

MARKETING STRATEGY OF COPRA IN INDRAGIRI HILIR REGENCY RIAU PROVINCE

STRATEGI PEMASARAN KOPRA DI KABUPATEN INDRAGIRI HILIR PROVINSI RIAU

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Abstract: *The problem facing the copra business is fluctuating copra prices in the market, resulting in small profits for entrepreneurs and farmers. Fluctuations in copra prices are an obstacle due to inefficient marketing of copra, this is due to the large number of intermediary traders who act as marketers, and farmers only as price takers. This study was conducted with a qualitative and quantitative descriptive analysis. The overall score of the IFE Matrix for Copra Marketing Strategy is 2.7742 and the EFE Matrix score is 2.5546. Based on the IE matrix, Indragiri Hilir Regency Copra is in moderate inside and outside positions, namely 2.7742 and 2.5546, which means the company is in the 'V' quadrant. Strategies derived from the SWOT analysis include: 1) IT-based market development to provide greater access to market share; 2) service improvement through a customer relationship management (CRM) system that integrates processes, people, and IT; 3) improvement of vehicles and infrastructure services; 4) opening opportunities for collaboration/collaboration with research institutes, government and the private sector in the field of waste management so that they are more productive and have salable value, 5) developing the quality of human resources, production capacity and infrastructure and reducing distribution channels; 6) development of a competitive business strategy, intensification of land functions and cooperation with partners.*

Keywords: *marketing, copra, IE, SWOT*

Abstrak: *Permasalahan yang dihadapi usaha kopra yaitu fluktuasi harga kopra di pasar, sehingga keuntungan yang diperoleh sedikit oleh pelaku usaha maupun petani. Fluktuasi harga kopra menjadi kendala karena belum efisiennya pemasaran kopra, hal ini disebabkan banyaknya pedagang perantara yang berperan sebagai pelaku pemasaran dan petani hanya sebagai penerima harga. Penelitian ini dilakukan dengan analisis deskriptif kualitatif dan kuantitatif. Total skor keseluruhan matrik IFE pada strategi pemasaran kopra sebesar 2,7742, sedangkan matriks EFE sebesar 2,5546. Berdasarkan Matriks I-E, Kopra Kabupaten Indragiri Hilir berada pada posisi internal dan eksternal yang sedang yaitu 2,7742 dan 2,5546 yang artinya perusahaan berada pada kuadran "V". Strategi yang diperoleh melalui analisis SWOT adalah 1) pengembangan pasar yang berbasis IT sehingga pangsa pasar dapat diakses lebih luas; 2) peningkatan pelayanan melalui Customer Relationship Management (CRM) yang memadukan proses, manusia dan IT; 3) peningkatan pelayanan sarana dan prasarana transportasi; 4) membuka peluang kerjasama/kolaborasi dengan Lembaga Riset, pemerintah, dan pihak swasta dalam pemanfaatan limbah, sehingga lebih produktif dan bernilai jual, 5) pengembangan Kualitas SDM, sarana, dan prasarana produksi serta memperpendek saluran pemasaran; 6) mengembangkan strategi bisnis yang kompetitif, intensifikasi fungsi lahan, dan kolaborasi dengan mitra.*

Kata kunci: *pemasaran, kopra, IE, SWOT*

INTRODUCTION

Indonesia is the largest coconut-producing country in the world, as evidenced by the level of development of coconut plants in Indonesia, namely, 98% are plantations with an area of

3396.80 thousand hectares and a production of about 2811.90 thousand tons (Badan Pusat Statistik, 2020). Areas of industrial processing of coconuts into copra are Riau Province, East Java, and North Maluku. Riau

Province is the largest center of coconut production, especially Indragiri Hilir Regency. In 2018, the area of coconut plantations in Indragiri Hilir District reached 302,369.94 ha, and the production of coconuts reached 265,875.73 tons (Badan Pusat Statistik, 2018).

Coconut plants are widely used as stems, fruits, and other parts. Coconut fruit is the part of the coconut palm that is often used for human life, namely for food needs, the leaves are often used to make crafts in some areas, the trunk is often used for building materials, and the pulp of the coconut can be processed and used into various types of processed products beneficial to society. The advantages of this part of the high-production coconut plant can be used as a potential for the development of products from processed coconut. One of the by-products of coconut fruit is copra. Copra is a processed product made from coconut meat that goes through a drying or smoking process. Copra can be used as a raw material for making oils, cosmetics, and food. Copra marketing starts from the beginning to the bottom, namely to producers, collector traders, wholesalers, exporters, and consumers.

The marketing of copra in the Indragiri Hilir Regency is quite extensive both domestically and internationally. Domestic marketing of copra includes oil companies in Jambi, Surabaya, Jakarta, and other countries, while overseas marketing of copra includes India, Sri Lanka, Bangladesh, and others. Copra is used abroad as a cosmetic, food, and oil. Marketing is very important in determining the sustainability of a copra business (Nurdwitami, 2019). The problem facing the copra business is fluctuating copra prices in the market, resulting in small profits for entrepreneurs and farmers. Fluctuations in copra prices are an obstacle due to inefficient marketing of copra, this is due to the large number of intermediary traders who act as marketers, and farmers only as price takers. Therefore, business entities must be able to plan,

organize, implement, and control appropriate marketing strategies. Based on this description, it is necessary to formulate a copra marketing strategy for Indragiri Hilir Regency marketers. The following are the research objectives for the marketing strategy of copra at Indragiri Hilir Regency:

- a. To analyze the internal and external factors of copra marketing in Indragiri Hilir Regency.
- b. Figure out Indragiri Hilir Regency's copra marketing strategy to increase copra sales.

METHOD

This study was carried out in the Indragiri Hilir District, Riau Province. This study was conducted with a qualitative and quantitative descriptive analysis. Qualitative descriptive analysis using the SWOT matrix (Strengths Weaknesses Opportunities Threats) describes Indragiri Hilir Regency's copra marketing strategy and develops alternative strategies combining strengths and weaknesses with opportunities and threats. While Quantitative descriptive analysis uses the EFE matrix (External Factor Evolution), matrix IFE (Internal Factor Evolution), and the matrix IE (Internal External) to provide alternative strategies suitable for marketing copra at Indragiri Hilir Regency.

The sampling technique is carried out purposive sampling. Purposive sampling is a sampling method that exposes data sources with certain considerations. The respondents used were 10 copra farmers, 2 copra traders, and 2 copra agro-industries. The criteria used to determine farmer respondents were those who process coconuts into copra, with a production capacity of more than 100 kg per week. Meanwhile, the criteria for determining a copra agro-industry is a production capacity of more than 100 tons kg per month. The data used is divided into two data sources, namely primary data and secondary data. Data collection was carried out through field observations and a literature review. Field

observations were carried out at several locations in Indragiri Hilir Regency which have potential for copra production. These districts include Kempas District, Kerintang District, Kemuning District, etc.

RESULT AND DISCUSSION

Location General Conditions

According to the Badan Penanaman Modal dan Promosi Daerah Provinsi Riau, the Indragiri Hilir Regency with its capital Tembilahan is called Negeri Seribu Parit because its territory consists of waters, rivers, swamps, and coconut plantations separated by thousands of ditches. Indragiri Hilir Regency has an area of 18,812.97 km² or 1,881,297 hectares and consists of land and water area. The area of the sea is 7,207 km². (38%) and public waters 888.97 km² with a coastline of up to 339.5 km. This area is located in the southern part of Riau Province and is located at 0° 36° North Latitude, 1° 07° South Latitude, 104° 10° East Longitude, and 102° 32° East Longitude. The position of the Indragiri Hilir Regency is close to the centers of economic growth such as Batam and Karimun, as well as to many water areas, so it is easily accessible from several parts of the country and abroad. Indragiri Hilir Regency has the following territory boundaries.

- To the north, it borders Pelalawan Regency, Riau Province
- To the east, it borders the Karimun Regency, a province of the Riau Islands
- To the south, it borders West Tanjung Jabung Regency, Jambi Province
- To the west, it borders the Indragiri Hulu Regency, Riau Province

Part of the territory or 93.31% of the area of Indragiri Hilir Regency is a lowland area, namely areas of river sediments, areas of swamps with peat soil, areas of brackish forest (mangroves), and consists of large and small islands with an area of about 1,082,953.06 ha with an average height of about 0-3 meters above sea level. A small part of 6.69% is in hilly areas with

an average height of 6-35 meters above sea level, which is in the southern part of the Rete River, Kerintang District bordering Jambi Province.

The most dominant economic sector in the Indragiri Hilir Regency is the agricultural sector, where many locals seek income from the agricultural sector. The agricultural sector consists of several sub-sectors such as food crops, plantations, livestock, and fisheries. The food crop sub-sector includes lowland rice, upland rice, corn, bananas, oranges, and others. The plantation sub-sector includes areca nut, deep coco, hybrid coco, oil palm, nipa, and sago palms. The livestock sub-sector includes ducks and cattle, while the fisheries sub-sector is dominated by freshwater aquaculture (ponds, cages, etc.). The Indragiri Hilir Regency has the potential to support the local economy through the use of the agricultural sector. One of them is the coconut product, which is processed into copra and sold domestically and internationally.

Copra Marketing Mix Product

Copra is a product of coconut meat (*Cocos nucifera* L) that has been dried. Copra can be used as a raw material for the production of coconut oil and is processed in two ways: smoking and drying. Copra is sold in several varieties: edible, regular, and random. Copra grade edible is the best type of copra or top quality, this copra is made from hybrid coconut, thick flesh, smooth coconut skin, small and uniform size, white color, and no holes. Copra grade regular has the characteristics of brownish white copra, the size of the copra is larger than that of edible copra and still has a few holes. Meanwhile, copra grade random has a brown to black color, uneven size, holes or cracks, and smells of smoke when using the smoking process. Copra is packaged in burlap bags of 50 kg. The type of bag used depends on the request and the type of copra.

Price

Price is the value of money that consumers must pay sellers for the goods or services they purchase. The selling price of the product must be set for maximum profit. Pricing is a rather difficult decision for copra companies as it must take into account all aspects of costs, including production, transport, and other costs (Akbar and Ridwan, 2019). The price of copra in Indragiri Hilir Regency depends on the type of copra sold. Copra with grade edible IDR 11,400, regular copra IDR 11,500, and random copra IDR 9,500.

Place

Place is the place where copra is sold from producers to consumers, located in the Kempas area, Indragiri Hilir Regency. This place is quite strategic because it is located on the Rengat-Tembilahan highway and this place is close to raw materials. Copra, originating from the Indragiri Hilir Regency, is sold domestically and internationally. Domestic marketing includes Surabaya, Semarang, Jambi, and Jakarta and overseas marketing includes Bangladesh, Sri Lanka, India, and Pakistan. According to Lawalata and Imimpia (2020), companies should be able to determine the distribution channels that will be used to deliver products to consumers. If the distribution channel is right, it can speed up the flow of products from producers to consumers. The smoothness of this distribution channel will affect the price of Copra because the more marketers there are, the higher the price of Copra. The more marketers are involved in copra marketing, the more distribution costs will be incurred. Based on observation results the copra distribution channel used is indirect, as copra is distributed through several vendors. Below is the copra marketing channel.

- Channel 1 (Producers- collector trader 1- collector trader 2 -exporter-retailer-end consumer)
- Channel 2 (Producers-collector trader 1- collector trader 2 -wholesalers-exporters-retailers-users)

Copra traders consist of collecting traders and wholesalers. The number of collecting traders is around ± 10 people and large traders are around ± 4 people. The locations of these traders are between villages and sub-districts. Collector Trader 1 is village-level collecting trader, and collector trader 2 is a sub-district-level collecting trader.

Promotion

The promotion is part of a marketing mix aimed at increasing the sales of copra through direct and indirect impact on consumers. The promotion of copra by copra entrepreneurs is very simple word of mouth or word of mouth. This advertising is done by providing information about Copra products to several companies that need Copra, then offering them to interested parties and reviewing the products before they are distributed. In addition, entrepreneurs can connect via mobile phones to sell copra to wholesalers and exporters. This promotion technique is the same as Sari *et al.* (2018) visit the wholesalers and collectors themselves.

The business needs to know the status of the product in question so that farmers, traders, and consumers can know the price and market situation (Sari *et al.*, 2018). Market information channels are very important in the Indragiri Hilir Regency. This occurs due to a lack of information regarding the selling price of copra, the comparison of the selling price of copra and the selling price of coconut is not balanced because 1 kg of copra requires 5 coconuts. The difference in selling prices for coconut and copra is influenced by the quality of the coconut and copra produced.

SWOT analysis

Analysis Internal Factors Evaluation (IFE) and External Factor Evaluation (EFE)

Identifying the internal factors and external factors of the company is very important to get an idea of the company. Internal factors consist of six strengths and five weaknesses, while

external factors consist of five opportunities and five threats. Internal factors and external factors. The following internal factors and external factors were identified.

a. Strength

1. The produced copra is of good quality. The copra produced is white copra with water content in accordance with copra sales standards.
2. Abundance of raw materials. Indragiri Hilir Regency is the largest coconut-producing area in Riau Province, so there is quite a lot of raw material for copra production in this area.
3. Availability of sufficient labor force. This is based on the 2020 Indragiri Hilir Regency population of 652,342. Locals are used to processing coconuts into copra in a simple way. In addition, the availability of labor force in the marketing of copra at home and abroad.
4. Appropriate business facilities and infrastructure. The copra business at Indragiri Hilir Regency has been completed in terms of production capacity in the form of copra production equipment and infrastructure in the form of warehouses, production sites, toilets, prayer rooms, and more.
5. There is a system evaluation in the processing of copra. Copra is divided into 3 types: edible copra, regular copra, and random copra. Every grade copra criterion influences the selling price of copra.
6. Proximity to raw materials. So that the supply of raw materials remains uninterrupted and can reduce the cost of distribution of raw materials.

b. Weakness

1. The transport infrastructure is imperfect. This is because there are still many roads in the Indragiri Hilir Regency that are in

poor condition, slowing down the distribution process. In addition, many coconut plantations are located in wetlands, making it difficult to distribute raw materials.

2. Organizational management is less organized. This is evidenced by the lack of a clear organizational structure for copra production in Indragiri Hilir.
3. Waste is not optimally used. Copra waste is usually disposed of only at the waste collection site, and only a small amount is processed into products such as coconut shell charcoal. The industry has always set itself the goal of creating an environmentally friendly industry in such a way that there is zero waste.
4. Processing is still easy. The copra drying process still uses a regular 8m x 13m tarpaulin. The process of splitting coconuts still uses traditional tools.
5. Promotion below the maximum. Promotions are held only by business entities mouth to mouth by providing information on the produced Copra products.

c. Opportunity

1. Export demand is quite high. Copra products have a fairly good potential for foreign markets.
2. Increasing people's income. The existence of a copra processing industry can help the economy of the local community due to the availability of jobs, coconuts can be processed into products that have a higher resale value.
3. Increasing the profits of business participants. Businessmen will benefit from the processing and sale of copra products.
4. There are domestic and foreign markets. Copra has markets both at home and abroad because copra can be further processed into products such as

- coconut oil, cosmetics, and others.
- The government is assisting in the development and marketing of coconut derivative products. The government organizes activities that can support the development of coconut processing enterprises.

- Changes in the weather. Changes in the weather greatly affect copra processing because Indragiri Hilir Regency still uses sunlight to dry copra.
- Land use change. Many people in the Indragiri Hilir Regency have begun converting coconut soil into oil palm to reduce the availability of raw materials.

d. Threats

- The existence of competitors in copra production. In the Indragiri Hilir Regency, coconuts are usually processed into copra, so there are many copra processing plants in the region.
- The development of copra processing technology is growing rapidly. Copra businessmen are still using simple copra processing techniques and have not kept pace with modern technological developments.
- Fluctuating prices. The price of copra fluctuates frequently, which can threaten the health of the copra business.

Weighing Internal Factors Evaluation (IFE) and External Factor Evaluation (EFE)

The next step is to fill in the IFE and EFE matrix questionnaires. Assessment of internal and external factors through analysis of internal factors evaluation (IFE) and external factors evaluation (EFE) to get a score for each factor. This score is used to determine the impact of internal and external factors on Indragiri Hilir Regency's copra marketing strategy. Here is the matrix calculation internal factors evaluation (IFE) can be seen in Table 1.

Table 1. Calculation results of the IFE matrix

No	Strenght	Weight	Rating	Score
1	The copra produced is of good quality	0.1129	4	0.4516
2	Abundant raw materials	0.1048	4	0.4194
3	Availability of sufficient labor force	0.0806	3	0.2688
4	Appropriate business facilities and infrastructure	0.0968	3	0.3226
5	There is a system evaluation in the processing of copra.	0.0968	3	0.3226
6	Proximity to raw materials	0.1048	4	0.3844
Weakness		Weight	Rating	Score
1	The transport infrastructure is imperfect	0.0725	2	0.1210
2	Organizational management is less organized	0.0645	2	0.1290
3	Waste is not optimally used	0.0725	1	0.0968
4	Processing is still easy	0.0967	1	0.1290
5	Promotion below the maximum	0.0967	1	0.1290
Total		1.0000		2.7742

Note: the bolded scores are selected factors from each internal factor

Based on Table 1, it can be seen that the highest strength factor is the

good quality copra produced with an index of 0.4516. This is evidenced by the

copra sold by entrepreneurs in the Indragiri Hilir Regency, which is sold domestically and internationally to the standards desired by consumers. Copra in Indragiri Hilir Regency has 3 evaluations that is edible, regular, and random. The main, disadvantage is that the waste was not used optimally with a score of 0.0968. Wastes from copra processing are still not recycled, such as coconut water, coconut fiber, and others. The total score of the entire IFE matrix is 2.7742, so the copra business in Indragiri Hilir Regency can still survive by using its strengths to overcome its weaknesses. According to David (2011),

the overall score of internal factors is above 2.5, the company is still in good condition, while the overall score of internal factors is below 2.5, the company has not been able to use its strengths to overcome weaknesses or the company is all is still in a weak state. According to Widodo (2016) if the overall score of the IFE matrix fluctuates between 2-3, then the company's position is still average, as the company continues to respond to its strengths and weaknesses. The following EFE matrix calculation can be seen in Table 2.

Table 2. Calculation results of the EFE matrix

No	Oppurtunity	Weight	Rating	Score
1	Export demand is quite high	0.1034	4	0.4138
2	Increasing people's income	0.0862	3	0.2586
3	Increasing the profits of business participants	0.1034	4	0.4138
4	There are domestic and foreign markets.	0.1034	4	0.4138
5	The government is assisting in the development and marketing of coconut derivative products.	0.0776	3	0.2586
Threats		Weight	Rating	Score
1	There is an industry that competes with copra	0.1034	1	0.1379
2	The development of copra processing technology is growing rapidly	0.1293	1	0.1724
3	Fluctuating prices	0.1121	1	0.1494
4	Changes in the weather	0.1034	2	0.2069
5	Land use change	0.0776	2	0.1293
Total		1.0000		2.5546

Note: the bolded scores are selected factors from each external factor

Table 2 shows that external factors that influence the marketing strategy of the main opportunities that can be used to market copra are export demand, which is quite high, increasing profits for businesses that process coconuts into copra, and marketing copra in the country. and abroad with a score of 0.4138 for each opportunity factor. These three opportunities can be used by entrepreneurs to sell copra according to consumer demand. The threat factor is land conversion with an estimate of 0.1293. The total EFE matrix score is 2.5546, which means that copra

businesses can still survive by taking advantage of the opportunities to combat the threats that exist in copra marketing at Indragiri Hilir Regency. According to Latifa and Rochdiani (2019), if the score is above 2.5, it can be concluded that the company is in a strong position to resist the dynamics of the external environment.

Matrix IE (Internal External)

The IE matrix is used as a comparison stage by entering the results of the calculations of the IFE and EFE matrices into a matrix consisting of 9

cells. The IE matrix has three main implications that affect strategy in different ways, namely: grow and build are in cells I, II, and IV. Appropriate strategies are intensive strategies such as market penetration, market development or product development, and integrated strategies such as backward integration, forward integration, and horizontal integration. Hold and maintain is done for cells III, V, and VII. Common strategies are market

penetration strategies and product development strategies, and the last harvest or divest is used for cells VI, VIII, and IX. Common strategies used include sell-off strategies, conglomerate diversification strategies, and liquidation strategies (Latifa and Rochdiani, 2019).

Based on the results of calculating the EFE matrix 2.7742 and the EFE matrix 2.5546, the results of the IE matrix are obtained as follows.

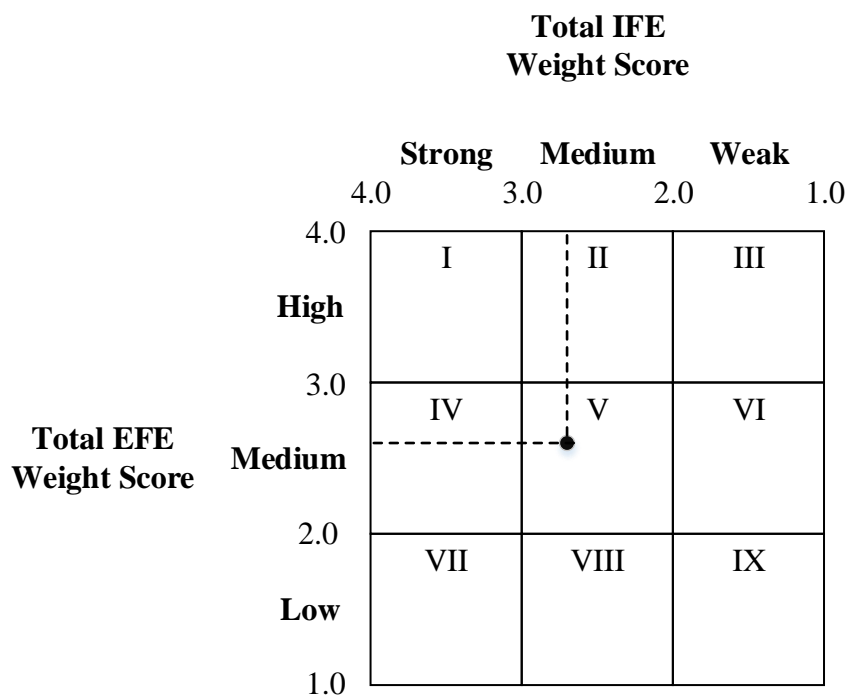


Figure 1. Analysis of the IE Matrix for Copra Marketing Strategy

Figure 1 shows that the copra marketing strategy by IE analysis is in cell V. hold and maintain This strategy is carried out with a market penetration and product development strategy. According to Harini & Yulianeu (2018), market penetration is used as an attempt to gain a larger market share compared to competitors. This strategy consists of entering new market segments and expanding markets in order to attract new customers. Meanwhile, according to Saribu & Maranatha (2020), product development can impact sales and reduce consumer complaints. The copra business in Indragiri Hilir Regency must strive to maintain and maintain its strengths in

order to capitalize on existing opportunities and be able to overcome weaknesses and face threats. The right marketing strategy can help copra enterprises compete with competitors, the effectiveness of the implementation of marketing strategies will play a role and influence the direction and creation of product value (Ali, 2011).

SWOT Matrix

According to Setyorini *et al.* (2016), SWOT analysis is a strategic planning technique used to evaluate factors that become strengths, weakness, opportunity, and threats that may arise in achieving the goal of the activity. The SWOT matrix is used to

define copra marketing strategies and to create alternative strategies for the company.

1. Strategy S-O

Development of the IT-based market so that greater access to market share can be gained. The potential for farmers to continue to expand and strengthen their share of the copra market inside and outside the region is still very open given the growing demand for copra, especially from time to time by the Indragiri Hilir Regency. Therefore, it is necessary to optimize the marketing network for market development through the use of IT so that it can support the simplicity of marketing, one of which is the use of e-commerce. The research of Dharmasetiawan et al. (2022), states that c-commerce in the form of WhatsApp and Telegram can help in market development.

2. Strategy W-O

- a. Improve service with a customer relationship management (CRM) system that connects processes, people, and IT.

The requirements of the era of globalization and growing competition in business require farmers and business entities to implement a joint and integrated marketing system to increase profits and good customer relationships. Dharmasetiawan et al. (2022) show that the features in WhatsApp can help with sales, replying to messages, catalogs, etc.

- b. Improvement of vehicles and infrastructure services.

Vehicles and infrastructure are important in facilitating the marketing of copra because easy and smooth transportation will open up wider, simpler, and more convenient marketing opportunities. Good facilities and infrastructure can support the marketing of agricultural products, strengthening

domestic markets and market efficiency in these locations (Torry, 2021).

- c. Open opportunities for cooperation/collaboration with research institutes, government, and the private sector in the field of waste management to be more productive and worth selling.

This should indeed be a challenge and a strategy to be implemented, keeping in mind that waste is not recycled at all, even if it can be further processed to bring commercial value. Because of this, it is necessary to open cooperation with partners from both the government and the private sector in the disposal of waste so that it can become an additional income for copra farmers. According to Supraptiningsih and Hattarina (2018), MSMEs can utilize coconut fiber waste in other products such as cocopeat.

3. Strategy S-T

Development of the quality of human resources, production capacities, and infrastructure and reduction of distribution channels. Technological sophistication will be meaningless without matching the quality of human resources. Therefore, a strategy for developing human resources through training of farmers is needed, production facilities and infrastructure also need to be upgraded and their capacity increased to support improved production quality. The copra marketing channel model in Indragiri Hilir Regency is currently very long, so the value of the farmer's share received by farmers will be less because it is necessary to shorten the marketing channel for copra, from farmers to exporter pickers (if the product is to be exported) - end consumers.

4. Strategy WT

Development of competitive business strategies, intensification of

land functions, and cooperation with partners. Each business, of course, must generate the highest possible profit so that each business member competes to win the market. This needs to be answered with a dynamic competitive strategy framework with a multi-faceted understanding of the competitive situation and the complex challenges facing farmers/entrepreneurs. One way a business can do is to optimize the strengths that the

business owns. These include maintaining and improving the quality of copra produced, strengthening the collaborative marketing system, improving the quality of human resources, developing research into alternative uses for coconuts, and strengthening the existing marketing network. In many land conversion cases, farmers can strengthen the coconut intensification system by optimizing existing farmland.

<p>Internal Factors</p>	<p>Strength (S) S1. The produced copra is of good quality S2. Abundance of raw materials S3. Availability of sufficient labor force S4. Appropriate business facilities and infrastructure S5. There is a system evaluation in the processing of copra S6. Proximity to raw materials.</p>	<p>Weakness (W) W1. The transport infrastructure is imperfect W2. Organizational management is less organized W3. Waste is not optimally used W4. Processing is still easy W5. Promotion below the maximum</p>
<p>Eksternal Factors Opportunity (O) O1. Export demand is quite high. O2. Increasing people's income O3. Increasing the profits of business participants O4. There are domestic and foreign markets O5. The government is assisting in the development and marketing of coconut derivative products.</p>	<p>Strategy SO Development of the IT-based market so that greater access to market share can be gained.</p>	<p>Strategy WO 1. Improve service with a customer relationship management (CRM) system that connects processes, people and IT. 2. Improvement of vehicles and infrastructure services. 3. Open opportunities for cooperation/collaboration with research institutes, government and the private sector in the field of waste management to be more productive and worth selling</p>
<p>Threats (T) T1. There is an industry that competes with copra T2. The development of copra processing technology is growing rapidly T3. Fluctuating prices. T4. Changes in the weather T5. Land use change.</p>	<p>Strategy ST Development of the quality of human resources, production capacities and infrastructure and reduction of distribution channels.</p>	<p>Strategy WT Development of competitive business strategies, intensification of land functions and cooperation with partners.</p>

Figure 2. SWOT Matrix

CONCLUSION

- a. The overall score of the IFE Matrix for Copra Marketing Strategy is 2.7742 and the EFE Matrix score is 2.5546. Based on the IE matrix, Indragiri Hilir Regency Copra is in moderate inside and outside positions, namely 2.7742 and 2.5546, which means the company is in the 'V' quadrant, so the strategies and positions corresponding to these quadrants are guard and maintain (*keep and support*) by significantly improving and developing and entering the market with a strategy that is neither too defensive nor too offensive because it is in the middle category.
- b. Strategies derived from the SWOT analysis include: 1) IT-based market development to provide greater access to market share; 2) service improvement through a customer relationship management

(CRM) system that integrates processes, people, and IT; 3) improvement of vehicles and infrastructure services; 4) opening opportunities for collaboration/collaboration with research institutes, government, and the private sector in the field of waste management, so that they are more productive and have salable value, 5) developing the quality of human resources, production capacity and infrastructure, and reducing distribution channels; 6) development of a competitive business strategy, intensification of land functions, and cooperation with partners

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