

A. Jurnal Yang Sudah Fixed Dan Siap Terbit

Business Development Strategy for Istana Kelapa Bojonegoro Distributor

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Abstrak

Penelitian ini memiliki tujuan untuk menganalisis strategi pemasaran pada Distributor Istana Kelapa Bojonegoro dengan menggunakan pendekatan analisis SWOT, Matriks *Internal Factor Evaluation* (IFE), Matriks *External Factor Evaluation* (EFE), dan Matriks Internal-Eksternal (IE). Metode penelitian yang digunakan adalah metode campuran (*mix method*) dengan pengambilan data melalui observasi, wawancara, dan kuesioner kepada 13 responden, terdiri dari 4 responden internal dan 9 responden eksternal. Penentuan 13 responden tersebut di putuskan dengan expert sampling, jadi 13 orang tersebut merupakan orang yang benar-benar memahami kondisi distributor istana kelapa Bojonegoro. Hasil penelitian menunjukkan nilai skor IFE sebesar 3,031 dan skor EFE sebesar 3,072, yang menempatkan Distributor Istana Kelapa Bojonegoro pada posisi *grow and build* dalam matriks IE. Hal ini berarti perusahaan memiliki kekuatan internal dan eksternal yang baik untuk dikembangkan. Berdasarkan hasil analisis SWOT, dirumuskan empat strategi utama yaitu: (1) Menciptakan dan menerapkan teknologi sortir kelapa sederhana, (2) melakukan promosi dan sistem pemesanan awal (*pre-order*) bagi pelanggan baru, (3) menjalin kerja sama kontrak dengan petani, (4) memberikan pelatihan sortir kepada tenaga kerja. Penerapan strategi tersebut diharapkan dapat meningkatkan efektivitas distribusi, memperluas pasar, serta memperkuat daya saing Distributor Istana Kelapa Bojonegoro di sektor pemasaran kelapa. Hasil observasi menunjukkan bahwa Distributor Istana Kelapa Bojonegoro memiliki keunggulan pada lokasi yang strategis, stabilitas pasokan, serta fasilitas pengiriman dan retur, namun masih menghadapi keterbatasan jumlah pelanggan, harga yang relatif lebih tinggi, dan keterbatasan penyimpanan. Di sisi lain, tingginya kebutuhan kelapa dan pertumbuhan UMKM membuka peluang pasar yang besar, meskipun disertai ancaman persaingan dan ketidakkonsistenan kualitas dari petani. Kondisi ini mencerminkan perlunya strategi pertumbuhan yang disertai penguatan kualitas dan efisiensi operasional, sejalan dengan posisi *grow and build*.

Kata Kunci: *Manajemen pemasaran; Manajemen Agribisnis; Manajemen; Ekonomi.*

Abstract

This study aims to analyze the marketing strategies of Istana Kelapa Bojonegoro Distributor using SWOT analysis, Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, and Internal-External (IE) Matrix. The research method used is a mixed method with data collection through observation, interviews, and questionnaires to 13 respondents, consisting of 4 internal respondents and 9 external respondents. The selection of the 13 respondents was decided by expert sampling, so these 13 people are those who truly understand the conditions of the Bojonegoro coconut palace distributor. The results of the study show an IFE score of 3.031 and an EFE score of 3.072, which places Istana Kelapa Bojonegoro Distributor in the *grow and build* position in the IE matrix. This means that the company has good internal and external strengths to be developed. Based on the SWOT analysis results, four main strategies were formulated, namely: (1) creating and implementing simple coconut sorting technology, (2) conducting promotions and a pre-order system for new customers, (3) establishing contractual cooperation with farmers, (4) providing sorting training to workers. The implementation of these strategies is expected to increase distribution effectiveness, expand the market, and strengthen the competitiveness of Distributor Istana Kelapa Bojonegoro in the coconut marketing sector. Observations show that Distributor Istana Kelapa Bojonegoro has advantages in terms of its strategic location, supply stability, and delivery and return facilities, but still faces limitations in terms of customer numbers, relatively

higher prices, and storage limitations. On the other hand, the high demand for coconuts and the growth of MSMEs open up huge market opportunities, despite the threat of competition and inconsistent quality from farmers. These conditions reflect the need for a growth strategy accompanied by strengthening quality and operational efficiency, in line with the grow and build position.

Keywords: *Marketing management; Agribusiness management; Management; Economy.*

INTRODUCTION

Indonesia, known as the “land of waving coconut trees,” has abundant natural resources, one of which is the coconut tree, which can grow well in almost all parts of the country. This plant is cultivated on approximately 3.3 million hectares of land (Hidranto, 2024). Coconut is known as a versatile plant and is often referred to as the tree of life, because every part of this plant can be optimized to meet various human needs (DN et al., 2024). The coconut plant (*Cocos nucifera*) is often referred to as the tree of life. This nickname was given because all parts of the coconut plant have high value. From the roots, trunk, flowers, to the fruit, all can be utilized by humans. Various parts are used for food, beverages, and non-food purposes (Bahrun et al., 2024).

Marketing is a series of activities aimed at recognizing and understanding human needs. Simply put, marketing can be defined as “meeting needs profitably,” which is how companies are able to provide services that meet consumer needs while also generating profits for both parties (Lesmana et al., 2022). According to (Amanda et al., 2020), the concept of marketing is a framework or approach used to understand and analyze market conditions, including the products and services to be offered. This concept is important as a foundation for companies or organizations in identifying consumer needs and desires in the market. The marketing concepts that business people should know include: the production concept, product concept, sales concept, marketing concept, and general marketing concept.

In general, distribution channels refer to the process of distributing products to interested parties, such as consumers. These channels, also known as distribution channels, serve to distribute products in the form of goods. Distribution itself is an important part of economic activity, especially in the field of marketing, because through effective distribution channels, products can reach consumers on time, in the right quantities, and in good condition. (Elliyana et al., 2022).

Istana Kelapa Bojonegoro Distributor is a business engaged in coconut distribution that faces challenges in developing effective marketing strategies to improve competitiveness and distribution efficiency. Although it has been operating since 2016 and has a distribution network through retailers, its marketing efforts have not been fully optimized in reaching a wider market segment. The lack of a structured strategy and minimal use of marketing technology are among the obstacles to business scale development. Therefore, it is necessary to identify strategies that can be used as a reference for more focused business decision making. Istana Kelapa Distributor is quite well known among market retailers, mainly due to its consistent availability of coconut stock and adequate delivery services. However, the market reach of this coconut distributor is still limited to the Bojonegoro and Tuban regencies. Information regarding the sales volume of coconuts by Istana Kelapa Distributor is presented in the table below:

Table 1. Coconut Sales Data for Istana Kelapa Bojonegoro Distributor January–December 2024.

No	Month	Sales Volume (per Coconut)
1	Januari	83.788
2	Februari	92.327
3	Maret	79.983
4	April	121.979
5	Mei	69.468
6	Juni	126.360
7	Juli	84.296
8	Agustus	54.807
9	September	55.178
10	Oktober	49.064
11	November	67.999
12	Desember	81.089
Amount		966.338

Source: Coconut Sales Data at Istana Kelapa Bojonegoro Distributor (2024)

Table 1 shows coconut sales data at the Istana Kelapa Bojonegoro Distributor during January–December 2024, which experienced fluctuations. Fluctuations in demand are caused by various factors, both internal and external. According to (Marhumi, 2018), internal factors include conditions within the organization that affect management, employees, and work culture, while external factors originate from outside the organization and are beyond the control of managers, but still influence company decision-making.

Previous studies on coconuts have discussed various aspects such as ethnobotany (Fauzana et al., 2021), economic value (Salsabila et al., 2022), cultivation (Handayani et al., 2023), and farming development strategies (Ningsih, 2024) However, no research has specifically highlighted the marketing aspect at the distributor level, particularly in Bojonegoro Regency. Therefore, this study aims to analyze internal and external factors, compile IFE and EFE matrices, determine strategic positioning through the IE matrix, and formulate marketing strategies using SWOT analysis at Distributor Istana Kelapa Bojonegoro.

This study is expected to provide theoretical and practical benefits. Theoretically, the study can contribute to the study of agribusiness marketing strategies through the application of SWOT, IFE, and EFE analyses to coconut distribution. Practically, the results can be used as a reference for Distributor Istana Kelapa Bojonegoro in developing marketing strategies to increase competitiveness and expand the market.

METHODOLOGI

This research was conducted at Istana Kelapa Distributor located in Bojonegoro Regency, East Java Province. The research was conducted from July to August. The research location was selected purposively, deliberately based on the consideration that there was a distributor in the area that specialized in coconut sales, namely Istana Kelapa Distributor. Respondents in this study were selected using the expert sampling method. This technique

was carried out through interviews, questionnaire distribution, and field observations involving respondents who had competence and experience in their fields.

The sample size in this study included 4 internal respondents and 9 external respondents. Internal respondents were selected to represent each division at Distributor Istana Kelapa Bojonegoro, namely 1 business leader, 1 administrative staff member, 1 delivery driver, and 1 sorting staff member. Meanwhile, there were 9 external respondents who were selected based on the distribution coverage to 9 markets in Bojonegoro. Each market had 2 to 3 customers, so one person was selected as a representative from each market.

The method applied in this study is a mixed method research method. According to Menurut (Patonah et al., 2023), a mixed method research method is an approach that combines quantitative data (in the form of numbers) and qualitative data (in the form of narratives or explanations) in a single study. The simultaneous use of these two methods allows researchers to gain a deeper and more comprehensive understanding of the issues being studied. The results of the study are also more complete than if only one type of data were used.

In this study, qualitative research methods were used to determine the marketing strategies used in coconut marketing at Distributor Istana Kelapa. The analysis applied in this study was SWOT analysis. According to (Zainuri & Budi Setiadi, 2023), SWOT analysis is a method used to assess the strengths, weaknesses, opportunities, and threats related to an organization, project, plan, individual, or specific business activity.

According to (Morreira et al., 2024) SWOT analysis consists of four main components. Strengths are internal advantages possessed by an organization or business. Weaknesses are internal shortcomings that can hinder the achievement of objectives. Opportunities reflect external conditions that can be exploited to support growth, such as market trends or government policies. Meanwhile, threats are external factors that have the potential to disrupt or hinder business continuity and development.

In quantitative research, the analyses used to answer this problem are IFE, EFE, and IE analyses. According to (Hidayatullah et al., 2020), the IFE matrix is used to assess the internal strengths and weaknesses of a company, while the EFE matrix measures the company's response to external factors. These two results are then combined in the IE matrix to determine the overall strategic position of the company.

After conducting SWOT, IFE, EFE, and IE analyses, strategic planning can be carried out, covering three stages, namely data collection to obtain important information, analysis to evaluate internal and external conditions, and decision making in determining the best strategy. In this case, a SWOT analysis matrix is used.

According to (Siagian, 2024), there are four types of strategies in the SWOT matrix. The S-O (Strengths–Opportunities) strategy is an aggressive strategy that optimizes the company's internal strengths to seize external opportunities. The S-T (Strengths–Threats) strategy focuses on using the company's strengths to face or reduce the impact of external threats. Furthermore, the W-O (Weakness–Opportunities) strategy is an improvement strategy with the aim of reducing internal weaknesses so that the company can take advantage of available opportunities. Meanwhile, the W-T (Weakness–Threats) strategy is defensive in nature, namely by minimizing weaknesses and avoiding external threats that can hinder the company's development.

The data in this study was obtained from primary and secondary sources. Primary data was collected directly from respondents through questionnaires, observations, and interviews. Meanwhile, secondary data was obtained from indirect sources such as literature studies,

previous research results, and relevant company documents. Both types of data were used to support the analysis and enrich the understanding of the topic being studied.

RESULTS AND DISCUSSION

Internal Factors and External Factors

An analysis of internal and external factors at Distributor Istana Kelapa was conducted using the SWOT method. This process began with initial interviews with company representatives, followed by the distribution of questionnaires to gather more in-depth information. From these results, various factors were identified, including the company's strengths, weaknesses, opportunities, and threats. Details of these factors are presented in the following table:

Table 2. SWOT Analysis

Strength	Weakness
<ol style="list-style-type: none"> 1. Located in the city center, close to the market. 2. Purchases come with product delivery facilities. 3. On average, 20 shipments of coconuts from Bali and Banyuwangi arrive each month. 4. Returns are accepted if there is damage during delivery. 5. The supply of goods is stable and quality is maintained. 	<ol style="list-style-type: none"> 1. The number of customers per market is still small. 2. The price of coconuts is Rp. 500-Rp. 1,000 more expensive than other distributors. 3. The minimum shipment is 200-1,500 coconuts, depending on the shipping distance. 4. We cannot hold too much stock because coconuts are easily damaged or rot. 5. We do not have special tools for sorting, so the quality of the coconuts is not optimally filtered.
Opportunity	Threat
<ol style="list-style-type: none"> 1. Coconuts are always needed for cooking ingredients. 2. Potential for diversification of coconut derivative products. 3. Easy distribution into traditional markets. 4. Growth of the culinary sector and coconut-based MSMEs. 5. Demand for coconuts increases during festive seasons or traditional events. 	<ol style="list-style-type: none"> 1. Farmers export coconuts. 2. Competition with new distributors. 3. The quality of coconuts from farmers is inconsistent. 4. Price competition with factories. 5. Changing consumption trends towards packaged/instant coconut milk products.

Source: Primary data processed, (2025)

In the stage of identifying internal and external factors at Distributor Istana Kelapa Bojonegoro, five strengths, five weaknesses, five opportunities, and five threats were identified as the basis for assessing the company's condition. These factors were then evaluated using the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices, with weights and values assigned to each factor to determine their level of influence. The results of this analysis became the main reference for the company in formulating relevant strategies to maximize strengths, reduce weaknesses, take advantage of opportunities, and address threats in future business development.

Internal Factor Evaluation (IFE) Calculation

The calculation of the weight value for internal factors at Distributor Istana Kelapa Bojonegoro was carried out using the Internal Factor Evaluation (IFE) matrix. This analysis aimed to identify and measure the extent to which the company's internal strengths and weaknesses influenced its operational and marketing activities. In the data collection stage, the researcher distributed internal factor questionnaires to respondents who understood the company's conditions, using a rating scale of 1-4, ranging from "strongly disagree" to "strongly agree." The questionnaire data was then processed to determine the weight and score of each internal factor considered influential. These values were then used to compile a table of IFE matrix calculation results showing the company's main strengths and weaknesses, as can be seen in the table below:

Table 3. Internal Factor Evaluation (IFE) Calculation

No	Internal Strategy Factors	Weight	Rating	Score
Strenght				
1	Located in the city center, close to the market.	0,105	3,154	0,330
2	Purchases come with product delivery facilities.	0,105	3,154	0,330
3	On average, 20 shipments of coconuts from Bali and Banyuwangi arrive each month.	0,099	3,000	0,298
4	Returns are accepted if there is damage during delivery.	0,102	3,077	0,314
5	The supply of goods is stable and quality is maintained.	0,112	3,385	0,380
				1,652
Weakness				
6	The number of customers per market is still small.	0,087	2,615	0,227
7	The price of coconuts is Rp. 500-Rp. 1,000 more expensive than other distributors.	0,092	2,769	0,254
8	The minimum shipment is 200-1,500 coconuts, depending on the shipping distance.	0,102	3,077	0,314
9	We cannot hold too much stock because coconuts are easily damaged or rot.	0,105	3,154	0,330
10	We do not have special tools for sorting, so the quality of the coconuts is not optimally filtered.	0,092	2,769	0,254
				1,379
Amount		1,000		3,031

Source: Primary data processed, (2025)

The formula for calculating the IFE score is: $\text{Score} = \text{Weight} \times \text{Rating}$. The score is calculated for each strength and weakness factor, then added together to obtain the Total IFE Score (Karta *et al.*, 2023). In this study, the rating was obtained from the average questionnaire assessment results of the respondents, namely the total number of respondent scores for each factor divided by the number of samples. Meanwhile, the weight is determined by dividing the total rating for each factor by the total number of internal factors. The weight and rating

values are then entered into the IFE formula to produce the final internal factor score, which in this study is recorded in Table 3 as $1.652+1.372= 3.031$.

External Factor Evaluation (EFE) Calculation

The calculation of the weight value for external factors of Distributor Istana Kelapa Bojonegoro was carried out using the External Factor Evaluation (EFE) matrix. The purpose of this analysis was to assess the company's ability to take advantage of existing opportunities and prevent threats from the external environment, such as market conditions, competition, and social and economic factors. The researchers collected data by distributing external factor questionnaires with a rating scale of 1–4, which reflected the respondents' level of agreement with each factor affecting the company. The questionnaire results were then processed into weight values and scores to assess the level of influence of each external factor. The final values of these calculations are presented in the form of an EFE matrix table that describes the company's position in facing external environmental conditions, as can be seen in the table below:

Table 4 External Factor Evaluation Calculation

No	External Strategy Factors	Weight	Rating	Score
Opportunities				
1	Coconuts are always needed for cooking ingredients.	0,126	3,769	0,475
2	Potential for diversification of coconut derivative products.	0,100	3,000	0,301
3	Easy distribution into traditional markets.	0,111	3,308	0,366
4	Growth of the culinary sector and coconut-based MSMEs.	0,100	3,000	0,301
5	Demand for coconuts increases during festive seasons or traditional events.	0,129	3,846	0,494
				1,936
Threats				
6	Farmers export coconuts.	0,080	2,385	0,190
7	Competition with new distributors.	0,087	2,615	0,229
8	The quality of coconuts from farmers is inconsistent.	0,095	2,846	0,271
9	Price competition with factories.	0,093	2,769	0,256
10	Changing consumption trends towards packaged/instant coconut milk products.	0,080	2,385	0,190
				1,136
Amount		1,000		3,072

Sumber: Data primer diolah, (2025)

The formula for calculating the EFE score remains the same as the IFE, namely: $\text{Score} = \text{Weight} \times \text{Rating}$. In this study, the weights and ratings obtained are also the same. These weights and ratings are then entered into the EFE formula to produce the final external factor score, which in this study is recorded in Table 4 as $1.936+1.136= 3.072$.

Internal-External Matrix Analysis (IE)

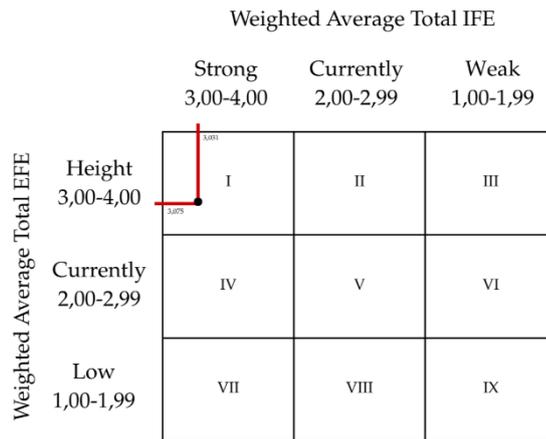


Figure 1. Internal-External Matrix of Istana Kelapa Bojonegoro Distributors

Source: Processed primary data, (2025)

The internal factor for Distributor Istana Kelapa Bojonegoro is 3.031 and the external factor for Distributor Istana Kelapa Bojonegoro is 3.072. Therefore, the internal-external matrix for Distributor Istana Kelapa Bojonegoro falls into Cell 1.

According to (Qanita, 2020), this matrix uses the total IFE weighting score as the X-axis and the total EFE weighting score as the Y-axis. The combination of the two forms an internal-external matrix consisting of nine cells with the following explanations:

- Cells I, II, and IV reflect the company's position in a grow and build condition. Appropriate strategies to apply include intensive strategies such as market penetration, market development, and product development, as well as integration strategies that include forward, backward, and horizontal integration.
- Cells III, V, and VII show the company's condition at the hold and maintain stage, with strategies that are generally applied in the form of market penetration and product development.
- Cells VI, VIII, and IX describe the company's condition in line with harvest and divestiture strategies. Applicable strategies include divestiture, conglomerate diversification, and liquidation.

SWOT Analysis

The SWOT analysis in this study at Distributor Istana Kelapa Bojonegoro was conducted using a SWOT matrix. According to (Prayudi & Yulistria, 2020), a SWOT matrix is a decision-making tool for formulating strategies based on the logic of optimizing the strengths and opportunities possessed by a company. At the same time, this approach also aims to minimize existing weaknesses and threats. The process includes compiling a list of opportunities and threats from external factors, as well as strengths and weaknesses from internal company factors.

After the SWOT analysis is complete, strategies can be formulated through a SWOT matrix that includes four types of strategies, namely SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) (Safitri et al., 2024). Table 5 shows the strategies that can be used by Distributor Istana Kelapa Bojonegoro, which are related to the IE matrix results in cell I, namely grow and build. Thus, the results of the strategy formulation that can be used by Distributor Istana Kelapa are as follows:

Table 5. SWOT Matrix

		Strength	Weakness
		<ol style="list-style-type: none"> 1. Located in the city center, close to the market. 2. Purchases come with product delivery facilities. 3. On average, 20 shipments of coconuts from Bali and Banyuwangi arrive each month. 4. Returns are accepted if there is damage during delivery. 5. The supply of goods is stable and quality is maintained. 	<ol style="list-style-type: none"> 1. The number of customers per market is still small. 2. The price of coconuts is Rp. 500-Rp. 1,000 more expensive than other distributors. 3. The minimum shipment is 200-1,500 coconuts, depending on the shipping distance. 4. We cannot hold too much stock because coconuts are easily damaged or rot. 5. We do not have special tools for sorting, so the quality of the coconuts is not optimally filtered.
Opportunity	Strategy	Strategy	
	S - O	W - O	
<ol style="list-style-type: none"> 1. Coconuts are always needed for cooking ingredients. 2. Potential for diversification of coconut derivative products. 3. Easy distribution into traditional markets. 4. Growth of the culinary sector and coconut-based MSMEs. 5. Demand for coconuts increases during festive seasons or traditional events. 	<ol style="list-style-type: none"> 1. Creating and implementing simple coconut sorting technology to maintain product quality consistency in order to meet market needs and support MSMEs in a sustainable manner. (S4, S5, O3, O4, O5) 	<ol style="list-style-type: none"> 2. Conduct promotional activities for new customers and MSME players, for example through package purchase programs at certain prices and using a pre-order system for promotional prices. (W1, W2, O3, O4) 	
Threat	Strategy	Strategy	
	S - T	W - T	
<ol style="list-style-type: none"> 1. Farmers export coconuts. 2. Competition with new distributors. 3. The quality of coconuts from farmers is inconsistent. 4. Price competition with factories. 	<ol style="list-style-type: none"> 3. Establish long-term contractual partnerships with farmers to reduce the risk of coconuts being exported, sold to factories, or to other distributors. This will ensure a more stable supply of coconuts. 	<ol style="list-style-type: none"> 4. Improving workforce competency through training and establishing quality standard operating procedures (SOPs). (W5, T2, T3) 	

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- | | |
|--|--------------|
| 5. Changing consumption trends towards packaged/instant coconut milk products. | (S5, T1, T2) |
|--|--------------|
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Source: Primary data processed, (2025)

The SWOT analysis resulted in the following four alternative strategies:

1. The S-O strategy is to create and implement simple coconut sorting technology to maintain product quality consistency in order to meet the needs of the market and MSME players in a sustainable manner. Simple sorting technology is used to group coconuts based on size, weight, and physical condition in order to maintain product quality consistency.
2. W-O Strategy: Implementing promotions and a pre-order system for new customers and MSMEs. This strategy aims to overcome the weaknesses of a small number of customers and higher prices by taking advantage of market growth and demand opportunities. Promotions and the pre-order system help attract new customers and keep sales stable.
3. The S-T strategy involves establishing long-term cooperation contracts with farmers. This strategy utilizes the strength of a stable and high-quality supply to face the threats of exports, factories, and competition from other distributors. With fixed contracts, the supply is more secure and prices can be better controlled.
4. The W-T strategy involves improving worker competence through sorting training and establishing quality standard operating procedures (SOPs). This strategy aims to minimize weaknesses in worker skills and inconsistencies in product quality in order to face the threats of competition and declining coconut quality from farmers. With clear training and SOPs, the sorting process can be carried out more optimally and product quality can be maintained.

The four strategies are in line with Distributor Istana Kelapa Bojonegoro's position in the grow and build quadrant, as they focus on market development efforts while strengthening the company's internal capabilities. The strategies formulated not only drive sales growth through promotions and the utilization of MSME market opportunities, but also strengthen product quality, distribution systems, and supply chain sustainability through the application of sorting technology, improvement of workforce competencies, and long-term cooperation with farmers.

CONCLUSION

The analysis results show an IFE value of 3.031 and an EFE value of 3.072, placing Distributor Istana Kelapa Bojonegoro in the grow and build position. This means that the company has strong internal and external conditions. The recommended strategies include: **creating and implementing simple coconut sorting technology**, promoting a pre-order system, establishing long-term partnerships with farmers, and **as well as improving workforce competency through training and establishing quality SOPs**. The implementation of these strategies is expected to increase competitiveness, expand the market, and strengthen the company's position in the coconut distribution sector.

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