

Analysis Of Strategic Entrepreneurship To Increase The Export Of Micro, Small, And Medium Enterprises (MSMEs) In Indonesia: A Case Study Of Java Halu Coffee

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ABSTRACT

Strategic Entrepreneurship, also known as entrepreneurial strategy, serves as a pathway for SMEs to enter the international market smoothly. When SME products enter the international market, it is essential for companies to devise entrepreneurial strategies in marketing to increase sales volume and generate profits. Coffee is a prominent commodity in West Java due to its mountainous terrain, which provides favorable conditions for coffee cultivation. Java Halu Coffee, located in Bandung Barat Regency, West Java, is one of the SMEs in the coffee bean and coffee processing industry. The objective of this research is to describe the entrepreneurial strategies employed by Java Halu Coffee in entering and marketing its products in the international market. The study also explores the application of entrepreneurial strategies in increasing the export volume of coffee beans and alternative strategies. This research utilizes a descriptive qualitative approach. The primary data sources consist of interviews conducted with the owner of Java Halu Coffee, while secondary data sources include relevant documents related to the research theme. The research findings indicate that Java Halu Coffee has chosen export as its entry strategy into the international market. The company implements growth, innovation, network, and harvest/exit strategies. This includes identifying market development opportunities, innovating its products, establishing good relationships with buyers, forming beneficial networks, and collaborating with similar companies to meet market demands. These strategies enable Java Halu Coffee to maximize sales and increase the export volume.

Keywords: Entrepreneurship Strategic Analysis, Increasing Exports of Micro, Small and Medium Enterprises, Case Study of Java Halu Coffee

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are a crucial economic sector in Indonesia despite facing numerous challenges and opportunities (Ramdan et al., 2022). According to the Central Statistics Agency (BPS) in 2021, MSMEs contributed approximately 61.9% to Indonesia's Gross Domestic Product (GDP), equivalent to IDR 8.6 trillion, and employed nearly 90% of the country's workforce. Moreover, in non-oil and gas exports, Indonesian MSMEs accounted for 15.69% in 2021. This demonstrates the capability and competitiveness of MSME products in a competitive market and signifies the potential that needs to be nurtured for sustaining international trade and achieving greater foreign exchange.

However, MSMEs often face difficulties in developing their businesses in the domestic market, resulting in limited potential for exporting products overseas (Rasbin, 2019). Based on pre-research interviews with the research object, one of the main challenges for MSMEs in exporting their products is the limited access to information and promotional networks required to penetrate the international market.

Considering the opportunities, contributions, and the reality of MSMEs' role in the Indonesian economy, it is deemed necessary to establish a grand development strategy through empowering MSMEs. The hope is that MSMEs can become a new source of economic growth in Indonesia by improving societal welfare, creating employment opportunities, serving as a means for equitable development, reducing urbanization trends, generating foreign exchange, and increasing national income. Export activities have positive impacts on trade balance, job creation, and the country's standard of living (Haddoud et al., 2021). Furthermore, it enhances socio-economic prosperity (Mansion & Bausch, 2020).

The success of MSMEs in international trade is influenced by various factors, such as products that possess quality, design, features, and packaging that align with the needs, preferences, and consumer trends in foreign markets (Supiandi, 2022). Additionally, post-COVID-19, MSMEs need to adapt to the external environment to ensure business continuity. This also involves focusing on sustainable business practices that address challenges (Dindin & Ramdan, 2022).

One of the coffee MSMEs from Kabupaten Bandung Barat that successfully penetrated the export market is Java Halu Coffee, led by Rani Mayasari. In September 2022, Java Halu Coffee managed to independently export its products to the continents of America, Europe, and the Middle East. Rani Mayasari explained that the coffee was shipped to various cities in America, including Boston, Florida, and Chicago.

Rani further mentioned that the independent export was carried out through social media promotions. Buyers from several countries discovered their products through Instagram posts. Moreover, Rani had joined the Export Coaching Program (ECP) conducted by the Department of Industry and Trade of West Java Province. This program covered aspects ranging from product quality to regulations in the destination countries.

During the Covid-19 pandemic, Rani highlighted that the farmers continually improved the quality of their coffee. Therefore, the exportation of their coffee abroad serves as evidence of the collective hard work put in by all parties involved.

METHODS

This research is conducted using a descriptive-exploratory research design and a qualitative approach. The selection of the research method is due to the nature of the problem being uncertain or temporary, which will develop as the researcher is in the field. The chosen

method, relevant to the research problem and objectives, will assist the researcher in obtaining relevant data.

The research is carried out descriptively to obtain a general overview and systematically describe the facts. The descriptive method describes all data or conditions of the research subject/object (individuals, institutions, communities, etc.), which are then analyzed based on the existing reality to find problem-solving solutions (Sugiyono, 2017).

Meanwhile, exploratory analysis is conducted to thoroughly explore the phenomena in line with the research objectives. The case study approach is used to investigate specific programs, events, activities, processes, or individual groups. Data collection techniques include in-depth interviews, observations, document studies, and focus group discussions (FGD). This research is limited by time and activities, and information is collected using various data collection procedures based on predetermined schedules (Sugiyono, 2017).

The issue to be addressed by the researcher is the marketing strategy, specifically strategic entrepreneurship, which is related to analyzing the marketing strategies of MSMEs to increase export sales volume. This is a conditional matter that may evolve as the researcher conducts direct field research. The purpose of this study is to analyze the entrepreneurial marketing strategies employed by companies in relation to increasing export sales volume and to discover alternative marketing strategies for companies to apply in facing the international market in the future, thereby contributing to the development of the theory of strategic entrepreneurship in research.

RESULTS AND DISCUSSIONS

Results

A) Entering the International Market Strategy

Every company has its reasons for deciding to enter the international market to market its products. The researcher obtained information from Ms. Rani Mayasari, the owner, through an interview conducted on February 21, 2023.

According to Rani, the demand from last year and this year has significantly increased because the international market is already familiar with the quality of their products. Additionally, the bountiful harvest in their coffee plantation this year has resulted in a high

production volume of green beans. Therefore, her company is focusing on exporting its coffee products because the international market is very appealing to her.

Many entrepreneurial companies expand their businesses into the international market. Therefore, Java Halu Coffee has also chosen to market its products internationally. The reason behind this decision is to reach a wider market and generate greater revenue.

According to Rani Mayasari, especially for entrepreneurial companies entering the export market, Java Halu Coffee initially started this venture by participating in international coffee exhibitions through connections from colleagues of Ms. Rani Mayasari, the owner. The reason for entering these international exhibitions and expos is that the owner of Java Halu Coffee has succeeded in producing specialty-grade coffee that is highly favored by the international market. Rani also aims to present the unique taste and aroma of Gununghalu coffee. As evidenced by the high demand from the international market, particularly the Middle East, which has reached 19.2 tons by the time the interview was conducted in March 2023.

The Middle East is the main target market for Java Halu Coffee's export, alongside Europe and the United States. The international market offers various options for target markets. By successfully entering the international market, Rani Mayasari's company will gain additional advantages, especially when one market experiences a decline, other markets can compensate for the shortfall. This finding is also in line with previous research stating that SMEs can utilize a concentrated marketing targeting strategy by selecting target markets that focus on exports (Bachri et al., 2016).

B) Entrepreneurship Strategy in Marketing the Product

Entrepreneurial strategy is an entrepreneurial action that utilizes a strategic perspective (Sarasvathy & Venkataraman, 2014). Entrepreneurial strategy can be simply explained as the integration of entrepreneurship in terms of identifying opportunities and strategy (seeking profit) in developing and taking action aimed at creating wealth. These entrepreneurial actions naturally lead to the integration of entrepreneurship and management strategy (Sarasvathy & Venkataraman, 2014).

Initially, Rani Mayasari started her business with handicrafts and later noticed the growing phenomenon of coffee in Indonesia due to the surge in coffee trends after the release of the film "Filosofi Kopi" ("The Philosophy of Coffee"). She then began learning about the

coffee business by sharing knowledge with entrepreneurs and coffee farmers. In the interview, Rani Mayasari stated:

"At first, I tried to offer my green bean products to several coffee shops, but only a few were familiar with or focused on specialty coffee at that time. After reading on the internet, I discovered that Indonesian specialty coffee was highly sought after internationally. So, I conducted research on product and marketing strategies through exhibitions and expos."

By establishing relationships with various parties, Java Halu Coffee was presented with new opportunities, such as an offer to export approximately 4 tons of coffee from buyers in Saudi Arabia. Due to the good relationships built by Rani Mayasari, networking was established between her and Saudi Arabian counterparts as large-scale consumers or wholesalers, becoming valuable connections for the company. This aligns with Peng's explanation (2013) that networking strategy is one of the five entrepreneurial strategies intentionally focused on building and utilizing relationships, connections, and bonds held by organizations or individuals.

Regarding the competitive product strategy implemented by Rani, she differentiated her products from others and emphasized the name of her business. It started with researching which regional leaders could be approached for collaboration in exporting commodities. Through small-scale research, Rani discovered that West Bandung Regency was a suitable partner because Vice Regent Hengky Kurniawan, who at the time was known for his youthful spirit, provided full support for exporting their products. Rani Mayasari's company maintains high-quality standards throughout the entire coffee production process, including fermentation, drying, sorting, and storage. Rani Mayasari mentioned:

"We continuously maintain good working relationships with government agencies, potential customers, and existing customers with whom we have established business connections. We reach out to customers to learn their opinions about the product quality and receive feedback on areas for improvement. We also accept orders and suggestions from customers. Overall, we diligently follow up with customers and maintain good working relationships."

With established good collaborations, Java Halu Coffee experienced profitable increases in coffee sales volume. Additionally, they successfully acquired new buyers. Saudi Arabia became one of the new wholesalers with the highest demand in the past two years. The marketing strategies implemented by Java Halu Coffee align with the findings of Yener et al.

(2014) in their research on the internationalization process of SMEs in Turkey, which indicates that the success of the researched SMEs is connected to their past experiences. These SMEs had a history of being global importers from the beginning and actively sought customers during the initial stages of internationalization. This allowed the SMEs to develop beneficial networks, establish good contacts, and find loyal suppliers.

According to Rani Mayasari, the government's support came from the Ministry of Trade, the Department of Industry and Trade, the Ministry of Agriculture, and the Food Security Agency. However, it was the Regent who ultimately provided opportunities. Rani further explained that during Jokowi's administration, she was greatly assisted by not needing additional permits, such as export recommendation letters (ETK).

Discussion

A} Implementation of Strategic Entrepreneurship Strategy by Java Halu Coffee to Maximize Sales and Increase Export Volume

Based on the data and theories presented in the previous section, the researcher can analyze the strategies employed by Java Halu Coffee to maximize sales and increase the export volume of coffee. The company has implemented the five entrepreneurial strategies or "five entrepreneurial strategies" proposed by Peng (2013), namely growth, innovation, network, financing/governance, and harvest/exit.

1. Growth

The development of Java Halu Coffee began by utilizing the natural resources in the Bandung area, known for its mountains that produce high-quality coffee beans, combined with Rani Mayasari's expertise in coffee processing. The result is a range of high-quality coffee products with unique flavors that provide benefits in everyday life. The company's ability to turn coffee beans into products is the main strategy for growth and development as an export-oriented SME.

Java Halu Coffee offers various coffee grades, with a focus on specialty grade. The specialty grade ensures measurable quality, which can be used as an indicator for determining pricing. With high-quality specialty coffee, consumers do not have the right to negotiate lower prices because they already recognize its quality.

Entrepreneurial companies that pursue maximum growth will use growth strategies by strengthening market share, sales, and pursuing significant profits, among others. Peng (2013) states that "an entrepreneurial SME can use entrepreneurial growth strategies during the start-up phase because this strategy emphasizes action rather than extensive analysis. The company will focus more on existing opportunities, allowing it to immediately take advantage of them even if the analysis and planning are not deeply formed."

This aligns with the steps taken by Rani Mayasari, the owner of Java Halu Coffee, when she first received a large order of coffee beans from abroad. She quickly realized the importance of establishing an English-language website to provide clear information to potential buyers from overseas. Since Java Halu Coffee received its first international order through connections on Instagram, it became evident that creating a good and informative website would be an opportunity for the company to expand its market, increase sales, and profitability.

Year	Quantity	Export destination
2022	9,1 Ton	Timur Tengah, Belanda Turki dan Amerika Serikat
2023	19,2 Ton* *until May 2023	Bahrain, Saudi Arabia, Belanda, Swedia, Turki dan Amerika Serikat

With the growing market demand, Java Halu Coffee decided to establish a large-scale coffee processing facility in West Bandung Regency to be closer to customers. Many local and international visitors intentionally visit Rani Mayasari's coffee plantation. The company also expanded its market domestically by offering custom coffee schemes. This strategy became Java Halu Coffee's growth strategy to expand both the domestic and international markets.

2. Innovation

Innovation is at the core of entrepreneurial mindset. Both small and large businesses are faced with the need to continuously innovate, both internally within the company and in enhancing the competitiveness of their products. Apart from creating new products, entrepreneurs can also develop existing products. One way to do this is by improving the product quality and updating its design.

Java Halu Coffee chose to innovate its products as a strategy to enter and sustain in the international market. The chosen focus of product development by Java Halu Coffee is

specialty coffee with the best grade, and they can also customize the specifications according to the preferences of potential customers. According to Rani, the owner, the taste of coffee varies greatly in each country. In fact, to export coffee to the United States, special packaging is required. Rani specifically mentioned:

"To welcome the green business in 2025 in the USA, it is expected that SMEs prepare environmentally friendly packaging that can be accepted by the US market. Even when we were in Boston, USA, only two days into the event, we already got 11 potential buyers who will purchase coffee from Java Halu Coffee. Nine of them are roasters. Let me explain that a roaster is an expert in coffee roasting. Roasting is the process of extracting water from the coffee, drying and developing the beans, reducing their weight, and giving aroma to the coffee. This process greatly influences the taste of the coffee. It can be said that this stage is crucial compared to all coffee processing stages."

The selection of this strategy is important in facing the international market, where entrepreneurial companies need to develop and innovate products to expand their market. Java Halu Coffee has successfully implemented this strategy by producing specialty coffee products that are adapted to the demands of both foreign and local buyers. In the development and innovation of products, Java Halu Coffee maintains the quality of its products, including the quality of the coffee beans from the plantation, coffee processing, packaging, and the specifications requested by the buyers, ensuring that there is no decrease in quality.

According to Rani, Java Halu Coffee's strategy is different from commercial coffee businesses that focus on price wars. She believes that many commercial coffee industries in the country focus on quantity, but having a high quantity does not necessarily result in higher margins. Therefore, one of Rani's innovations is focusing on the quality of her coffee. To understand consumer preferences in detail, Rani holds the certification of Certified Q Coffee Processing Professional from the Coffee Quality Institute, an international scale certification. According to her, by learning and adapting, she gradually gains expertise in the coffee industry and can offer coffee that meets the required quality for each country, avoiding any misalignment.

Furthermore, Rani has also implemented innovation in the domestic market through flexibility. She is not hesitant to create products that adapt to the market's needs or consumer preferences. For example, when the COVID-19 pandemic hit Indonesia, she initiated the

Coffee Donation program in collaboration with various parties to provide support to healthcare workers who were fighting in hospitals during the surge of patients.

3. Networking

The networking relationships established by the company and the owner's relations during the start-up phase have been running very well. As a result, the company leverages them as a step to enter the international market by accepting large-scale orders from the Middle East. In fact, Rani Mayasari sent a text message to a research team stating that in June 2023, she has been invited to one of the prestigious World-scale coffee festivals in Athens, Greece, with the assistance of the Ministry of Trade of the Republic of Indonesia. Java Halu Coffee benefits from the ease of international trade, which facilitates entrepreneurial companies in establishing business relationships with foreign buyers. The owner of Java Halu Coffee maintains good communication with buyers with the aim of evaluating the potential of each business unit in developing the export market. This approach aligns with Peng's explanation (2013) of networking strategy, which intentionally focuses on building and leveraging relationships, connections, and bonds held by organizations or individuals.

The collaboration between Rani Mayasari and buyers from the Middle East, Europe, and America has enabled Java Halu Coffee to grow and thrive in the international market by continuously expanding the company's networking. In addition to the international market, Java Halu Coffee has also succeeded in capturing the domestic market. They collaborated not only with fellow players in the coffee industry but also with the local government of West Bandung Regency to maximize the potential of coffee farmers in the region. Utilizing 150 hectares of land from 160 households of coffee farmers in West Bandung, they targeted to produce 60 tons of coffee beans this year.

The implementation of networking strategies started with the owner of Java Halu Coffee, Rani Mayasari, establishing a cooperative relationship with all customers by providing the best service. The services provided include meeting customers' desired product expectations, ensuring product quality, and fulfilling orders within agreed-upon timelines. Rani Mayasari successfully developed these relationships, leading to the growth of Java Halu Coffee. She intends to continue applying this strategy by consistently maintaining the trust of business relations, delivering products according to demand and of high quality, thereby nurturing long-lasting and mutually beneficial business relationships.

4. Financing

Implementing a financing strategy is necessary for entrepreneurial companies to increase capital, boost production, and enhance profitability. This strategy can be achieved by collaborating with banks or the government to obtain additional business capital.

Since its establishment until now, Java Halu Coffee has relied on its own internal capital and has not depended on the government or other investors. This decision was made by Java Halu Coffee and other coffee farmers because by using their own capital, they can develop their business and achieve their set goals. In order to increase capital, production, and profitability, entrepreneurial companies need to implement financing strategies. One strategy that can be pursued is to establish partnerships with banks or the government to acquire additional business capital.

Java Halu Coffee has chosen to use personal capital as a source of funding for their business. They state that the business capital of Java Halu Coffee is obtained from personal funds and not through the government, bank loans, or investors. The decision to use personal capital was made because it allows the company to have full control over their own business and not have the obligation to repay capital to others, as would be the case if they were to use business capital loans from the government or banks. Although the use of personal capital has limitations compared to obtaining business capital from external sources.

5. Harvest/ Exit

According to (Peng, 2013), one alternative for SMEs to achieve safer outcomes is to join or collaborate with other companies when the business is not performing well. Based on interviews and observations, it can be concluded that Java Halu Coffee does not operate its business individually but instead works together with formal coffee farmers and non-formal labor in West Bandung Regency to meet market demands. The purpose of this collaboration is to ensure that coffee product orders are completed on time and products are delivered to buyers in other countries according to the predetermined schedule upon ordering. According to Mr. Rani Mayasari, the owner of Java Halu Coffee, this strategy was chosen to maintain market stability. The Coffee Farmers Cooperative in Gunung Halu, which is a working partner of Java Halu Coffee, also revealed that the collaboration in producing coffee orders is done to meet the increasing market demand for coffee products. The business collaboration model implemented is the empowerment of local human

resources, involving housewives in their business activities. Currently, Java Halu Coffee has 8 permanent employees and 60 seasonal employees (70% of whom are female) who are in their productive age. With a private plantation land ownership of 4 hectares, combined with cooperative-owned land, the total land area is more than 150 hectares, involving more than 160 families. Ms. Rani is able to produce a harvest of 20 tons in 2022 and is targeting 60 tons in 2023 with an annual income of 8-10 billion IDR. By implementing this strategy in a structured manner and through good negotiations, joining forces with other companies allows entrepreneurs to reap the rewards of their hard work. Java Halu Coffee has successfully implemented this strategy, and by not operating the business individually, they have provided employment opportunities for the local community. Furthermore, Java Halu Coffee also benefits by being able to deliver products on time as agreed with the buyers. According to Rani, her exit plan strategy for the business is an Initial Public Offering (IPO).

B) 4 Alternatives Strategy to Sustain Applied Entrepreneurial Strategies in Facing the International Market.

Based on the interview results and gathered data, several alternative strategies to sustain applied entrepreneurial strategies can be identified. The following are the results of the analysis:

1. Export Expansion Strategy

As a company operating in the coffee industry, Java Halu Coffee has chosen to focus on marketing its products in the international market through export activities. One step taken by the company is to develop a broader export market share by utilizing free trade agreements, which provide easier access to international markets through exhibitions or coffee expos, as well as through the use of internet platforms such as social media or websites. By expanding the marketing coverage, the company can anticipate market saturation in specific countries and increase production capacity. To grow and expand, an entrepreneurial company must be able to enter and maintain markets by identifying existing opportunities and establishing appropriate strategies. Currently, Java Halu Coffee has successfully built strong relationships with buyers from the Middle East and other countries, and continues to expand into other countries.

2. Maintaining Networking

The broader a company's network or connections, the stronger it becomes in facing the international market. Therefore, it is important for a company to establish good relationships with buyers through active communication, allowing the company to understand the buyers' preferences. Java Halu Coffee utilizes service as a way to maintain relationships with its buyer partners, ensuring their loyalty, combined with easy access to information through social media or websites. The company has implemented this service-oriented approach since its establishment, always responding effectively to buyers' complaints.

3. Collaboration with Similar Businesses

To develop the export market and achieve long-term growth, companies need to implement strategies that capitalize on existing opportunities. One effective strategy is to collaborate with similar businesses. Through such collaborations, companies can fulfill buyers' orders on time, increase production capacity, and boost sales.

4. Innovation Strategy

By innovating in coffee products, companies can offer new elements to customers. One aspect of innovation is creating attractive and unique packaging designs, as well as adopting a zero-waste concept for Java Halu Coffee's products. This has helped the company maintain its customer base. Additionally, the company continuously improves the quality of its products. Good quality adds value to the buyer relationship, fostering loyalty towards the company. In the coffee business, Java Halu Coffee has successfully implemented innovation strategies. Innovation lies at the core of entrepreneurial thinking, not only in terms of technology but also in substantial mindset and providing new approaches to the business. SMEs tend to be more innovative and willing to take risks compared to larger companies. By implementing these strategies, companies can sustain and compete in the international market.

CONCLUSION

Based on the data and discussion on strategic entrepreneurship at Java Halu Coffee mentioned earlier, the following conclusions can be drawn:

1. Java Halu Coffee's strategy to enter the international market is through exports. According to the owner, Rani Mayasari, exporting is considered a relatively straightforward and low-risk step if one has the necessary knowledge, especially for entrepreneurial companies entering the export market. The Middle East is the main

market for Java Halu Coffee's exports. Entering the international market provides advantages because if one market experiences a decline, other markets can compensate for the shortfall.

2. Java Halu Coffee started as a start-up company with a coffee processing facility in West Bandung Regency and began establishing connections through Instagram and a website. By having these platforms, the company has more facilities and opportunities to attract new buyers, as well as participate in global coffee exhibitions. This also helps Rani Mayasari in building good relationships with buyers and connections.
3. Out of the five entrepreneurship strategies presented by Peng (2013), Java Halu Coffee implements the following four strategies to maximize sales and increase export volume:
 - a) Growth: When receiving a large number of coffee orders through the website and social media, Java Halu Coffee realized that establishing a coffee processing facility in West Bandung Regency while building connections with the local government would develop the market and ultimately increase the company's sales and profits.
 - b) Innovation: Java Halu Coffee chooses a product development strategy for high-quality specialty-grade coffee in various sizes and innovative packaging designs. These products are developed based on buyer demand and through collaboration with coffee farmers, creating product designs according to buyers' preferences.
 - c) Networking: Java Halu Coffee's success in entering the international market is achieved through the application of effective networking strategies by owner Rani Mayasari. The company has successfully built good relationships with business partners and government entities, forming beneficial networks.
 - d) Harvest/Exit: Java Halu Coffee successfully implements this strategy by collaborating with both formal coffee farmers under cooperatives and informal family-scale coffee farmers for the coffee plantations in Gununghalu, West Bandung Regency, to meet market demand and ensure timely product processing and delivery according to predetermined schedules.
4. Java Halu Coffee sustains the applied entrepreneurial strategies in facing the international market by: expanding the export market share through free trade, maintaining network relationships by improving customer service to ensure loyalty, collaborating with similar businesses to fulfill orders on time and increase production and sales, and continuously innovating products with various designs while maintaining product quality.

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