EXPORT MARKETING STRATEGY FOR BALI'S SALAK GULA PASIR FRUIT IN AN EFFORT TO INCREASE SALES IN THE INTERNATIONAL MARKET

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Abstract

This study aims to formulate a marketing strategy that can be implemented to increase sales of Balinese sugar palm snake fruit in the international market. The research method used in this study is:The qualitative method used aims to deeply understand the phenomena and perceptions of the Balinese sugar palm fruit industry players so that the results obtained can formulate appropriate marketing strategies according to market situations. The analytical tools in this study use SWOT analysis, IFAS Analysis and EFAS Analysis, as well as Internal Matrix and External Matrix. The selection of respondents in this study was done purposively. Respondents to determine external factors consisted of government agencies, namely customs and plant quarantine agencies and foreign consumers with statements compiled based on the PEST approach (Politics, Economics, Social, and Technology) while respondents to determine internal factors consisted of two snake fruit farmers and employees of the Balinese sugar palm fruit export company with statements compiled based on the concept of the 7 P Marketing Mix (Product, Price, promotion, place, people, promotion, physical evidence). The results of the study show that the position of Balinese sugar palm fruit is in quadrant 1 cell 6 in the internal - external matrix. This position indicates that the right strategy to be carried out is Growth Strategy. In addition, the results of the SWOT analysis in this study produce16 strategies that can be implemented so that efforts to increase sales volume can be achieved optimally.

Keywords: International Market, Growth Strategy, SWOT Analysis

1. INTRODUCTION

The island of Bali has long been known globally as an international tourist destination, primarily attracting its natural beauty. However, beyond this tourism potential, Bali also boasts a leading agricultural commodity that is still largely unknown to the international community: the Balinese sugar palm fruit (snake fruit). One of the main producing areas is Tabanan Regency, which designated salak as a leading commodity through Tabanan Regent Regulation No. 54 of 2018 within the NIKOSAKE (Sap, Coffee, Salak, and Coconut) area. Based on data from the Indonesian Ministry of Agriculture's Center for Agricultural Research and Development (PUSDATIN) (2020–2023), as seen in Table 1, the export volume of Balinese sugar palm snake fruit remains relatively low compared to other provinces, and even experienced a slump in 2021–2022 due to the COVID-19 pandemic, which halted international flights. Nevertheless, the data indicates that Balinese snake fruit is well-received by international markets, indicating significant potential for increasing export volumes in the future. Increasing exports of Balinese granulated snake fruit (salaak gula pasir) has the potential to significantly impact the economy, such as increasing farmer incomes, expanding employment opportunities, and contributing to the country's foreign exchange reserves. However, export development faces challenges from inter-regional competition, such as Sleman's pondoh snake fruit, which has already penetrated the international market. Therefore, an appropriate marketing strategy is needed to ensure Balinese granulated snake fruit can compete and expand its market share.

Table 1 Snake Fruit Export Volume 2020 - 2023

Province	Volume (Kgs)				Total
	2020	2021	2022	2023	
DKI Jakarta	435,840.38	713,127.64	1,090,321.00	1,575,383.98	3,814,673.00
North Sumatra	401,684.00	713,614.00	1,449,610.00	1,289,131.00	3,854,039.00
Central Java	18,264.00	174,946.00	458,915.00	855,878.00	1,508,003.00
East Java	68,920.94	31,029.00	165,415.00	25,180.00	290,544.00
Bali	6,540.00	-	-	34,247.00	40,787.00

Source: PUSDATIN, Ministry of Agriculture, Indonesia, 2020 – 2023 period.

To achieve this, all stakeholders, including farmers, exporters, and the government, need to work together. The government plays a crucial role in providing support, ensuring international quality standards, and strengthening trade cooperation between countries. Exporting companies, on the other hand, need to implement marketing strategies based on internal and external analysis to increase competitiveness. This study used SWOT, IFAS, and EFAS analyses, as well as internal and external matrices, to formulate the most appropriate strategy. The internal analysis was conducted using the marketing mix (7P) approach, while the external analysis used PEST (political, economic, social, and technological) analysis. The results of these two approaches are expected to identify the strengths, weaknesses, opportunities, and threats faced, as well as produce an effective marketing strategy to increase sales of Balinese sugar palm snake fruit in the international market.

2. LITERATURE REVIEW
2.1 Marketing

Marketing is a concept of business activities carried out before the product is marketed by carrying out planning activities that include price analysis, trend analysis, and market segmentation so that the product can be known by the market where later the product can be accepted by customers and potential customers. In addition, it can be interpreted that marketing is a process of activities to create product distribution to the market by carrying out promotional activities to potential customers. According to Kotler and Keller (2022) marketing is a process of preparing integrated communications that aims to provide information on goods or services in satisfying human needs and desires.

2.2 Marketing Strategy

Strategy is something that is needed by every company to achieve the desired goals of the company, each company will determine several strategies so that the company can run effectively and efficiently. According to Effendi (2022) strategy is a long-term plan to achieve certain goals, therefore marketing strategy is a marketing plan designed to achieve marketing goals. Marketing strategy is a process or model to allow companies or organizations to focus limited resources on the best opportunities to increase sales and thus achieve competitive advantage. Meanwhile, according to Kotler and Armstrong (2020) Marketing strategy is the marketing logic where a business unit hopes to produce and gain profits from its relationships with consumers.

2.3 Marketing Mix

The marketing mix is a method used in implementing marketing strategies that will be combined so that companies can determine the right way to market products or services to customers or potential customers. The factors combined in the marketing mix are product, price, promotion, place, people, process, and physical evidence. This combination of factors can enable companies to determine the company's marketing strategy effectively and efficiently. According to Kotler and Keller in Bimo Erga (2022), the marketing mix is a way for entrepreneurs to advance with the 7P marketing mix, namely Product, Place, Price, Promotion, Process, People, and Physical Evidence. The Marketing Mix plays a role in forming, developing, and directing long-term mutually beneficial exchanges between producers and consumers. From the definition above, a general conclusion can be drawn that these activities need to be combined and coordinated well so that the company can achieve its goals by carrying out marketing activities effectively and efficiently.

2.4 PEST Analysis

PEST is an abbreviation of Politics, Economics, Technology, and Social which is used as an analysis tool to determine factors that can affect the company's external environment. Politics, Economics, Technology, and Social are closely related to purchasing power and consumer behavior because a country's political and economic policies can have a direct impact on people's purchasing power and technology that continues to develop can bring rapid changes so that it can become an opportunity for business actors or vice versa, namely becoming a threat to business actors. PEST analysis tools are very influential in a strategic decision that will be carried out by the company, especially for international market players. According to Mahadiansar & Aspariyana (2020), PEST analysis is an analysis of factors in a business's external environment, including political, economic, social, and technological factors. PEST is used to determine the market value of a business or organizational unit. The purpose of PEST analysis is to provide a snapshot of a situation, assess the company's strategy or position, direction, and marketing plans or ideas. Based on this analysis, new opportunities and threats to the company can be identified.

2.5 SWOT Analysis

SWOT analysis is a method to determine the strengths, weaknesses, opportunities, and threats that a company has in carrying out its activities. This analysis can be used before the company carries out its activities so that the company can minimize the risks that will be faced amidst tight competition in the market. According to Leonardo (2021) SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is carried out by analyzing and sorting all possibilities that affect these four factors and the purpose of SWOT analysis is to determine the right strategy based on the market. Meanwhile, according to another expert, namely Hendrawan (2021), SWOT analysis is the process of evaluating all strengths, weaknesses, opportunities, and threats in individuals and businesses.

2.6 IFAS & EFAS

EFAS stands for External Factory Analysis Summary, while IFAS stands for Internal Factory Analysis Summary. Both are analytical tools for identifying a company's internal and external factors. EFAS analysis focuses on factors that constitute opportunities and threats, while IFAS analysis focuses on factors that constitute strengths and weaknesses. According to Mutiara Putri (2021), Internal Factor Analysis Summary (IFAS) is an analytical tool that provides a company's internal conditions to determine its strengths and weaknesses, while External Factor Analysis Summary (EFAS) is an analytical tool that provides a company's external conditions to determine its opportunities and threats. The use of IFAS and EFAS analysis is used in carrying out the SWOT analysis process. This is done so that the company can find out the external and internal factors that can influence the strategic steps that will be carried out by the company because both analysis tools are based on data that can be evaluated by the company so that it can help the company in making decisions to determine the best strategy that will be implemented by the company and can help the company in improving the company's performance and anticipating the risks, threats and weaknesses that will be faced by the company.

2.7 Global Marketing

Global marketing is a process undertaken by a company to make its products known to the international community, thereby increasing sales. Before undertaking global marketing, every entrepreneur must understand the factors that can influence the strategy they will implement, ensuring optimal marketing. According to (Salamzadeh et al., 2022) companies that want to market products to the global market must consider various factors, such as business infrastructure, product characteristics, and high-quality offerings that have the potential to gain a significant global market share.

2.8 Export

Export is an activity of releasing goods from within the country to abroad. Export activities provide good benefits for every company because by carrying out export activities the company can expand the target market so that the company's sales can increase, in addition, export activities can also help the country to increase foreign exchange earnings and strengthen trade relations between the two countries that cooperate. According to Muhammad Alfin Syaiful Izza, et al (2023) Export refers to the act of bringing or removing goods from the domestic market or products in the customs area to a location abroad, with the intention of being exchanged or sold. According to the Regulation of the Minister of Finance of the Republic of Indonesia Number 155 / PMK.04 / 2022 Export is the activity of removing goods from the customs area in this case what is meant by the customs area is the territory of the Republic of Indonesia which includes land, water and air space above it, as well as certain places in the exclusive economic

zone and continental shelf in which customs laws apply.

2.9 Competitiveness

Competition is unavoidable in running a business activity in various industrial sectors. Instead, competition must be faced properly and in a measured manner so that the company can excel and survive and grow amidst ongoing market competition. A company can excel in competition if the company can implement a good system from the initial process to the final process, namely the products sold by the company are well received by consumers. According to Mohammad, R., and Niode, IY (2020) Competitiveness is a company's strategic approach to outperforming competitors in similar industries.It is known that every company has competitors in carrying out sales activities. In this case, competitors can have a positive impact on the company because with the existence of competitors, the company is required to continue to innovate and improve the company's performance in a better direction so that the company can survive and continue to grow.

3. RESEARCH METHODS

This research uses a qualitative method approach. According to Sugiyono (2020), qualitative research is a research method used to examine natural objects, where the researcher is the key instrument, data collection techniques are triangulated, data analysis is inductive, and qualitative research results emphasize meaning over generalization. The choice of this method is because the researcher wants to understand in depth the phenomena and perceptions of the Balinese sugar palm fruit industry players so that the researcher can find out the challenges and obstacles faced by the Balinese sugar palm fruit exporters so that the results obtained can formulate the right marketing strategy for Balinese sugar palm fruit in an effort to increase sales in the international market. The research process uses a SWOT matrix analysis tool by providing weights and assessments using the linker scale assessment method for each answer obtained from the interview results so that the researcher can find out the strengths, weaknesses, opportunities and threats which in the end the researcher will present the results in narrative form to describe the situation and conditions that occur in the Balinese sugar palm fruit industry players and then the researcher can provide conclusions and suggestions to the Balinese sugar palm fruit industry players to determine the right strategy to increase sales in the international market.

3.1 Research Location

This research was conducted in two locations, the first location is at PT Surya Elok Sejahtera which is located at Jalan Cargo Taman II No. 234 Denpasar, Bali Indonesia. The selection of PT. Surya Elok Sejahtera as the research location is based on the status of PT. Surya Elok Sejahtera as a Balinese sugar palm fruit export company that has been established for 9 years. In addition, this company was chosen because the researcher wanted to analyze the export marketing strategy of sugar palm fruit carried out by PT. Surya Elok Sejahtera and wanted to identify the factors that hinder PT. Surya Elok Sejahtera in selling in the international market. Furthermore, the second research location is in the Tabanan area. The selection of this second location is because the Tabanan area is one of the producers of Balinese sugar palm fruit that has been registered with the Balinese Plant Quarantine Agency. At this second location, the researcher aims to identify and analyze the factors that become challenges and obstacles faced by farmers in meeting the international market.

3.2 Types and Sources of Data

Data sources in this research using two data sources, namely primary data and secondary data. The primary data sources in this study were obtained from the Director, marketing manager, and export staff of PT. Surya Elok Sejahtera, overseas consumers of snake fruit and sugar snake fruit farmers in the Tabanan area, while the secondary data sources in this study were from the company report of PT. Surya Elok Sejahtera, export data, publication data published by the plant quarantine agency and the Bali Central Statistics Agency, and journals related to the export of Balinese sugar snake fruit.

3.3 SWOT Analysis

The application of SWOT analysis can help companies determine company strategy activities by knowing Strengths, Weaknesses, Opportunities, Threats both internally and externally. According to Kamaluddin (2020) SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or business. By using SWOT analysis, companies can also sort out various factors that can affect the four elements so that the strengths they have can be used as opportunities, and use strengths to face threats. In addition, utilizing opportunities to overcome weaknesses further by using the SWOT matrix, companies can minimize

weaknesses and avoid threats. According to Sylvia & Hayati, (2023) the SWOT matrix is an important tool that helps managers develop four types of strategies, namely SO (strengths-opportunities) strategies, WO (weaknesses-opportunities) strategies, ST (strengths-threats) strategies, and WT (weaknesses-threats) strategies. According to Djema et al (2024) the application of the SWOT matrix includes how strengths can be utilized to take advantage of opportunities.

The stages involved in identifying these factors are as follows:
A. Identify strategic factors:
   The first stage carried out in the SWOT analysis is to identify strategic factors in an effort to increase sales of Balinese sugar palm snake fruit. The identification process is carried out on the internal and external factors involved in it so that it can produce the right strategy.
B. Assignment of weight values:
   The weighting value is given to strategic factors based on the results that have been carried out by Balinese sugar palm fruit exporters. The total value for all strategic factor components is 1 for both external and internal factors.
C. Assessment of factor values:
   After weighting, the researcher provides an assessment of each strategy indicator using a Likert scale. This is done to make it easier for researchers to determine strategies that can be implemented to increase sales of Balinese sugar palm fruit in the international market and provide an overview to researchers regarding opportunities and threats in external factors and provide an overview of the strengths and weaknesses of the Balinese sugar palm fruit industry players. The assessment scale is explained in table 3.1.

Table 3.1 Rating Scale

Scale	Internal	External
4	Very strong	Very likely
3	Strong	Opportunity
2	Weak	Threaten
1	Very weak	Very Threatening

Based on the table, external variables provide an overview of opportunities and threats and based on the table if the value obtained is 4, this indicates that it has a very large opportunity, a value of 3 indicates that it has a small opportunity, a value of 2 indicates that it has a small threat and a value of 1 indicates that it has a large threat. Internal variables explain the description of strengths and weaknesses. based on the table if the value of 4 indicates that it has a large strength, a value of 3 indicates that it has a small strength, a value of 2 indicates that it has a small weakness and a value of 1 indicates that it has a large weakness.

D. Determining the value range / interval:
   Determining the range of values/intervals is done in order to identify external factors in opportunities and threats as well as internal factors in strengths and threats.

The determination of the interval value is formulated as follows:

$$interval = \frac{\text{Rentangan nilai}}{\text{kelas}}$$

$$interval = \frac{3}{4} = 0,75$$

The boundary line (cut point) is formulated as follows:

$$Cut\ point = \frac{\text{Total nilai}}{\text{kelas}}$$

$$= \frac{4 + 3 + 2 + 1}{4}$$

$$= \frac{10}{4} = 2,5$$

Based on the boundary line value, it means that if the value obtained is above 2.5, it is a threat and weakness

and based on the calculation of the value interval, the value obtained is 0.75 so that the following results can be seen:

Table 3.2Assessment result criteria

Mark	Value Range	Internal Results	External Results
4	3.26 - 4.00	Very strong	Very likely
3	2.51 - 3.25	Strong	Opportunity
2	1.75 - 2.50	Weak	Threaten
1	1.00 - 1.75	Very weak	Very Threatening

Based on the table, it can be described that the external variables regarding opportunities and threats so that if the value obtained is 3.26 - 4.00 indicates a very likely opportunity, a value of 2.51 - 3.25 indicates a likely opportunity, a value of 1.75 - 2.50 indicates a threat, and an external variable value of 1.00 - 1.75 indicates a very threatening one. And the internal variables explain the strengths and weaknesses so that if the value is 3.26 - 4.00 indicates a very strong one, a value of 2.51 - 3.25 indicates a strong one, a value of 1.75 - 2.50 indicates a weak one, and a value of 1.00 - 1.75 indicates a very weak one.

E. Place the obtained values on the SWOT matrix diagram:
   The results obtained from these factor scores are entered into a SWOT matrix. This is done to determine the position of Balinese sugar snake fruit in the international market. After the scores are entered into the SWOT matrix diagram, a marketing strategy for Balinese sugar snake fruit can be determined to increase sales in the appropriate international market.

3.4 EFAS and IFAS

The IFAS and EFAS analysis methods were used in the final stage of the research after obtaining the results of interviews, observations, and documentation conducted during the research so that researchers could group internal factors that became strengths and weaknesses as well as external factors that became opportunities and threats so that the research conducted could provide conclusions and suggestions for implementing marketing strategies to Balinese sugar palm fruit export industry players to increase sales in the international market.

3.5 Internal – External Matrix (I – E)

The Internal - External (I - E) matrix is used to position the condition of sugar cane snake fruit in the international market into a matrix consisting of 16 cells. In the Internal and External matrices, each position in the matrix has a different meaning and significance which can be explained as follows:

1. *Growth Strategy*Cells 1, 2, 5, 6, 9, 10, 13, 14: This refers to the growth of Balinese sugar palm fruit in the international market. Strategies that can be implemented include market penetration and market development targeting new countries where the product has not previously existed.
2. *Stability Strategy*Cells 3, 7, 11, and 15: These are strategies implemented without changing the established strategic direction. The strategy that can be used is a market penetration strategy and increasing sales of sugar cane snake fruit in the area.
3. *Strategy Retrenchment*Cells 4, 8, 12, 16: namely by reducing or minimizing sales to the destination country to reduce losses and thus increase sales efficiency.

3.6 SWOT Matrix

The SWOT matrix is used to describe the external opportunities and threats faced by Balinese sugar palm snake fruit producers, which can be tailored to their strengths and weaknesses. The SWOT matrix in this study can produce 16 columns of possible alternative strategies that sugar palm snake fruit exporters can implement to increase sales in the international market, as can be seen in Table 3.3.

Table 3.3 SWOT Matrix

IFAS / EFAS	*Best Strength (BS)*	*Good Strength (GS)*	*Small Weakness (SW)*	*Big Weakness (BW)*
Best Opportunity (BO)	**Strategy BS - BO** Create a strategy that uses strengths to take advantage of opportunities	**Strategy GS - BO** Create a strategy that uses strengths to take advantage of opportunities	**Strategy SW - BO** Create a strategy that minimizes weakness for take advantage of opportunities	**Strategy BW - BO** Create a strategy that minimizes weakness for take advantage of opportunities
Good Opportunity **(GO)**	**Strategy BS - GO** Create a strategy that uses strengths to take advantage of opportunities	**Strategy GS - GO** Create a strategy that uses strengths to take advantage of opportunities	**Strategy SW - GO** Create a strategy that minimizes weakness for take advantage of opportunities	**Strategy BW – GO** Create a strategy that minimizes weakness for take advantage of opportunities
Small Threat **(ST)**	**BS - ST Strategy** Create a strategy that uses strengths to overcome threats	**Strategy GS - ST** Create a strategy that uses strengths to overcome threats	**Strategy SW - ST** Create a strategy that minimizes weaknesses to avoid threats	**Strategy BW – ST** Create a strategy that minimizes weaknesses to avoid threats
Big Threat **(BT)**	**Strategy BS - BT** Create a strategy that uses strengths to overcome threats	**Strategy GS – BT** Create a strategy that uses strengths to overcome threats	**Strategy SW – BT** Create a strategy that minimizes weaknesses to avoid threats	**Strategy BW – BT** Create a strategy that minimizes weaknesses to avoid threats

3.6 Data collection technique

Data collection techniques are the methods researchers use to obtain data for conducting research. This study employed a qualitative method, requiring in-depth, clear, and specific data, consistent with the research subject. The qualitative method aims to deeply understand the phenomena and perceptions of Balinese sugar palm snake fruit industry players, allowing for the formulation of appropriate marketing strategies tailored to the market situation.

3.7 Research Informants

In the research process, the selection of informants in the research must be carried out appropriately so that the research process can run smoothly and the results of the research conducted can produce results in accordance with the researcher's wishes. In conducting this research, the researcher decided to take a sample using purposive sampling so that the researcher obtained relevant or in-depth research information. According to Sugiyono (2020) Purposive Sampling is a technique implemented in research sample research based on certain considerations. Based on this, the researcher decided to choose the right and correct informants according to the research being conducted in order to find the best results in the research, so the researcher determined the informants in the research as follows:

- Informant I: PT. Surya Elok Sejahtera which includes General Sales Manager, manager, and export staff of PT. Surya Elok Sejahtera and consumers or companies importing salak fruit abroad. PT. Surya Elok Sejahtera was chosen as the first informant because PT. Surya Elok Sejahtera has been selling salak fruit to the international market so that PT. Surya Elok Sejahtera already understands the marketing strategy of salak fruit and furthermore the selection of overseas salak fruit import companies was chosen as the first informant because the company knows directly about the demand for salak fruit in the country, regulations, and acceptable standards of salak fruit.
- Informant II: Balinese sugar palm salak farmers in Tabanan area. The selection of this second informant is because Balinese sugar palm salak farmers have a role in the production process and supply of sugar palm salak fruit for export. It is hoped that the data obtained from the research farmers can identify the factors that become challenges and obstacles faced by farmers such as weather factors, price stability and others, in addition to the selection of snake fruit farmers in Tabanan district because the Tabanan district government through Tabanan regent regulation no. 54 of 2018 explains that snake fruit is one of the superior agricultural products of the Tabanan region which is included in the NIKOSAKE area (Sap, Coffee, Snake Fruit and Coconut).
- Informant III: Government agencies, namely the Bali Agricultural Quarantine Agency and Ngurah Rai Customs, the selection of this third informant was chosen as complementary data from the two previous informants. In addition, this third informant was chosen because the Plant Quarantine and Customs Agency provided information regarding the quarantine procedures for Balinese snake fruit and export regulations to the destination market so that the information obtained can complement the perspective in the research.

4. RESULTS AND DISCUSSION

Based on theoretical studies and relevant articles, SWOT analysis is an effective method for formulating strategies by identifying the strengths, weaknesses, opportunities, and threats faced by industry players. This approach enables decision-makers to determine appropriate strategies in the face of intense competition in the international market. This is in line with the opinion of Sylvia and Hayati (2023), who stated that the SWOT matrix is an important tool that helps managers develop four types of strategies: SO (Strength-Opportunity) strategies, WO (Weakness-Opportunity) strategies, ST (Strength-Threat) strategies, and WT (Weakness-Threat) strategies. Therefore, the SWOT approach is the basis for this research in formulating a marketing strategy for exporting Balinese sugar palm snake fruit in an effort to increase sales in the international market.

4.1 IFAS and EFAS Analysis Results

Based on the results of the analysis that has been carried out, the IFAS value is 2.871. The value obtained explains that the sugar palm fruit industry in the international market is in a fairly strong category, this is because the value obtained is in the range of 3.25 and 2.50. Furthermore, based on the results of the analysis that has been carried out, the EFAS value is 3.088, this shows that the opportunities owned by the sugar palm fruit industry players who carry out sales activities to the international market have quite large opportunities that must be optimized so that sales increases can occur.

4.2 Internal and External Matrix

Based on the results of the internal-external matrix calculations, it shows that the sugar palm salak industry is in cell 6 because the value results are between 3.25 and 2.50. This can be interpreted as a growth strategy, namely by expanding the sales market by strengthening the image of the product so that an increase in sales volume can be achieved. This condition showsthat the sugar palm snake fruit is in a strong condition internally and has a great opportunity to increase sales in the international market. According to Alaslan et al (2023), a growth strategy is a method that is feasible for companies to implement with the aim of capturing a wider market share. Based on the theory that has been explained, the strategic position of the Balinese sugar palm snake fruit currently shows the need for an aggressive marketing strategy by utilizing the existing internal strengths and opportunities that are still wide open. However, when the strategy is implemented, monitoring must be carried out to ensure that the strategy is carried out in line with production capacity and pay attention to the readiness of human resources, as well as export regulations and regulations in the destination country that must be complied with so that the achieved growth is sustainable and does not pose long-term risks for the players in the sugar palm snake fruit industry involved in it.

4.3 Impact of implementing Growth Strategy

This research indicates that a growth strategy is a viable strategy. Implementing this strategy can contribute to and positively impact all stakeholders. However, its success requires consistent monitoring to avoid threats and minimize potential risks. Furthermore, the strategy's implementation must be aligned with production capacity, resource readiness, and applicable export regulations. This ensures that the resulting growth is not only short-term but also supports the sustainability of the Balinese salak sugar industry in the international market. The implementation of a growth strategy in marketing Balinese granulated sugar snake fruit exports has a broad impact on various parties, namely as follows:

- Business Actors: This strategy encourages increased production capacity, strengthened brand image, and diversified distribution channels. Increased market penetration also opens up opportunities to expand marketing networks and access new consumer segments in international markets, thereby increasing product competitiveness.
- Government: Implementing a growth strategy has the potential to create a more conducive business climate, increase regional export volume, and significantly contribute to local economic growth. This situation also encourages the government to provide support in the form of licensing facilitation, human resource training, and product quality improvement to maintain compliance with international standards.
- Consumers: This strategy is expected to increase the availability of sugar palm fruit with guaranteed quality and consumers will benefit from sustainable supply while strengthening the image of sugar palm fruit as one of Bali's leading commodities.

Implementing a growth strategy has the potential to boost the competitiveness of Balinese snake fruit (salaak gula pasir) in the international market, but it can also pose challenges such as pressure on production capacity, rising costs, and price competition. Therefore, consistent oversight through quality control, production monitoring, and compliance with export regulations is necessary. With proper management, this strategy not only supports sustainable growth but also provides long-term benefits.

5. CONCLUSIONS AND SUGGESTIONS
5.1 CONCLUSION

The main problem in the Balinese granulated sugar snake fruit industry is how the current condition and export potential of snake fruit in Bali Province is. From this study, the results obtained through the Internal-External Matrix analysis approach show that the Balinese granulated sugar snake fruit industry is in Quadrant I (position 6), this shows that Balinese granulated sugar snake fruit has good internal strength and great external opportunities. The second main problem is what are the obstacles faced by business actors in marketing snake fruit to the international market, research shows that the obstacles include weaknesses in the form of limited promotion in foreign markets and the absence of a strong brand identity globally as well as the main threat comes from strict food safety regulations in export destination countries and competition with other more popular snake fruit varieties.

The final main problem is what marketing strategy is most appropriate to increase the export competitiveness of Balinese snake fruit products in the global market. From this main problem, a strategy formulation was found which was obtained through a SWOT analysis approach which resulted in 16 strategies that can be implemented so that efforts to increase sales volume can be achieved optimally. Based on the main problem and findings of this study, it can be concluded that the Balinese snake fruit industry has bright export prospects, thanks to a combination of product strengths and significant external opportunities. Its position in Quadrant I confirms that a growth strategy is the primary option. Implementing strategies that include international promotion, brand identity strengthening, packaging innovation, and new market development is expected to increase competitiveness, maintain product quality, and expand the global market reach of Balinese snake fruit.

5.2 SUGGESTION

Researchers provide suggestions to the industrial actors involved, where these suggestions are compiled based on the results of the research that has been carried out as follows:

1. Government
   - Increase regulatory support and export incentives, especially for Balinese sugar palm fruit business players, such as logistics cost subsidies or tax breaks for exporters who consistently meet market targets.
   - Expanding international market access through trade diplomacy and bilateral/multilateral trade agreements that benefit Indonesian tropical fruit exports, including Balinese sugar palm snake fruit.
   - Develop an integrated promotional program under the coordination of the Ministry of Trade and the Bali

Provincial Agriculture Service to regularly participate in international exhibitions, such as Fruit Logistica in Berlin or Asia Fruit Logistica in Hong Kong.

- Providing training and assistance related to food safety standards and international certifications such as GAP (Good Agricultural Practices) and HACCP (Hazard Analysis and Critical Control Points) for farmers and exporters.

2. Balinese Sugar Palm Business Owners and Farmers
- Strengthening global brand identity through the creation of logos, packaging, and product storytelling that highlight the unique taste and origins of Balinese sugar palm snake fruit.
- Utilizing modern packaging technology to maintain quality during the international distribution process.
- Diversify export markets by exploring new potential countries that have a high interest in tropical fruits, such as the United Arab Emirates, Saudi Arabia and European countries.
- Conduct marketing by participating in international fruit exhibitions such as Fruits Logistics
- Increase export-quality production capacity by implementing GAP-standard cultivation techniques, using superior seeds, and integrated pest control.

3. Export Support Institutions (Associations, Chamber of Commerce and Industry, Financing Institutions)
- Providing access to low-interest export financing for MSMEs exporting Balinese granulated sugar snake fruit, including working capital for packaging, transportation, and promotion costs.
- Building strategic partnerships with major exporters and international distribution networks to expand market penetration.
- Encourage collaboration between business actors in the form of cooperatives or export consortia to increase supply capacity and strengthen bargaining positions in the global market.

4. Further Research
- Expanding the scope of the research area to other salak producing areas in Indonesia to compare the marketing strategies and competitiveness of each region.
- Developing a more measurable analysis model related to export volume projections and the profitability of the proposed strategy, for example using a quantitative marketing modeling approach.
- Specifically examine the impact of international food safety regulations on production costs and export selling prices of granulated sugar snake fruit, so that more appropriate solutions can be proposed.
- Researching the potential for innovation in derivative products of granulated sugar snake fruit (e.g. dry processed products, syrup, or extract) to add added value and expand market segments.
- Integrating sustainability aspects into export strategies, such as implementing organic certification and low carbon footprint, is now a global market demand.

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