

Analysis of Competitiveness Improvement of Honey Home Industry in Pangkalan Kerinci

Analisis Peningkatan Daya Saing Home Industry Madu di Pangkalan Kerinci

Syaidini Arista^{1*}, Hendro Ekwarto², Hilmah Zuryani³

Universitas Riau, Pekanbaru, Riau, Indonesia ¹²³

syaidiniarst11@gmail.com

ABSTRACT

This study aims to evaluate the internal and external conditions of the honey home industry in Pangkalan Kerinci with the aim of improving its competitiveness. The data collection method used is a census involving 11 respondents who are honey home industry owners. The data used includes primary and secondary data. In analyzing the data, the Porter's Diamond Model and SWOT Analysis methods were used. The results of the analysis using Porter's Diamond Model in the SWOT framework show that the honey home industry in Pangkalan Kerinci is in quadrant 1 (Aggressive strategy). The results of the SWOT diagram also indicate that the honey home industry in Pangkalan Kerinci has a strategy to improve its competitiveness in the internal and external environment. This aggressive strategy focuses more on Strength-Opportunities, by optimizing the strengths possessed to take advantage of existing opportunities.

Keywords: Competitiveness; Home Industry; Porter's Diamond Model; SWOT

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi kondisi internal dan eksternal home industry madu di Pangkalan Kerinci dengan tujuan meningkatkan daya saingnya. Metode pengumpulan data yang digunakan adalah sensus dengan melibatkan 11 responden yang merupakan pemilik home industry madu. Data yang digunakan mencakup data primer dan sekunder. Dalam analisis data, digunakan metode Porter's Diamond Model dan Analisis SWOT. Hasil analisis menggunakan Porter's Diamond Model dalam kerangka SWOT menunjukkan bahwa home industry madu di Pangkalan Kerinci berada dalam kuadran 1 (strategi Agresif). Hasil diagram SWOT juga mengindikasikan bahwa home industry madu di Pangkalan Kerinci memiliki strategi untuk meningkatkan daya saingnya dalam lingkungan internal dan eksternal. Strategi agresif ini lebih berfokus pada Strength-Opportunities (Kekuatan-Peluang), dengan mengoptimalkan kekuatan yang dimiliki untuk memanfaatkan peluang yang ada.

Kata Kunci: Daya Saing; Home Industry; Porter's Diamond Model; SWOT

1. Introduction

Success in the development process is often associated with the ability to create rapid economic growth and abundant employment opportunities. One of the real sectors that has great potential to contribute to the development of the national economy is the Household Industry, which is often referred to as Micro and Small Industry (IMK). This was evident when Indonesia experienced a period of crisis, where the IMK sector showed better resilience in the face of the situation, while large-sized businesses stagnated and could not even operate.

One type of business in Pelalawan is the Honey Home Industry. Pelalawan Regency has 12 sub-districts, where 7 of the 12 sub-districts have honey home industries, namely Pangkalan Kerinci Sub-district, Pangkalan Kuras Sub-district, Pangkalan Lesung Sub-district, Ukui Sub-district, Kuala Kampar Sub-district, Bunut Sub-district, and Bandar Petalangan Sub-district with a total of 21 honey home industries spread across the various sub-districts. Pangkalan Kerinci sub-district has the most home industries in Pelalawan Regency with 11 registered home industries.

The demand for honey that increased significantly during the Covid-19 pandemic made it necessary for the availability of honey to be able to meet the needs and demand, which

resulted in many new honey home industries emerging. The demand for honey before Covid-19 was only around 100-200 kilograms. However, the demand for honey doubled during Covid-19. According to Tengku Indra as the head of the Rumah Madu Andalan farmer group, received a request for honey from Jakarta of 1000 bottles or around 500 kilograms in April 2020 (Kurniawansyah, 2020). Based on Table 1.3 above, there were only 2 honey home industries registered before Covid-19, namely the Foresbi Honey home industry which was established in 2018 and also Gudang Madu Riau (GMR) which was established in 2019. During Covid-19, the number of home industries increased by 9 home industries, in 2021 it increased by 3 home industries and in 2022 it increased by 6 home industries.

However, over time, the Home Industry sector has not been able to fully perform its functions optimally because it faces various challenges. These challenges include capital, production, raw material supply and technology issues. In addition, other constraints faced by Home Industries involve limited access to market information, limited market reach, limitations in building networks, and difficulties in obtaining strategic business locations.

In general, the condition of home industries in Pangkalan Kerinci is largely unmanaged professionally, and without clear management. The following data presents the problems experienced by honey home industry players in Pangkalan Kerinci.

Table 1. Percentage of Problems Faced by the Honey Home Industry in Pangkalan Kerinci

| No | Problem | Percentage (%) | Order |
|----|--|----------------|-------|
| 1 | Tight competition | 31,03 | 1 |
| 2 | High Production | 27,58 | 2 |
| 3 | Low production rate | 20,68 | 3 |
| 4 | Difficulty entering the honey industry | 20,68 | 4 |

Source: Processed Data, 2023

The most common problem faced by the honey home industry in Pangkalan Kerinci is fierce competition with the highest percentage of 31.03%. Then the problem of high production costs is in second place with a value of 27.58%. Furthermore, the problems faced by honey home industry players in Pangkalan Kerinci are low production levels with a value of 20.68% due to low production and sales coverage. Then the problem with the smallest percentage is the level of difficulty when entering the honey industry at 20.68%.

In this phenomenon, there is very tight business competition so that every business owner needs to know the strategy to increase the competitiveness of his honey home industry (Erpurini 2021). According to Margretta (2014), competition is not only based on success in taking profits but how a business owner utilizes the strengths/potentials possessed by entrepreneurs to compete in the existing industry so that profits can be obtained continuously and not lose competitiveness with various newly emerging products.

Despite its resilience, the Home Industry sector grapples with various challenges, including issues related to capital, production, raw material supply, and technology (Habimana et al., 2018). Additionally, limited access to market information, constrained market reach, networking challenges, and difficulty securing strategic business locations hinder the sector's optimal performance. Furthermore, honey home industries in Pangkalan Kerinci face managerial deficiencies, with a lack of professional and clear management (Indrasari & Nirawati 2024).

Previous research studies have highlighted similar challenges faced by micro and small-scale industries in Indonesia. For instance, research by Rahmawati & Sutantri (2019) identified financial constraints, lack of technology adoption, and limited market access as key challenges impeding the growth of small-scale enterprises. Similarly, a study by Devi et al., (2022) emphasized the importance of managerial skills and access to finance in enhancing the competitiveness of small-scale businesses.

In light of the aforementioned challenges and recognizing the importance of enhancing competitiveness in business operations, this research aims to analyze strategies for improving the competitiveness of the Honey Home Industry in Pangkalan Kerinci.

The novelty of this research lies in its focus on addressing the specific challenges faced by the Honey Home Industry in Pangkalan Kerinci and proposing strategies to enhance its competitiveness. By exploring these issues, this study contributes to the existing literature on small-scale enterprises and offers practical insights for industry stakeholders and policymakers.

Overall, amidst fierce competition and operational challenges, understanding and implementing effective strategies to enhance competitiveness are crucial for the sustained growth and success of the Honey Home Industry in Pangkalan Kerinci.

2. Methods

The research was conducted in Pangkalan Kerinci, Pelalawan Regency, Riau Province, over a period of approximately six months starting from February 2023. The population of the study comprised 11 honey home industries in Pangkalan Kerinci, all of which were included in the sample due to the use of Census Sampling technique. Data collection involved two primary methods: interviews and questionnaires. Interviews were conducted directly with the owners of the registered honey home industries in Pangkalan Kerinci to gather relevant data and information. Questionnaires, employing Likert measurement scales, were administered to owners or individuals responsible for the honey home industries to assess attitudes, opinions, and perceptions. Additionally, the analysis utilized Porter's Diamond Model of Competitiveness, developed by Michael Porter, to assess competitiveness factors at various levels, including country, region, industry, and company. This model delineates four interrelated factors: Factor Conditions, Demand Conditions, Related and Supporting Industries, and Strategy, Structure, and Competition. Furthermore, SWOT analysis, a structured analytical technique, was employed to identify Strengths, Weaknesses, Opportunities, and Threats within the Household Industry or organization, providing guidance for strategic planning purposes.

3. Results and Discussion

Porter's Diamond Model Analysis

Based on the Porter's Diamond Model, a descriptive analysis of the condition of the honey home industry was conducted in relation to factors that are expected to influence the improvement of the competitiveness of the honey home industry in Pangkalan Kerinci. The factors analyzed include the main components of factor conditions, demand conditions, structure, strategy and competition as well as related and supporting industries.

1. Factor Conditions

a. Source of Raw Materials

Raw materials are one of the most active elements in a company that is continuously obtained, transformed and then sold. The source of raw materials obtained by each honey home industry in Pangkalan Kerinci comes from various sources and regions. The majority of the sources of raw materials for the honey home industry in Pangkalan Kerinci come from local Riau and only a few come from outside the Riau area. The source of raw materials mostly comes from Pelalawan Regency, where 8 out of 11 or 72.72% of the honey home industry in Pangkalan Kerinci honey raw materials come from Pelalawan Regency, where Pelalawan Regency is the 3rd largest honey producing area in Riau Province.

b. Source of Labor

Labor is one of the important elements in the operation of the Home Industry to produce goods. The existence of skilled labor is a valuable asset in human resources (HR) that has a crucial role in achieving the objectives of the Home Industry. However, in the honey Home Industry in Pangkalan Kerinci, the availability of related labor

resources is still limited. The honey Home Industry in Pangkalan Kerinci only employs 1-3 workers.

c. Source of Capital

The importance of capital in running a home industry is highly dependent on the scale of the business to be operated. The amount of capital required will vary according to the size of the business. Honey home industry owners in Pangkalan Kerinci usually rely on their personal savings as a source of capital to start and run this business. The average capital of honey home industry owners in Pangkalan Kerinci ranges from Rp5,000,000-Rp25,000,000.

d. Technology

The technology used in the honey home industry in Pangkalan Kerinci still uses simple tools. These tools are used in the production process starting from harvesting honey and filtering honey which aims to separate the water content and honey in the honey.

e. Location

The location of the honey home industry business in Pangkalan Kerinci is included in the strategic category where most home industry locations are located on the edge of the highway which is often passed by the local community and is also easily accessible.

f. Knowledge

The knowledge possessed by human resources (HR) in the honey home industry in Pangkalan Kerinci is still quite low, the knowledge possessed is only limited to the usefulness of the benefits of honey, how to process honey and package honey to the sale of honey products.

2. Demand Conditions

a. Market Segment

Market segmentation carried out by the honey home industry is by grouping consumers focusing on the age aspect. The market segment in the age aspect is in the productive age group, namely 25 years old to 60 years old.

b. Market Development

Market development is done by increasing and reaching more young age groups. In addition, wider market development is also carried out by means of promotion using internet media, namely social media.

3. Related and Supporting Industries

a. Raw material providers

Raw material providers for the honey home industry in Pangkalan Kerinci are honey farmers who manage bee farms in Pelalawan Regency. Bee farmers who are suppliers of raw materials are different for each home industry, 8 out of 11 or 72.72% of home industries, most suppliers come from Pelalawan Regency and some come from Siak Regency.

b. Promotion Media

The use of social media is effective in increasing the promotion and sales of this honey home industry because it can reach consumers widely even outside the city. However, this promotional activity is still quite low because promotional activities are only carried out casually and not regularly, so the intensity of promotion must be further increased so that the attractiveness of buyers to the honey home industry is higher.

4. Strategy, Structure and Competition

a. Threat of New Entrants

Looking at the surrounding environment, there are many honey home industries that open the same business, and supported by the situation that was experiencing the co-19 pandemic where people were looking for other alternative

herbal medicines to maintain a healthy body, one of which is honey which has a myriad of benefits. This situation has triggered many new honey home industries to emerge.

b. Organizational Structure

The honey home industry in Pangkalan Kerinci currently does not have a clearly defined organizational structure, although there is a predetermined division of tasks and involves certain parties in the process. In practice, every aspect of activities from production to marketing has individuals responsible for each field, but an overarching organizational structure is not yet fully visible.

IFAS Matrix

Based on data collection to determine internal factors (strengths and weaknesses) in the competitiveness of the honey home industry, there are strength and weakness factors in the honey home industry in Pangkalan Kerinci consisting of:

Table 2. Internal Strategy Matrix

| Internal Factors | Weight | Rating | Score (Weight x Rank) |
|---|--------|--------|--------------------------|
| (1) | (2) | (3) | (4) |
| (Strength/S) | | | |
| 1. Own packaging label | 0,22 | 4 | 0,89 |
| 2. Has halal or bpom/p-irt certificate | 0,18 | 4 | 0,73 |
| 3. Strategic business location | 0,18 | 3 | 0,56 |
| 4. Affordable product price | 0,19 | 4 | 0,77 |
| 5. Quality raw materials and provide the best quality | 0,20 | 4 | 0,83 |
| Total Strength Score | | | 3,81 |
| (Weaknesses/W) | | | |
| 1. Lack of promotional activities | 0,21 | 2 | 0,42 |
| 2. The technology used is still simple | 0,20 | 2 | 0,41 |
| 3. HR knowledge is still low | 0,20 | 2 | 0,40 |
| 4. There is no contract with suppliers | 0,17 | 1 | 0,17 |
| 5. There is no good financial bookkeeping archive | 0,20 | 1 | 0,20 |
| Total Weakness Score | | | 1,62 |
| Total Strengths and Weaknesses | | | 5,43 |
| Difference between Strength and Weakness Score | | | 2,19 |

Source: Processed Data, 2023

Based on the results of Table 2 above, it can be seen that the biggest strength score in the honey home industry in Pangkalan Kerinci is that the honey home industry has its own packaging label with a score of 0.89. While the overall total score for strength is 3.81. From the score above, it can be concluded that, having its own packaging label is the most important thing for a home industry to be recognized by the public so that it can attract potential customers and ultimately become the home industry's advantage. Furthermore, for the score of weakness factors that get the biggest score in the honey home industry in Pangkalan Kerinci is the lack of promotional activities with a score of 0.42.

From the Internal Factor Analysis Summary (IFAS) matrix table above, it can be seen that the strength factor score is worth 3.81 above the weakness factor worth 1.62 with a difference of 2.19 (3.81-1.62).

EFAS Matrix

Based on data collection to determine external factors (opportunities and threats) in the competitiveness of the honey home industry, there are opportunity and threat factors in the honey home industry in Pangkalan Kerinci consisting of:

Table 3. External Strategy Matrix

| External Factors | Weight | Rating | Score (Weight x Rank) |
|--|--------|-------------|--------------------------|
| (1) | (2) | (3) | (4) |
| (Opportunities/O) | | | |
| 1. Domestic product market is still wide open | 0,21 | 4 | 0,87 |
| 2. Establishment of business group associations | 0,20 | 4 | 0,80 |
| | 0,18 | 3 | 0,54 |
| 3. Government training program | 0,22 | 4 | 0,89 |
| 4. Having loyal customers/Customer Loyalty | 0,17 | 4 | 0,69 |
| 5. New customers that are always increasing | | | |
| Total Opportunity Score | | | 3,81 |
| Ancaman (Threats/T) | | | |
| | 0,12 | 2 | 0,25 |
| 1. Intermittent availability of raw materials | 0,17 | 2 | 0,35 |
| 2. Fluctuating raw material prices | 0,24 | 3 | 0,72 |
| 3. The arrival of new competitors / The level of competition with similar businesses | 0,22 | 3 | 0,68 |
| 4. Competitors sell cheaper products | 0,22 | 3 | 0,68 |
| 5. Changes in consumer tastes | | | |
| Total Threat Score | | | 2,69 |
| Total Opportunity and Threat Score | | 1,00 | 6,50 |
| Difference between Opportunity and Threat Scores | | | 1,12 |

Source: Processed Data, 2023

Based on Table 3 above, it can be seen that the opportunity that has the greatest value in the honey home industry in Pangkalan Kerinci is the factor of having loyal customers/customer loyalty with a score of 0.89. Then the external threat factor that has the greatest value is the arrival of new competitors / the level of competition with similar businesses with a score of 0.72.

From the External Factor Analysis Summary (EFAS) matrix table above, it can be seen that the score of the opportunity factor (opportunities) is worth 3.67 above the threat factor (threats) which is worth 2.69 with a difference of 1.12 (3.81 - 2.69).

SWOT Matrix

| | | |
|----------------------|--|--|
| Internal | Strengths | Weaknesses |
| | 1. Own packaging label 2. Has halal or bpom/p-irt certification 3. Strategic business location 4. Affordable product price 5. Quality raw materials and provide the best quality | 1. Lack of promotion activities 2. The technology used is still simple 3. HR knowledge is still low 4. There is no contract with suppliers 5. There is no good financial bookkeeping archive |
| External | | |
| Opportunities | S-O Strategy | W-O Strategy |

| 1. Domestic product market is still wide open | 1. Collaboration with various honey producers in the cottage industry to expand product distribution to new markets, with the aim of attracting consumers at competitive prices. (S4, O1, O2) | 1. Take advantage of government training programs to improve efficiency in production processes, business management capabilities, and strengthen ongoing collaboration in improving human resource knowledge and use of technology. (W2, W3, O2, O3) |
|--|---|---|
| 2. Establishment of business group associations | 2. Innovate products with more variety to attract a wider range of customers. In addition, it will also introduce a membership program that includes special discounts and make it easier for new customers to shop and place orders through internet, telephone, and text messaging technologies. (S5, O4, O5) | 2. Continue to increase promotional efforts to expand market share, maintain customer loyalty, and attract customers and the public to locally competitive home industry honey products. (W1, O1, O4, O5) |
| 3. Government training program | 3. Take advantage of training programs organized by the government to improve skills within our business group and also to enhance the brand image of products. (S1, S2, O3) | 3. Manage finances in a more structured manner through the preparation of transparent financial records, in line with the increasing demand from customers. (W5, O5) |
| 4. Having loyal customers/Customer Loyalty | | |
| 5. New customers are always increasing | | |
| Threats | S-T Strategy | W-T Strategy |
| 1. Interrupted availability of raw materials | 1. To improve competitiveness and ensure customer satisfaction, focusing on product innovation, market expansion, competitive pricing, and maintaining high product quality. In addition, it also provides outstanding customer service to maintain customer loyalty and remain competitive in similar industries. (S4, S5, T3, T4) | 1. Focus on improving our team's knowledge to reduce risks and adopt technologies to avoid losses that may arise due to uncertainty in the quality of commodities and raw materials. (W2, W3, T1, T2) |
| 2. Fluctuating raw material prices | | |
| 3. The arrival of new competitors / The level of competition with similar businesses | 2. Strategically select sales locations, choosing places that are easily accessible to the public and close to our market share, such as highways or markets. We also pay great attention to the quality of the raw materials we sell to ensure excellence. (S3, S5, T5) | 2. Work hard to build strong coordination and cooperation with all parties, to create an efficient business system and utilize appropriate and effective technology. (W2, W4, T3) |
| 4. Competitors sell products cheaper | | |
| 5. Changes in consumer tastes | | |

Source: Processed Data, 2023

Based on the results of the SWOT matrix analysis table above, 10 alternative strategies were obtained for the honey home industry in Pangkalan Kerinci in developing its business and increasing competitiveness consisting of 3 alternatives to the SO strategy, 3 alternatives to the WO strategy, 2 alternatives to the ST strategy, and 2 alternatives to the WT strategy.

The results of the Porter's Diamond Model analysis in the SWOT analysis that has been carried out by the author lead to recommendations for strategies that can improve the

competitiveness of the honey Home Industry in Pangkalan Kerinci, namely through the application of aggressive strategies. Aggressive strategies focus more on utilizing existing opportunities based on strengths (S-O, Strength-Opportunity). In this strategy, the company is directed to optimize its resources to pursue opportunities to the maximum.

By using the S-O (Strength-Optunity) strategy, the authors get the findings or strategies that can be applied in improving the competitiveness of the honey home industry in Pangkalan Kerinci, namely (1) Collaboration with various honey producers in the home industry to expand product distribution to new markets, with the aim of attracting consumers at competitive prices. (2) Innovating products with more variety to attract a wider range of customers. In addition, it will introduce a membership program that includes special discounts and make it easier for new customers to shop and place orders through internet, telephone, and text messaging technologies. (3) Take advantage of training programs organized by the government to improve skills within our business group and also to enhance the brand image of the products.

The findings of this study are in line with the results of previous research by Anggriani, (2015) which also shows that based on the IE matrix analysis, the Home Industry is in quadrant I (one), which means it leads to an aggressive strategy. This Home Industry has a dominance in opportunities and strengths over weaknesses and threats, so that it is able to take full advantage of existing opportunities and strengths. Therefore, the strategy that must be implemented in this situation is to support aggressive growth (Growth Oriented Strategy) (Birru et al., 2022).

The results of this study are also consistent with Porter's (2014) view of competitiveness, in which he argues that competitiveness is not something that is hereditary, but rather something that can be created and influenced by various factors. These key factors include factor conditions, demand, related and supporting industries, strategy, structure, and competition, which together are reflected in the internal and external environment. This analysis of the internal and external environment uses the IFAS and EFAS matrix to produce strategies that can improve the competitiveness of the honey Home Industry in Pangkalan Kerinci.

4. Conclusion

Based on the findings and discussions of the research, several conclusions can be drawn. Firstly, through SWOT analysis utilizing the Internal Factor Analysis Summary (IFAS) matrix, the primary strength identified is the possession of a proprietary label, which serves as a distinctive identity for honey home industries, enhancing recognition. Conversely, the main weakness lies in the limited promotional activities, predominantly conducted informally through social media channels. Analysis via the External Factor Analysis Summary (EFAS) matrix highlights the significant opportunity of cultivating loyal customer bases, juxtaposed with the looming threat posed by the influx of new competitors resulting from the burgeoning number of honey home industries in Pangkalan Kerinci, intensifying market competition.

Furthermore, leveraging SWOT analysis as a strategic tool to enhance competitiveness, an aggressive strategy is recommended. This approach prioritizes the S-O (Strength-Opportunity) strategy, capitalizing on existing strengths and available opportunities. Strategies proposed to bolster the competitiveness of the honey home industry include forging collaborations with fellow honey producers to expand market reach, diversifying product offerings to attract broader clientele, and implementing a membership program with special incentives to facilitate customer engagement and streamline purchasing processes. Additionally, participation in government-sponsored training programs is advocated to augment skill sets within the business community and bolster brand reputation.

In terms of suggestions for future research endeavors, it is imperative for honey home industry players in Pangkalan Kerinci to ramp up promotional efforts to broaden market penetration and augment their competitive edge. Moreover, governmental entities are

encouraged to bolster the frequency and scope of training initiatives tailored for honey home industry players in Pangkalan Kerinci, aimed at enhancing the collective competence of these business groups.

References

- Anggriani, F. (2015). *Analisis Perencanaan Strategis dan Kinerja Perusahaan Dalam Meningkatkan Keunggulan Bersaing (Studi Kasus Pada Home Industri Prop Tape UD. Primadona di Kabupaten Jember, Jawa Timur*.
- Birru, A. C., Sudarmiatin, S., & Hermawan, A. (2022). Competitive strategies in the lodging service sector: Five porter analyses and case study SWOT analysis. *Journal of Business and Management Review*, 3(1), 001-017.
- Devi, W. S. G. R., Pringgandinie, D. R., Yulina, H., & Hadiansah, D. (2022). SWOT Analysis as a Competitive Strategy at Primkop Kartika Ardagusema Cimahi City, West Java, Indonesia. *International Journal of Science, Technology & Management*, 3(1), 134-143.
- Erpurini, W. (2021). SWOT analysis as a strategy to improve competitiveness in PT Trans Antar Nusabird (Cititrans Travel). *Jurnal Mantik*, 4(4), 2416-2426.
- Habimana, T., Mutambuka, D., & Habinshuti, P. (2018). The contribution of SWOT analysis in the competitiveness of business enterprises in Rwanda. *Journal of Economics, Business and Management*, 6(2), 56-60.
- Indrasari, G. N., & Nirawati, L. (2024). SWOT Analysis in Improving Competitiveness of Cleanwear Shoe Washing Services. *International Journal of Economics Development Research (IJEDR)*, 5(2), 887-898.
- Jatmiko, B., Udin, U. D. I. N., Raharti, R., Laras, T., & Ardhi, K. F. (2021). Strategies for MSMEs to achieve sustainable competitive advantage: The SWOT analysis method. *The Journal of Asian Finance, Economics and Business*, 8(3), 505-515.
- Kurniawansyah, R. (2020). *Pandemi Covid-19 Dongkrak Omzet Petani Madu Sialang di Riau*. Diakses pada 16 Januari 2023, dari <https://mediaindonesia.com/nusantara/315431/pandemi-covid-19-dongkrak-omzet-petani-madu-sialang-di-riau>.
- Magretta, J. (2014). *Understanding Michael Porter Panduan Paling Penting tentang Kompetisi dan Strategi*. Yogyakarta: Penerbit ANDI.
- Prayoga, A. (2019). Implementasi Model Berlian Porter Dalam Penyusunan Implementation of Porter ' S Diamond Model in the Strategic Architecture for Agricultural Financing. *Journal of Halal Product and Research*, 2, 86–105.
- Rahmawati, S., & Sutantri. (2019). Analisis SWOT Sebagai Strategi Meningkatkan Daya Saing Bisnis Toko Surabaya Ampel Kota Kediri. *Jurnal At-Tamwil: Kajian Ekonomi Syariah*, 1(2), 90–117.