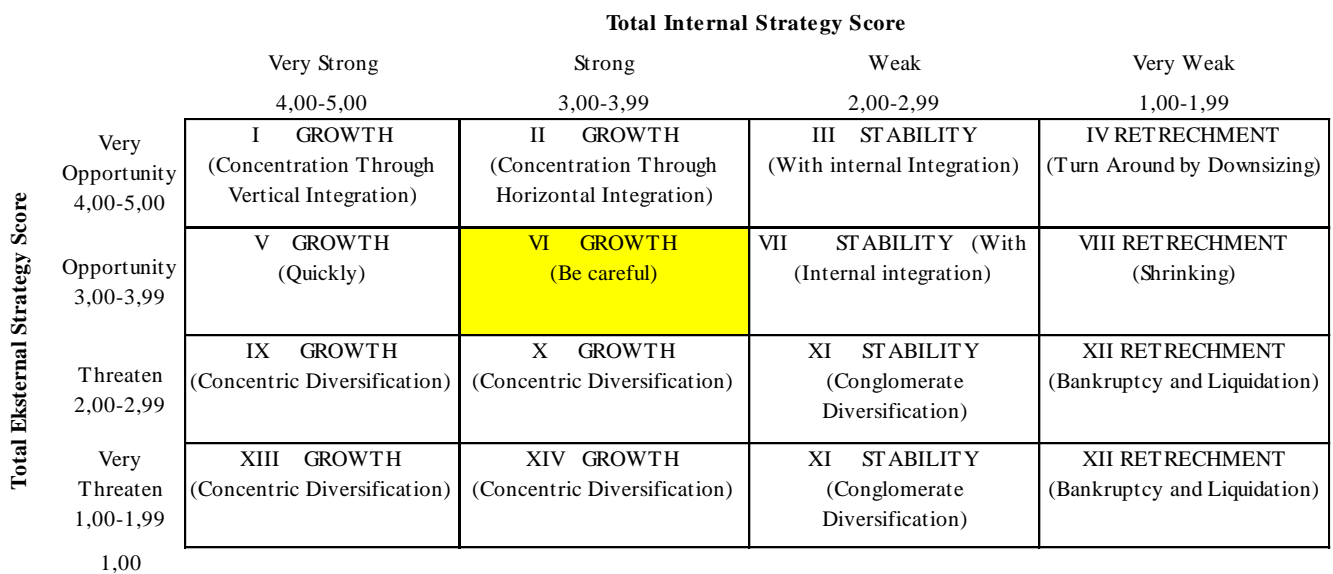


Figure 1. Matrix Internal-External

Based on Figure 1 (Internal – External Matrix) it can be stated that the UKM DD Orchid Nursery in Dadaprejo, Batu City, is in a Growth position (with caution). A growing position is of course supported by the internal conditions of SMEs which have several strengths. These strengths include the existence of superior human resources, production resources capable of producing quality orchid species and having a wide variety of products. Another strength is sufficient capital and support from the local government so that DD Orchids can become a market leader in orchid cultivation. Another strength is that this UKM is in a strategic location that allows direct sales to occur regularly, further encouraged by having many sales intermediaries that can increase sales. Of course, it is these forces that can improve the performance of the DD Orchid Nursery's orchid cultivation so that it is in a growth position. The growth experienced by the DD Orchid Nursery orchid cultivation UKM in Batu city is still classified as a cautious phase. This is due to weaknesses that must be addressed in order to improve performance. The weaknesses include the difficulty in exporting orchids due to the fact that several species are prohibited from being sold to foreign countries. Therefore, it is undeniable, it is this weakness that SMEs have that makes it in a cautious growth phase. In the future, the DD Orchids Nursery UKM for Orchid Plants in Dadaprejo must be able to take advantage of the opportunities that

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exist, including the opening of domestic and foreign markets so that they can sell overseas. Another opportunity is that with superior resources, DD Orchids can create product differentiation by utilizing nursery technology and providing supporting tools and materials for orchid cultivation. Orchids are well known among the public, both domestic and foreign, orchid plants which are always available throughout the year, increasing population growth, and a wide market share. The rapid development of information technology can be used to support businesses such as in the field of marketing. Of course, these opportunities must be utilized to improve the performance of DD Orchids Nursery orchid cultivation in dadaprejo, Batu city. The (cautious) growth phase experienced by UKM DD Orchids Nursery was also caused by the threats it was aware of. These threats include the emergence of newcomers in the cultivation of orchids so that prices fluctuate. Apart from that, inflation and pandemics such as Covid-19 also need to be watched out for by UKM DD Orchids Nursery so they can anticipate existing threats. Based on the (cautious) growth position experienced by UKM DD Orchids Nursery in Dadaprejo Batu City, it is very necessary to formulate a strategy that can support better growth which of course also encourages business progress.

IV. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

Based on the SWOT analysis on the EFAS-IFAS matrix, the position of the orchid cultivation business is in quadrant 1 (3.62: 3.32), it can be concluded that the cultivation of DD Orchids Nursery orchids in Dadaprejo Batu City has opportunities and strengths (SO) so that be able to implement a progressive strategy with strategy formulation 1) Maintain, improve the quality of products/services and optimize the use of Information Technology. 2) Optimizing digital marketing through social media, marketplaces and websites; 3) Expanding market share to be better known in the global market.

B. Recommendation

As for the suggestions that the author can provide regarding the results of the SWOT analysis of the orchid marketing development strategy at DD Orchids Nursery from the discussion and results of this writing, as follows: a) It is hoped that the company can fix existing deficiencies and take advantage of all the potential from the results of the SWOT analysis researchers have done to improve and advance the company to the future. b) It is hoped that the Management of DD Orchids Nursery can carry out the right strategy for the development of orchid marketing and see orchids as a very promising potential for ornamental plant products. c). Along with the increasingly rapid development of technology, the DD Orchids Nursery orchid cultivation UKM must keep up with the rapid development of technology so that they are not late and left behind in technological developments. One way that can be done is to create a website or sell on e-commerce platforms and use social media. d). The effort used to deal with new competitors is to create competitive advantage, for example, this can be done by creating unique new creations or by differentiating marketing channels.

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