

Marketing Strategy To Increase Exports Sales Volume Gum Damar

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ABSTRACT

BACKGROUND AND OBJECTIVES

Gum damar (*Shorea javanica*) is a high value non timber forest product with strong export potential, particularly due to its applications in the cosmetics, pharmaceutical, and manufacturing industries. CV. Media Mitra Indonesia, as one of the exporters of gum damar, faces challenges in increasing its export sales volume. These challenges include limited human resources, low adoption of digital marketing technologies, and intensifying competition from other producing countries such as India and Vietnam. This study aims to identify the internal and external factors influencing the company and to formulate appropriate marketing strategies to enhance competitiveness and promote sustainable export growth.

METHODS

This research employs a qualitative descriptive approach supported by SWOT analysis, along with IFAS and EFAS matrices, and strategic mapping using the SWOT and SPACE matrices. Data were collected through direct observation, in-depth interviews with key informants, and the distribution of Likert-scale questionnaires to the company's export marketing team.

FINDINGS

The findings reveal that the company's main strengths lie in product quality, distribution efficiency, and a positive export image. However, it also faces internal weaknesses such as limited human resources and underutilized digital technology. On the external side, opportunities such as market expansion and government support outweigh threats like export regulations and global competition. The S-O (Strength–Opportunity) strategy was selected as the primary strategic direction, supported by the SPACE Matrix results, which positioned the company in the aggressive quadrant indicating readiness for proactive expansion.

CONCLUSION:

An aggressive strategy is considered the most suitable approach to respond to global market dynamics and reinforce the company's export position for gum damar. The study contributes to the development of marketing strategies for non-timber forest commodities in the mid-scale agribusiness sector. Recommendations include strengthening brand identity, advancing digital export capabilities, enhancing human resource competencies, and fostering product innovation. The limitation of this study lies in its relatively small respondent base; therefore, future research is encouraged to include a broader range of industry actors to achieve more representative findings.

Keywords: Marketing; Damar; Export; SWOT; Strategy

INTRODUCTION

Gum damar (*Shorea javanica*) is a high-value non-timber forest product widely utilized across various industrial sectors. It is recognized for its unique characteristics, including its natural adhesive properties and its function as a coating agent in diverse manufacturing processes. The presence of active compounds such as triterpenoids adds further value due to their anti-inflammatory and antiseptic properties (1). The global demand for environmentally friendly natural products has positioned gum damar as a commodity with promising export potential. Beyond serving merely as an industrial raw material, gum damar plays a significant role in promoting sustainable economic development, particularly in tropical producing countries. Research by (2) indicates that gum damar holds potential as a renewable energy source (biofuel), meeting international standards such as cetane number and flash point, thereby creating new opportunities within the natural resource-based energy sector.

These findings suggest that, in addition to its ecological and industrial benefits, gum damar can also deliver broad economic contributions through product diversification and value-added enhancement. Beyond its economic potential, gum damar plays a vital role in ecosystem conservation, as it forms a symbiotic relationship with mycorrhizal fungi that supports the growth and resilience of seedlings in degraded environments (3). Amid rising global demand for natural products, gum damar holds significant potential to strengthen Indonesia's competitiveness in international markets. This is further supported by the findings of (4), which demonstrate that damar resin possesses competitive chemical and mechanical properties as a matrix material in eco-friendly composites, thus expanding its applications and added value in the global market.

CV. Media Mitra Indonesia is one of the key exporters of gum damar, having established partnerships with countries such as Pakistan and Saudi Arabia. Despite having a distribution network and a positive image in export markets, the company continues to face significant challenges, including limited human resources in international marketing and the underutilization of digital technology as a promotional tool (5). In contrast, competing countries such as India and Vietnam have already implemented quality management systems and modern production technologies, resulting in more consistent product quality and competitive pricing (6). These conditions highlight the urgent need for evaluation and enhancement of marketing strategies to sustainably increase the export volume of gum damar.

Marketing strategy plays a crucial role in ensuring that products reach their target markets effectively. An effective approach goes beyond pricing and promotional activities it also requires a comprehensive understanding of market demand dynamics, careful selection of distribution channels, and product quality adjustments to meet consumer expectations in global markets (7). Several previous studies have shown that marketing strategies formulated based on internal strengths and external opportunities (S-O strategies) have proven effective in enhancing business competitiveness, as evidenced in research on SMEs in the food and handicraft sectors (8,9). However, specific studies focusing on the implementation of export marketing strategies for gum damar particularly in medium sized enterprises in Indonesia remain relatively scarce. In an increasingly competitive business environment, the presence of a well-directed marketing strategy becomes essential for strengthening product image, expanding access to international markets, and establishing as well as maintaining long-term relationships with consumers (10).

Moreover, consistency in delivering messages across various communication channels plays a vital role in shaping and sustaining global brand awareness.

In this study, marketing strategy analysis is conducted using the SWOT approach, reinforced by IFAS and EFAS matrices to identify the strengths, weaknesses, opportunities, and threats faced by the company in exporting gum damar (11). To obtain more contextual results, this research adopts a qualitative descriptive method, with data collected through observation, in-depth interviews, and Likert-scale questionnaires administered to the company's internal stakeholders. This approach enables the design of instruments that are not only easy to understand but also accurate and reliable in measuring human attitudes or perceptions (12).

By integrating both conceptual and empirical approaches, this study aims to contribute academically to the field of agricultural commodity export marketing, while also serving as a practical reference for business practitioners. The novelty of this research lies in the contextual application of a combined SWOT analysis with IFAS and EFAS matrices on gum damar as a commodity in a medium sized enterprise an area that has received limited specific attention in the existing export marketing literature. Additionally, the integration of qualitative methods with quantitative techniques through Likert-scale instruments offers a more comprehensive and applicable analytical dimension to strategic business decision making. This study seeks to: 1) identify the internal and external factors of the company through SWOT analysis to support the formulation of competitive export strategies; and 2) analyze the most appropriate marketing strategies for CV. Media Mitra Indonesia in its effort to increase the export sales volume of gum damar.

RESEARCH METHOD

This research was conducted at CV. Media Mitra Indonesia, located in Beji, Batu City, East Java. The site was selected based on the consideration that the company is one of the active exporters of gum damar and faces significant challenges in managing international marketing strategies. These factors make the company a relevant subject for research aimed at gaining a deeper understanding of the dynamics of gum damar export activities.

The population in this study includes all internal parties directly involved in the company's marketing and export processes. Data collection targeted seven respondents, consisting of one marketing manager and two marketing staff as key informants, as well as four additional employees as supporting informants. Respondents were selected purposively, based on their knowledge and experience related to the company's export activities (13).

Data were collected using a combination of methods: direct observation of the company's operational processes, in-depth interviews to extract detailed qualitative information, and the distribution of Likert-scale questionnaires to measure respondents' perceptions and evaluations of strategic marketing factors. The Likert scale was employed due to its ability to present perceptual data in a numerical form that can be analyzed systematically (14).

To analyze the data, the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework was employed as the primary analytical approach. This framework was further supported by the IFAS matrix for evaluating internal factors and the EFAS matrix for assessing external factors (15)(16). The first objective of this study—to identify internal strengths and weaknesses as well as external opportunities and threats—was analyzed using the SWOT method, reinforced by weighted assessments within the IFAS and EFAS matrices. Meanwhile, the second objective formulating appropriate marketing strategies was carried out by mapping

strategies within the SWOT matrix and validating the results through a descriptive qualitative approach based on interview and questionnaire findings. Through this combined approach, the research outcomes are expected to be applicable and responsive to the practical needs of the business sector in developing more effective export marketing strategies.

RESULTS AND DISCUSSION

Identification of the Company's Internal and External Factors

SWOT analysis was utilized to map the strengths, weaknesses, opportunities, and threats faced by the company. Based on the results of the IFAS and EFAS data processing (as presented in Tables 1 and 2), it was found that the main strengths of CV. Media Mitra Indonesia lie in product quality, distribution efficiency, and a positive corporate image. In contrast, significant weaknesses include limited human resources and a low level of digital marketing adoption.

These findings align with the study by (14), which emphasizes the importance of product quality and corporate image in reinforcing marketing strategies. The results are also consistent with (17), which highlights that internal weaknesses in digital adoption can undermine export competitiveness.

Externally, the company holds substantial opportunities through government policy support and the potential to enter new markets. On the other hand, it faces threats from competitors such as India and Vietnam, as well as uncertainty in export regulations. These findings are in line with the study by (9), which noted that market penetration and export policies greatly influence SME export strategies. However, they differ from the findings of (6), which argue that the role of export associations is more dominant than individual company strategies.

Table 1. Results of the IFAS Matrix

No	Internal Factors	Weight	Rating	Score
1	Strengths			
	The company's gum damar products have competitive advantages over similar products in the global market.	0.20	3	0.6
2	The company has a strong and efficient export distribution network.	0.26	4	1.04
3	The quality of gum damar is consistent and meets international standards.	0.26	4	1.04
4	The company has a good reputation and brand image in export markets.	0.26	4	1.04
Subtotal		1.00		3.72
5	Weaknesses			
	The marketing team often faces internal challenges in export implementation.	0.26	3	0.78
6	The company's export workforce still needs improvement in training and expertise.	0.4	4	1.6
7	There are limitations in the use of digital marketing technologies.	0.2	2	0.4
8	The company is less prepared to fulfill sudden large volume orders from buyers.	0.13	1	0.13
Subtotal		1.00		2.91

Table 1 presents the results of the internal factor analysis of the company, which includes its strategic strengths and weaknesses. Based on the processed data, the total score for strengths (3.72) indicates that the company possesses highly supportive internal aspects, particularly in terms of consistent product quality, efficient distribution networks, and a strong reputation in the export market.

The competitive advantage of CV. Media Mitra Indonesia's gum damar over similar products from countries like Thailand or India lies in its consistent resin content, brighter color, and lower impurity levels. These attributes make it more suitable for international industry standards, especially in the food, cosmetics, and pharmaceutical sectors.

The three strength indicators received the highest ratings (4) and a significant weight (0.26), reflecting their central role in the company's competitiveness. The company's positive image in export markets also reinforces this strength. CV. Media Mitra Indonesia is already relatively well-known among international buyers as a reliable gum damar supplier. This reputation has been built through consistent export experience, a strong commitment to quality, and brand recognition that is increasingly acknowledged within national and regional export trade networks.

Conversely, the total score for weaknesses, at 2.91, suggests that although there are constraints such as limited human resources for export, unpreparedness to meet sudden demand, and underutilization of digital marketing technologies these factors are not yet strong enough to outweigh the company's strengths. The difference between the strength and weakness scores ($3.72 - 2.91 = 0.81$) places the company's internal position in the "fairly strong" category.

These findings are consistent with the study by (18), which examined the marine ornamental fish agribusiness. That study employed the IFAS matrix to identify internal strengths such as production capacity and strategic partnerships, resulting in an IFAS score of 3.35 indicating the dominance of internal strengths and supporting the implementation of aggressive strategies. Meanwhile, (19) concluded in their study that internal factors such as cost efficiency, managerial competence, and operational readiness play a vital role in business sustainability, even when the IFAS terminology was not explicitly used. This demonstrates that the principles embedded in the IFAS matrix remain valid and relevant across various natural resource-based business contexts.

Table 2. Results of the EFAS Matrix

No	External Factors	Weight	Rating	Score
1	Opportunities			
	There are emerging market opportunities in several gum damar export destination countries.	0.39	4	1.56
2	The company has utilized government support or incentives for export activities.	0.27	3	0.81
3	The use of international digital platforms (Alibaba, TradeKey) can help increase export volume.	0.33	4	1.32
Subtotal		1.00		3.69
4	Threats			
	Competition from other countries (India and Vietnam) poses a significant threat to the company.	0.25	3	0.75

5	Fluctuations in raw material prices and foreign exchange rates affect the company's export activities.	0.34	4	1.36
6	The company frequently faces obstacles in international shipping processes such as customs and export documentation.	0.14	2	0.28
7	Export regulations and requirements in destination countries present major challenges for the company.	0.25	3	0.75
Subtotal		1.00		3.14

Table 2 presents the external factors opportunities and threats that influence gum damar export strategies. The total score for opportunities, at 3.69, indicates that external conditions are fairly supportive. The most significant opportunities arise from the emergence of new markets (score 1.56), government incentive programs, and the use of digital platforms such as Alibaba and TradeKey to expand market reach. On the other hand, the total score for threats stands at 3.14, suggesting that the company also faces considerable challenges, including fluctuations in raw material prices, currency exchange rates, customs barriers, and complex export regulations. The comparison between opportunity and threat scores shows that, although challenges exist, the available external potential remains greater and can be leveraged through well-formulated strategies.

This EFAS interpretation is consistent with the findings of (20), which examined the banana chip industry. In that study, the company faced similar threats, such as raw material price volatility and distribution barriers, but successfully capitalized on market digitalization to enhance exports. While Suri's study recorded an EFAS score of 2.23 indicating moderate external conditions the 3.69 score for gum damar suggests a stronger external position, making export driven growth strategies more feasible and proactive. Therefore, the EFAS matrix in this study serves as a critical tool for understanding how companies can strategically navigate external opportunities and threats in the global market with balance and direction.

Formulating the Appropriate Export Marketing Strategy for the Company

Based on the SWOT mapping and the resulting strategy matrix (as shown in Table 3), the S-O (Strengths–Opportunities) strategy is considered the most relevant for implementation. The company is advised to leverage its internal strengths to capitalize on external opportunities such as strengthening brand identity, expanding distribution channels, and adopting digital technologies.

This strategy aligns with the findings of (11), which recommend the S-O approach to enhance the export performance of agricultural commodities. Conversely, the W-T (Weaknesses–Threats) strategy suggested in this study differs from the results of (21), which emphasize a more defensive strategy as the primary response to external threats.

Table 3. Results of the SWOT Matrix

	Opportunities	Threats
Strengths	<p>S-O Strategies:</p> <ol style="list-style-type: none"> 1. The company can expand its market reach to new countries by emphasizing the internationally recognized quality of its gum damar. (S1, O1) 2. The company's well-established reputation can be leveraged to build trust on digital export platforms such as Alibaba or TradeKey. (S4, O3) 3. Government support can be fully utilized by strengthening the existing distribution network. (S2, O2) 	<p>S-T Strategies:</p> <ol style="list-style-type: none"> 1. By maintaining consistent product quality, the company can remain competitive despite rivalry from other countries. (S3, T1) 2. An efficient distribution network can help accelerate delivery processes and reduce logistical barriers. (S2, T2) 3. A strong corporate image can serve as an added value when facing export regulations in destination countries. (S4, T4)
Weaknesses	<p>W-O Strategies:</p> <ol style="list-style-type: none"> 1. New market opportunities can serve as a catalyst to enhance HR capacity through more intensive training. (W2, O1) 2. The use of international digital platforms should be accompanied by modernization of the company's marketing technologies. (W3, O3) 3. Government incentives can be allocated toward the development of a more adaptive and responsive export system. (W1, O2) 	<p>W-T Strategies:</p> <ol style="list-style-type: none"> 1. The company should provide regular training for the export team to better manage regulatory and documentation challenges. (W2, T4) 2. Improving production readiness is necessary to meet large-volume orders. (W4, T2) 3. Investment in technology and information systems can help address obstacles such as customs issues and currency instability. (W3, T2, T3)

Table 3 outlines the S-O (Strengths–Opportunities) strategy by integrating the company's core strengths such as internationally recognized gum damar quality, efficient distribution networks, and strong corporate reputation with opportunities including expansion into new markets, the use of global digital platforms, and government support. The S-T (Strengths–Threats) strategy, for example, focuses on reinforcing product quality and brand reputation to overcome export barriers and regulatory challenges, similar to the S-T approach applied to gum

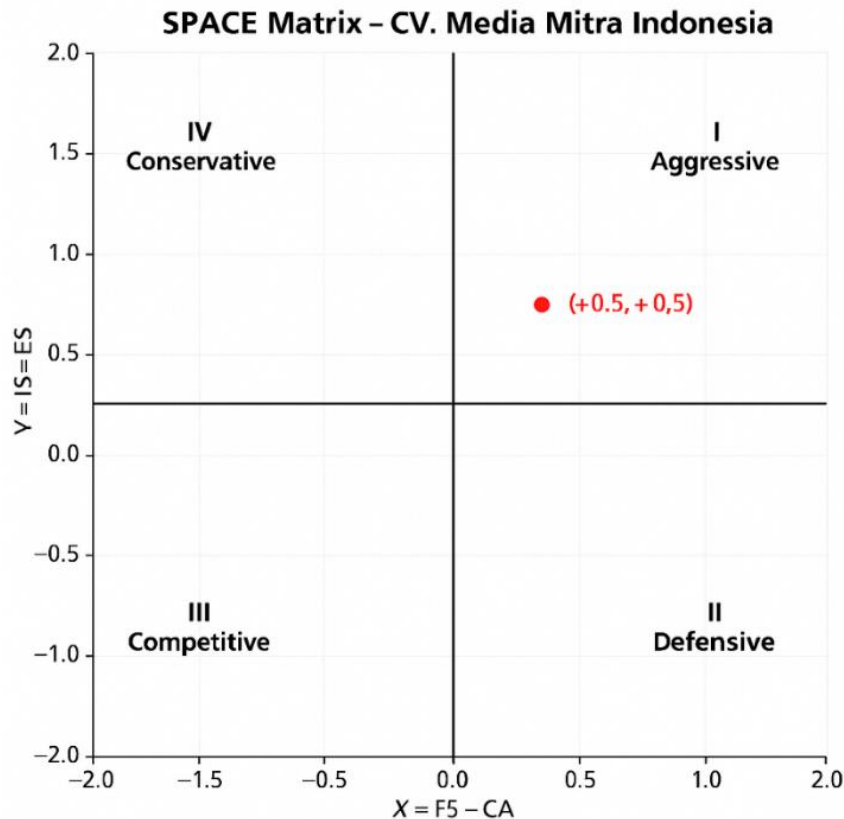
damar. The W-T (Weaknesses–Threats) strategy is also relevant, as it involves investing in technology and information systems to mitigate disruptions such as customs barriers and currency fluctuations. Accordingly, the methods and findings of this study support the validity of the S-T and W-T strategies within the SWOT matrix in Table 3, demonstrating the effectiveness of this approach in the agribusiness context of non-Indonesian developing countries (22).

The Weakness–Opportunity (W-O) strategy, which includes enhancing human resource capacity, modernizing marketing technologies, and utilizing government incentives, is also supported by a study (23) on agribusiness in Nepal. That study applied a SWOT analysis to Nepal's agricultural sector and highlighted training programs, technology adoption, and institutional support as key mechanisms for maximizing market potential and addressing internal weaknesses such as limited human resources and technological capabilities. By combining intensive training and digital technologies, the W-O strategy for gum damar can accelerate adaptation to global market demands and strengthen the company's position in facing competition and regulatory challenges.

After analyzing the strategies derived from the SWOT matrix both conceptually and through field findings, the next step involves quantitatively mapping the company's strategic position using the SPACE Matrix approach.

The SPACE Matrix quadrant calculation was carried out by evaluating four key dimensions: Financial Strength (FS), Industry Strength (IS), Competitive Advantage (CA), and Environmental Stability (ES). Each dimension was scored based on average values obtained from interviews and questionnaires with internal company stakeholders. The analysis yielded an FS value of + 2.0 and a CA value of + 1.5, resulting in an X-axis value of $FS - CA = 0.5$. Similarly, with an IS value of + 2.0 and an ES value of + 1.5, the Y-axis value is $IS - ES = 0.5$. The final coordinate point is $(X = + 0.5, Y = + 0.5)$, placing the company in Quadrant I, which indicates an "aggressive" strategy. This position reflects that the company possesses sufficient internal competitiveness and is supported by a relatively stable external environment. As such, market expansion, digitalization, and capacity building strategies are highly feasible for implementation.

Tabel 4. Results of the Matrix Quadrant



Based on the results of the SPACE Matrix presented in Table 4, CV. Media Mitra Indonesia is positioned within the aggressive strategy quadrant. This supports the implementation of proactive export strategies through investments in digitalization, human resource training, and market diversification. International literature further reinforces this interpretation. For example, (25) reported that a precast concrete company in Iran, located in the aggressive quadrant, pursued expansion through product innovation and vertical integration, owing to its strong internal competitiveness and stable industry environment. Similarly, (24) in a study conducted in Kosovo, found that companies positioned in the aggressive quadrant tend to adopt market penetration strategies, enhance internal capacity, and seize export opportunities aggressively to broaden their business reach. Referring to these two studies, the aggressive strategy adopted by CV. Media Mitra Indonesia can be considered a logical and empirically supported approach. This analysis comprehensively supports both research objectives and demonstrates that CV. Media Mitra Indonesia possesses strong potential to sustainably increase its gum damar export volume.

CONCLUSION

This study was conducted to identify the internal and external factors influencing export marketing strategies and to formulate the most appropriate strategy for CV. Media Mitra Indonesia in increasing the export volume of gum damar. Based on the IFAS and EFAS analyses, the company was found to possess significant internal strengths, particularly in product quality, distribution efficiency, and a solid reputation in the export market. However, its main weaknesses lie in limited human resources and the suboptimal use of digital marketing. Externally, opportunities such as supportive government policies and access to new markets offer promising growth potential, despite ongoing challenges related to global competition, exchange rate fluctuations, and logistical and regulatory barriers.

The strategies formulated through the SWOT matrix indicate that the S-O (Strengths–Opportunities) approach is the most relevant, focusing on brand strengthening, utilization of digital platforms, and human resource development. Meanwhile, the positioning of the company in the SPACE Matrix quadrant suggests an aggressive strategy, supporting market expansion and digital innovation. Therefore, the overall findings comprehensively and systematically address the research objectives. This study concludes that CV. Media Mitra Indonesia is in a strong position to sustainably increase its gum damar export volume. Nevertheless, internal reinforcement particularly in technology adoption and human resource capacity is still required to ensure that the implemented strategies remain effective and adaptive to the dynamics of the global export market.

RECOMMENDATIONS

To enhance the competitiveness and export volume of gum damar sustainably, CV. Media Mitra Indonesia is advised to strengthen its brand identity by highlighting the uniqueness of its products such as their natural origin, sustainable sourcing, and functional value in the cosmetics and pharmaceutical industries. This strategy can be complemented by product differentiation based on market needs, for instance through the development of value-added products with distinctive characteristics. Expanding market reach to countries with high demand for natural raw materials is also essential and can be achieved through market research, active participation in international trade exhibitions, and optimized use of digital B2B platforms such as Alibaba and TradeKey. Internally, building human resource capacity through continuous training in export procedures, digital marketing, and international trade regulations is fundamental. Establishing cross-functional teams will also enhance the operational effectiveness of the company's export activities.

The digitalization of marketing strategies and export information systems should be accelerated, including the real-time management of sales data, market demand, and export documentation. This initiative should be integrated with efforts to strengthen the supply chain through collaboration with logistics providers and customs authorities, thereby addressing international shipping challenges. On the financial side, risk mitigation strategies such as forward contracts, currency diversification, and export insurance should be considered to maintain cash flow stability. In the long term, the company is encouraged to invest in product innovation so that gum damar evolves beyond its current role as a raw material and becomes a high value finished product. This can be achieved through research collaboration with academic institutions and innovation-driven industries.

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	Contribution	Coordinated all phases of the research, including planning, data collection and analysis, interpretation of findings, and preparation of the final manuscript for publication. His involvement encompassed both conceptual and technical aspects to ensure the completeness and scientific quality of the article.
	Homepage	https://pddikti.kemdiktisaintek.go.id/detail-mahasiswa/YrxOHmauVcm1KY_gMqjZK-awsj9tzAxm5R1mVG42nf6RqbOZ3sGkLCBvBrIHjrMUf76wZg==
2	Prof. Dr. Ir. Jabal Tarik Ibrahim, M.Si.	
	Institution	Faculty of Agriculture and Animal Science, University of Muhammadiyah Malang, Jl. Raya Tlogomas No.246, Malang 65144, Indonesia.
	Contribution	Played a key role in supervising the research, particularly in the context of agricultural export commodities, especially gum damar. Actively provided both strategic and practical insights based on his extensive experience in the export sector. He also contributed to the development of international market networks for Indonesia's high-value commodities. As an experienced exporter, he successfully integrated theory and practice in mentoring and strengthening student research in the field of agribusiness exports.

GRAPHICAL ABSTRACT

