
Enhancing Economic Competitiveness: Analysis of Competitive Advantage Strategies for Durian at PT. Silvia Amerta Jaya

Riska Salsabila Ramadani¹, Rosida P Adam², Syamsul Bachri³, Faruq Lamusa⁴

Abstract:

This study aims to analyze the competitive advantage strategies implemented by PT. Silvia Amerta Jaya in marketing durian fruit and to identify the factors supporting the company's competitive advantage. The durian market offers profitable prospects, particularly for farmers, to enhance competitive advantage strategies and encourage investments in production growth. A descriptive qualitative approach was employed in this research, with data collected through interviews and analyzed using a SWOT framework. The analysis of internal and external strategic factors revealed the following scores: SO (Strength-Opportunity) at 11.46, ST (Strength-Threat) at 11.02, WO (Weakness-Opportunity) at 11.22, and WT (Weakness-Threat) at 7.78. Based on the SWOT analysis diagram, PT. Silvia Amerta Jaya is positioned in Quadrant I, indicating the presence of significant strengths and opportunities that enable the company to achieve a competitive advantage. These findings suggest that PT. Silvia Amerta Jaya has a robust foundation to capitalize on its market opportunities and maintain its strategic positioning.

Keywords: *Durian, Competitive Advantage, SWOT Analysis, Marketing Strategy, Economic Competitiveness*

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1. Introduction

Competitive advantage and value creation can be achieved through strategic management that focuses on reducing costs and increasing profits. A company's competitive advantage is realized by delivering superior value to customers, fostering a supportive organizational culture and climate, and promoting greater efficiency and effectiveness (Nizam et al., 2020). According to Bachri et al. (2023), thriving in the competitive business world is critical for maintaining market share and achieving success in the face of competition. Competitive businesses not only drive economic growth but also require technological and marketing innovations that enable them to grow and remain competitive (Zahara et al., 2022; Meldawati et al., 2023; Zahara et al., 2021).

¹Department of Management, Faculty of Economics and Business, Universitas Tadulako, ramadaniriskasalsabila@gmail.com

²Department of Management, Faculty of Economics and Business, Universitas Tadulako, rosida_adam@yahoo.co.id

³Department of Management, Faculty of Economics and Business, Universitas Tadulako, syamsulbachri09@gmail.com

⁴Department of Management, Faculty of Economics and Business, Universitas Tadulako, lamusafaruq@gmail.com

The Department of Agriculture, Food Crops, and Horticulture in Indonesia is a government agency responsible for developing the agricultural sector (Zainarti & Piliang, 2024). The agricultural sector plays a significant role in Indonesia's economy, contributing 12.40% to the Gross Domestic Product (GDP) in 2023 (Sari et al., 2024). According to Pitaloka (2019), horticulture is a branch of agricultural science that focuses on the cultivation and care of plants such as fruits. Horticultural products like durian fruit have significant potential to become superior commodities, improving the welfare of farmers in Indonesia.

Durian, a highly popular fruit, derives its name from its hard, spiky skin. Often referred to as the "king of fruits," durian is celebrated for its distinct aroma and unique taste (Hasnatika & Nurnida, 2019). The market for durian presents lucrative opportunities for entrepreneurs. Farmers are increasingly adopting competitive advantage strategies and investment methods to boost production (Wahyuni & Warsiman, 2023). In 2023, durian production in Indonesia reached approximately 1,852,045 tons. Central Sulawesi recorded an increase in production, reaching 74,326 tons in the same year. Parigi Moutong Regency, a major durian-producing area in Central Sulawesi, saw a production increase of up to 340,000 quintals in 2023 (Central Statistics Agency, 2023). PT. Silvia Amerta Jaya contributes to this growth by producing around 15 tons of whole durian fruit per day.

Indonesia holds significant potential to expand its international durian market. Achieving this requires collaboration among the government, producers, and industry stakeholders, alongside continuous efforts to enhance quality, food safety standards, and distribution innovations. PT. Silvia Amerta Jaya is committed to developing a strategic framework for durian production in Indonesia to achieve export-quality standards. Customer satisfaction plays a pivotal role in determining a company's success by enhancing market value and competitive advantage. High levels of customer satisfaction not only reduce the likelihood of customer defection but also strengthen the company's reputation in the market (Wahyuningsih et al., 2022; Adam et al., 2023; Wahyuningsih, Nasution, Yeni et al., 2022).

Table 1. Durian Fruit Export Data in Indonesia in 2023

No.	COUNTRY OF DESTINATION	VOL (TON)	FORM
1.	Thailand	3,986,289	Frozen Durian
2.	China	2,049,942	Frozen Durian
3.	Malaysia	1,052,091	Frozen Durian
4.	Hong Kong	52,293	Whole and Frozen Durian
5.	East Timor	7,819.95	Whole Durian
6.	German	3,975	Whole Durian
7.	Singapore	1,440	Frozen Durian

Source: IQ-FAST, INDONESIAN QUARANTINE AGENCY

Strategic decisions at PT. Silvia Amerta Jaya can open up new opportunities and generate innovative ideas to achieve competitive advantage, while developing strategies and technologies to increase competitiveness and lead the market. Based on the concept of entrepreneurial marketing, every member of PT. Silvia Amerta Jaya needs to adopt an entrepreneurial attitude to seek new opportunities, create value,

innovate in the sales process, and expand market share. (Ferdinand & Wahyuningsih, 2018) , (Meldawati, Amalia, et al., 2023) , (Zahara et al., 2023) . Learning conducted by PT. Silvia Amerta Jaya can encourage innovation, employment and economic growth . (Pasaribu et al., 2021) , (Afiat et al., 2023) , (Wahyuningsih, 2018) , (Thahir et al., 2022) .

Table 2. Durian Packaging House Data in Central Sulawesi

No	Company	Address	Coverage of Handling		Total Garden Area (Ha)
			Frozen	Fresh	
1	PT. Silvia Amerta Jaya	Tolai Village, Torue District, Parigi Moutong Regency.	Yes	Yes	200
2	PT. Ammar Durian Nusantara	Tindaki Village, Kab. Paris Moutong.	Yes	No	300
3	PT. Sulawesi Durian Industry	Kayumalue Pajeko, North Palu, Palu City.	Yes	No	300
4	PT. Feng Zhi Xiang	Toboli Village, District. Parigi, Kab. Paris Moutong.	Yes	Yes	100
5	PT. Two Eternal Daughters	Pantoloan Village, Palu City.	Yes	No	300
6	PT. Indonesia Minxing Fruit Trading	Lebo Village, District. Parigi, Kab. Paris Moutung.	Yes	No	300
7	PT. Amerta Nadi Agro Cemerlang	Jono Oge Village, Sigi Biromaru District, Sigi Regency.	Yes	Yes	100
8	PT. Longteng Agriculture Development	Avolua, District. North Parigi, Kab. Paris Moutong.	Yes	Yes	300
9	PT.	Avolua, Parigi Moutong Regency.	No	Yes	100
10	PT. Herofruit Sumber Sukses	Kasimbar District, Parigi Moutong Regency.	Yes	Yes	100

Source: Central Sulawesi Provincial Food Service

Choosing PT. Silvia Amerta Jaya as the subject of this study to analyze its competitive advantage strategies is driven by the uniqueness of the strategic approaches it employs. The company has implemented innovative marketing strategies, such as leveraging digital technology to engage consumers, which offers valuable insights into how businesses can build a strong brand in a competitive market. PT. Silvia Amerta Jaya has demonstrated rapid growth, showcasing its ability to quickly adapt to market trends and effectively compete with rivals. The business competition faced by PT. Silvia Amerta Jaya is significant, given the presence of other strong competitors in the region, such as PT. Ammar Durian Nusantara, PT. Indonesia Minxing Fruit Trading, and PT. Zen Zhi Xiang, all of which are located in close proximity. This competitive environment is vital for the company's efforts to support the local economy.

The novelty of this study lies in its exploration of how PT. Silvia Amerta Jaya utilizes digital technology and strategic marketing to maintain a competitive edge in the durian industry, a sector often overshadowed by traditional business practices. This research aims to analyze the company's competitive advantage strategies, identify the factors driving its success, and evaluate how these strategies contribute to its market position and growth in a highly competitive environment. The findings will offer practical insights for other businesses seeking to enhance their competitive advantage and adapt to the evolving demands of the market.

2. Theoretical Background

Competitive Advantage

Competitive advantage refers to a company's ability to increase value for customers better than competitors. The challenge is to maintain each of these advantages to achieve optimal results (Kurniawan & Yun, 2018). According to (Alwi & Handayani, 2018), a business entity that can provide added value or advantages to consumers better than competitors will create a competitive advantage.

In this study, there are several indicators used to measure competitive advantage, namely as follows:

1) Differentiation Advantage

Differentiation advantage is the process of creating a significant difference in a company compared to the results of other companies that are already on the market, with the aim of attracting consumer attention. The difference owned by PT. Silvia Amerta Jaya is in the durian fruit products produced, which have the advantage of a soft durian fruit texture and a distinctive sweet and legit taste, thus creating added value in the minds of consumers.

2) Cost Advantage/Low Price

Cost advantage is the ability of a company to offer products or services at a lower price than its competitors to increase competitive advantage. The strategy carried out by PT. Silvia Amerta Jaya to create durian fruit products at a more affordable price, by producing quality durian fruit and minimizing profit margins that allow the company's capital turnover to run smoothly with a competitive price advantage.

3) Market Entry Advantages

Market entry advantage is the company's ability to access new markets early, build market share, and inhibit competitors. The advantage of PT. Silvia Amerta Jaya lies in its ability to achieve consumer expectations by providing products that match consumer desires, needs, and abilities. Through this approach, PT. Silvia Amerta Jaya has succeeded in occupying a dominant position in the market and entering the international market.

SWOT Analysis and Its Application in Competitive Advantage Strategies

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is a widely used tool in strategic management to evaluate the internal and external factors influencing

an organization's competitive position. By identifying these factors, companies can formulate strategies that capitalize on their strengths, mitigate weaknesses, seize opportunities, and counteract potential threats. According to Astuti and Ratnawati (2020), SWOT analysis is an essential technique in determining effective marketing strategies, allowing businesses to gain insights into both internal capabilities and the external environment. It helps companies develop targeted strategies that align with their competitive advantage and growth objectives. Furthermore, SWOT analysis is frequently employed to understand the broader strategic context, particularly in sectors like horticulture, where market conditions can rapidly shift (Sasoko & Mahrudi, 2023).

In the context of competitive advantage, a firm can utilize SWOT analysis to understand the dynamics between its internal resources (strengths and weaknesses) and the external market conditions (opportunities and threats). For example, Alwi and Handayani (2018) demonstrate that a company's competitive advantage in SMEs can be influenced by factors such as market orientation and product innovation, which can be effectively assessed through SWOT. Similarly, Nizam et al. (2020) show that entrepreneurship, product innovation, and competitive advantage are intertwined, and SWOT analysis provides a comprehensive way to assess how these elements interact within an organization's strategic framework.

PT. Silvia Amerta Jaya's competitive advantage strategy can also be analyzed through the SWOT lens, as it reveals the company's internal strengths—such as its innovative marketing strategies—and external opportunities—such as the growing demand for durian fruit in both domestic and international markets. This analysis provides a clearer understanding of the strategic factors contributing to its success and its ability to maintain a strong position amidst competition. According to Adam et al. (2023), companies that effectively leverage their strengths while addressing weaknesses and capitalizing on external opportunities can sustain their market leadership.

3. Methodology

This research was conducted at PT. Silvia Amerta Jaya, located in Torue District, Parigi Moutong Regency, Central Sulawesi. The method applied in this study is a qualitative descriptive method, in the form of interview data, with this data collection used to determine the factors that are strengths, weaknesses, opportunities and threats in the durian marketing strategy. The use of SWOT analysis in this study is to determine a marketing strategy to achieve competitive advantage at PT. Silvia Amerta Jaya (Astuti & Ratnawati, 2020). SWOT analysis is a strategic plan to evaluate four important factors in a company, namely *Strengths*, *Weaknesses*, *Opportunities*, and *Threats*.

At PT. Silvia Amerta Jaya, this analysis aims to identify the strengths of the company, such as the advantages of quality durian products, as well as weaknesses, such as limited resources. In addition, SWOT analysis helps companies create market share opportunities, both locally and globally, and identify threats from competitors that can

affect the company's business (Sasoko & Mahrudi, 2023) . SWOT analysis is carried out using the IFAS (*Internal Strategic Factor*) matrix, which will identify the main strengths and weaknesses of PT. Silvia Amerta Jaya, as well as the EFAS (*External Strategic Factor*) matrix, which will describe the opportunity and threat factors faced by PT. Silvia Amerta Jaya. In addition, the IE (*Internal External*) matrix is used to describe the company's current position (Astuti & Ratnawati, 2020).

4. Empirical Findings/Result

The IFAS (*Internal Strategic Factor*) Matrix is used to measure how much influence the internal strategic factors carried out by PT. Silvia Amerta Jaya have in influencing its performance. The IFAS Matrix shows the company's internal conditions, including strengths and weaknesses calculated based on the values and weights that have been set.

Table 3. IFAS (*Internal Strategic Factor*) Matrix

No.	Internal Strategy Factors (IFAS)	Weight	Rating	Weight Score
Strength				
1.	Have large financial resource support.	0.18	5	0.9
2.	It has spacious storage space, complete facilities, and advanced technology.	0.21	3	0.63
3.	Have a wide network with a number of farmers or partners.	0.22	4	0.88
4.	Have good quality of service	0.2	4	0.8
5.	Produces unique products and distinctive flavors	0.2	5	1
Total		1		4.21
Weakness				
1.	Limited production quantity.	0.19	4	0.76
2.	Limited understanding of human resources regarding packaging.	0.19	3	0.57
3.	Dependence on farmers	0.25	4	1
4.	Weak supply chain management	0.18	4	0.72
5.	Problems with marketing and branding	0.19	5	0.95
Total		1		4
Total IFAS				8.21

Source: Primary Data

The EFAS (*External Strategic Factor*) Matrix is used to measure the extent to which external factors influence the strategy at PT. Silvia Amerta Jaya. The EFAS Matrix describes the conditions of opportunities and threats faced by the company, which are calculated based on the assessment and weighting determined.

Table 4. EFAS (*External Strategic Factor*) Matrix

No.	External Strategy Factors (EFAS)	Weight	Rating	Weight Score
Opportunity				
1.	Consumer satisfaction with the products produced	0.20	4	0.8
2.	Quality product results at affordable prices	0.20	5	1
3.	Availability of government support for companies.	0.20	4	0.8
4.	Good company reputation.	0.19	4	0.76
5.	Innovation in the variation of processed durian fruit products	0.21	5	1.05
Total		1		4.41
Threat				
1.	Climate change affecting company production.	0.20	4	0.8
2.	Competitors that impact the company.	0.20	5	1
3.	The presence of pests that inhibit the growth of durian.	0.21	4	0.84
4.	Changes to export system regulatory guidelines.	0.19	3	0.57

5.	Fluctuations in raw material and production prices	0.19	3	0.57
Total		1		3.78
Total				8.19

Source: Primary Data

On Table 3. It is known that the strengths owned by PT. Silvia Amerta Jaya, namely, the support of large financial resources is the main strength with a score of 0.9. In second place is having a large storage space, complete facilities and sophisticated technology with a score of 0.63. The third place is having a wide network with a number of farmers or partners with a score of 0.88. Then in fourth place is having good service quality with a score of 0.8. Furthermore, in fifth place is producing unique products and distinctive tastes with a score of 1.

Meanwhile, the first weakness is the limited amount of production with a score of 0.76. In second place is the limited understanding of human resources regarding packaging with a score of 0.57. Then in third place is dependence on farmers with a score of 1. Then in fourth place is weak supply chain management with a score of 0.72. Furthermore, in fifth place is the problem with marketing and branding with a score of 0.95.

Based on table 4. The main opportunities that can be used by PT. Silvia Amerta Jaya are first, consumer satisfaction with the products produced with a score of 0.8. The second is producing quality products at affordable prices with a score of 1. Then the third is the availability of government support for the company with a score of 0.8. Then the fourth is a good company reputation with a score of 0.76. Furthermore, the fifth is innovation in the variation of processed durian fruit products with a score of 1.05.

While the first threat is climate change that affects the company's production with a score of 0.8. Then the second is the presence of competitors that have an impact on the company with a score of 1. The third is the presence of pests and diseases that inhibit the growth of durian fruit with a score of 0.84. Then the fourth is the change in regulatory guidelines regarding the export system with a score of 0.57. Furthermore, the fifth is the fluctuation in the price of raw materials and production with a score of 0.57.

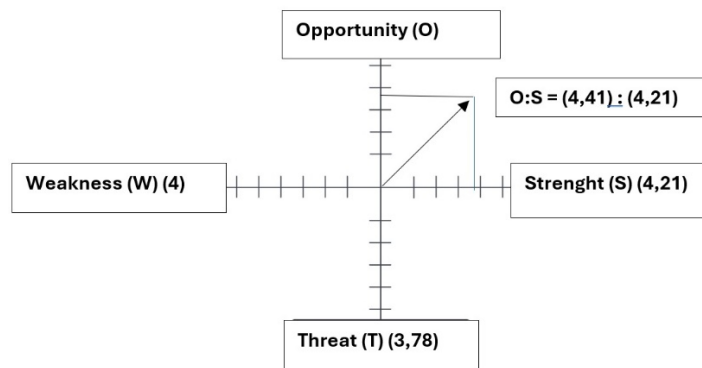


Figure 1. SWOT Analysis Quadrant Diagram PT. Silvia Amerta Jaya

Source: Primary Data

The results of the analysis show that PT. Silvia Amerta Jaya is in quadrant I on the SWOT analysis diagram. The position in quadrant I explains that PT. Silvia Amerta Jaya has significant opportunities and strengths that allow them to take advantage of these opportunities to achieve competitive advantage. This condition supports the implementation of an aggressive growth strategy (*growth oriented strategy*), which is an approach that can help companies optimize their internal potential and take advantage of the opportunities around them. PT. Silvia Amerta Jaya has the opportunity to expand the market share of the durian they produce by taking advantage of existing opportunities through innovation.

Table 5. SWOT Matrix

	Strength (S)	Weaknesses (W)
IFAS	Large financial resource support. Have space. Spacious storage, complete facilities, and advanced technology. Have a wide network with a number of farmers or partners. Have good quality of service. Produce unique products and distinctive flavors.	Limited production quantity. Limited understanding of human resources regarding packaging. Dependence on farmers. Weak supply chain management. Problems with marketing and branding.
EFAS		
Opportunities (O)	SO Strategy	WO Strategy
Achieving consumer satisfaction with the products produced. Quality products at affordable prices. Availability of government support for companies. Good company reputation. Innovation in the variation of processed durian fruit products.	Maximize the quality of production results. Maximizing service to production. Optimizing partner network Developing infrastructure quality techniques Creating unique and quality products.	Maximizing production capacity.. Conduct packaging technology training. Conducting development of stronger partnership programs. Optimizing 292supply chain techniques through government assistance. Development of innovative marketing strategies.
Threat (T)	ST Strategy	WT Strategy
Climate change affecting company production. Competitors that impact the company. The presence of pests that inhibit durian growth. Changes to export system regulatory guidelines. Fluctuations in raw material and production prices.	Developing adaptive infrastructure. Optimizing the production process. Providing technical support for improving agricultural practices. Comply with changing regulations. Optimizing production efficiency.	Implementing 292adaptive techniques to climate change. Improve the quality of production packaging. Using 292agricultural techniques effectively. Updating distribution operational processes. Developing effective marketing strategies.

Source: Primary Data

5. Discussion

The SWOT Matrix analysis conducted on PT. Silvia Amerta Jaya identifies several strategic pathways that leverage the company’s strengths to maximize opportunities, while also addressing its weaknesses and threats. These strategies are aligned with strategic management theories and are supported by prior research in the field.

SO Strategy: Maximizing Strengths to Maximize Opportunities

The SO (Strengths-Opportunities) strategy focuses on how PT. Silvia Amerta Jaya can leverage its internal strengths to capitalize on external opportunities. One key recommendation is to improve production quality to meet growing market demands, which aligns with the concept of competitive advantage through product innovation (Alwi & Handayani, 2018). By enhancing product quality, PT. Silvia Amerta Jaya can differentiate itself from competitors and capture a larger market share. Additionally, optimizing service to production, enhancing partner networks, and developing innovative products will contribute to the company's long-term sustainability and growth. According to Nizam et al. (2020), businesses that integrate product innovation with strategic management can create a robust competitive advantage. PT. Silvia Amerta Jaya could apply this by introducing new product offerings, diversifying the durian-based products, and refining the production process to meet evolving consumer preferences.

Moreover, optimizing infrastructure and quality systems can foster operational efficiency and enhance the company's reputation in the market. As suggested by Zahara et al. (2022), infrastructure development and innovative approaches are critical for businesses seeking to maintain a competitive edge, particularly in industries with high growth potential such as agriculture.

WO Strategy: Addressing Weaknesses through Opportunities

The WO (Weaknesses-Opportunities) strategy involves identifying weaknesses within the company and using external opportunities to address them. PT. Silvia Amerta Jaya could enhance its production capacity by investing in training for advanced packaging technology, thereby improving the quality of its durian products and expanding its market reach. This would align with the findings of Adam et al. (2023), who highlight the importance of innovation in marketing distribution and packaging to enhance customer satisfaction and influence purchasing decisions.

Furthermore, developing stronger partnership programs and optimizing the supply chain with government assistance are key strategies to overcome internal weaknesses. The agricultural sector often faces challenges related to supply chain inefficiencies, but collaboration with external stakeholders, such as government entities, can provide much-needed resources and support (Kurniawan & Yun, 2018). Leveraging government support for innovation and marketing strategies will allow PT. Silvia Amerta Jaya to overcome operational challenges while expanding its reach.

ST Strategy: Using Strengths to Overcome Threats

In the ST (Strengths-Threats) strategy, PT. Silvia Amerta Jaya uses its strengths to mitigate external threats. The company should focus on developing adaptive infrastructure that can withstand environmental changes, such as climate fluctuations,

and optimize production processes to ensure a steady supply of quality durian. The importance of developing adaptive strategies to address external threats, such as climate change, is supported by previous research. According to Wahyuningsih et al. (2022), businesses in agriculture should adopt adaptive techniques to remain resilient in a changing market environment.

Additionally, complying with evolving regulations and optimizing production efficiency will help the company stay competitive in the face of regulatory changes and market pressures. As mentioned by Ferdinand & Wahyuningsih (2018), efficient operational practices and adherence to legal standards are key drivers of business success, particularly in highly regulated industries like agriculture.

WT Strategy: Minimizing Weaknesses and Countering Threats

The WT (Weaknesses-Threats) strategy aims to minimize the company's internal weaknesses to prevent external threats from having a detrimental effect. PT. Silvia Amerta Jaya could address the weaknesses related to production techniques by adopting more effective agricultural practices and updating the distribution process to ensure timely and efficient product delivery. This strategy aligns with the findings of Meldawati et al. (2023), who emphasize the role of leadership and innovation in overcoming challenges, particularly in sectors like agriculture.

Improving the quality of production packaging and adopting adaptive techniques for climate change are also critical components of the WT strategy. Packaging innovations not only enhance product attractiveness but also contribute to longer shelf-life and better distribution, which are essential for expanding into international markets. According to Pitaloka (2019), developing effective packaging solutions is vital for the global competitiveness of horticultural products like durian.

Conclusion and Strategic Implications

In conclusion, the SWOT Matrix analysis for PT. Silvia Amerta Jaya provides a comprehensive strategic framework that integrates internal strengths with external opportunities, addresses weaknesses through external opportunities, and utilizes strengths to mitigate external threats. These strategies, supported by relevant theories and prior research, offer a clear pathway for the company to strengthen its competitive advantage and sustain its growth in the competitive durian market. By focusing on production quality, innovation, and effective partnerships, PT. Silvia Amerta Jaya can continue to thrive despite the challenges it faces.

6. Conclusions

This study aims to analyze the competitive advantage strategy implemented by PT. Silvia Amerta Jaya in marketing durian fruit, and to identify factors that support the company's competitive advantage. Based on calculations using the SWOT approach,

it can be concluded that PT. Silvia Amerta Jaya is in quadrant I, which indicates that the company is in a very favorable situation to implement an aggressive/growth strategy. The results of the calculation of internal (IFAS) and external (EFAS) strategy factors show that the *strength* and *opportunities* (SO) value is 14.46 then the *strength* and *threats* (ST) value is 11.02, then *weaknesses* and *opportunities* (WO) are worth 11.22, and *weaknesses* and *threats* (WT) are worth 7.78. The strategy with the highest value is SO, which involves maximizing production quality, maximizing service to production, optimizing partner networks, then developing infrastructure systems, and creating unique and quality product quality. However, the author feels that there are still shortcomings in this study, so it is recommended to conduct further research to test the competitive advantage strategy that has been analyzed in this study.

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