



Promotion Strategy in the Development of National Exports

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Abstract. Currently, product competition in the global market is getting tougher. This is supported by increasingly sophisticated technological developments in making highly competitive products. A promotional strategy is needed to reach export destination countries for Indonesian products to compete in the global market. The Directorate General of National Export Development (Ditjen PEN) is in charge of implementing the policies of the Indonesian Ministry of Trade in the field of national export development. This study aims to determine how the strategies that must be carried out by the Directorate General of National Export Development in developing national exports. This study uses a qualitative research approach. Data collection techniques, namely, interviews with 5 informants, observation, and documentation studies. The validity of the data carried out by researchers is by source triangulation. The data analysis method used by the researcher is the SWOT analysis. The results of the data analysis and discussion research show that the position of the Directorate General of National Export Development is in quadrant I, namely “Growth & Build” determined using internal and external matrices. Thus, alternative export development strategies can be carried out by the Directorate General of National Export Development: Market Penetration, Market Development, Product Development, and Integration.

Keywords: Promotion Strategy · SWOT Analysis · Development Introduction

1 Introduction

Optimizing national marketing and branding services is one of the crucial things that must be carried out by the Directorate General of National Export Development to develop national exports. To spur export growth and make Indonesian products known and enjoyed by foreign consumers, it is necessary to carry out effective nationalization branding and promotion efforts. It is also intended that with proper promotion, expenses related to branding will be bigger and clearer. Because of its ability to increase sales, promotion is an important marketing strategy for the resulting Indonesian export products to succeed in fulfilling the stated aims and objectives, a promotion plan is needed to disseminate information, create a brand image for Indonesian export products, and persuade target consumers to buy the products offer promotion is a type of marketing communication or marketing activity that aims to inform, persuade, and remind the target market about a company and its products, accept, buy, and be loyal to the company's stay offers [1].

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Today, National Branding is widely recognized around the world, and its impact can even be “measured” by state funds used to launch communication campaigns on major country sites such as international airports, international television networks, commercial advertisements, etc. [2]. The purpose of a national brand is to introduce domestic products and increase exports by using the country’s image. Therefore, having national branding by bringing out the special characteristics of a country as a form of differentiation is the right effort to be made in increasing the potential for export performance (Table 1).

According to Indonesia’s trade balance, Indonesia’s export-import trade activities are increasingly experiencing ups and downs, this is based on validated data in Indonesia’s total trade balance in the period 2017–2021 (January–December) released by the Indonesian Ministry of Trade, the value of imports which experienced very high growth compared to export values causing Indonesia’s trade balance in 2018 to experience a deficit of -8.698 (in US\$ million), the Indonesian Ministry of Trade noted that Indonesia’s import value was 188.711 (in US\$ million) while Indonesia’s export value was only 180.012 (in US\$ million), as a result, with the acquisition of this value, Indonesia’s trade balance experienced a deficit. Whereas in 2021 Indonesia’s export value reached 231.522 US US\$ million), which was higher than the previous year which reached 163.192 (US\$ in million) and obtained a surplus of 35.332 (US\$ in million) higher than the previous year which reached 21,623 (in million US\$). Then, in the January–April 2022 period, Indonesia’s exports reached a value of 93,466 US US\$ million) and the trade balance surplus reached 2 times as much, namely 16,896 (in US\$ million) from the previous year’s surplus which reached 7,808 (in US\$ million) (Fig. 1) with a lower export value compared to the previous period which had a value of 67,395 US US\$ million).

Table 1. Indonesia’s total trade balance.

Description	2017	2018	2019	2020	2021	Trend (%) 17–21	Jan –Apr		Perub. (%) 22/21
							2021	2022	
Total trades	325,813.7	368,724.0	338,958.7	304,760.6	427,712.4	3.60	126,981.7	170,035.8	33.91
Oil & Gas	40,060.6	47,040.6	33,674.6	22,507.9	37,804.7	-8.18	10,773.5	17,172.0	59.39
NON MIGAS	285,753.1	321,683.5	305,284.1	282,252.7	389,907.7	5.03	116,208.2	152,863.9	31.54
EXPORT	168,828.2	180,012.7	167,683.0	163,191.8	231,522.5	5.48	67,395.0	93,466.4	38.68
Oil & Gas	15,744.4	17,171.7	11,789.3	8,251.1	12,275.6	-11.58	3,614.8	4,734.3	30.97
NON MIGAS	153,083.8	162,840.9	155,893.7	154,940.8	219,246.9	6.92	63,780.2	88,732.0	39.12
IMPORT	156,985.6	188,711.4	171,275.7	141,568.8	196,190.0	1.60	59,586.7	76,569.5	28.50
Oil & Gas	24,316.2	29,868.8	21,885.3	14,256.8	25,529.1	-6.22	7,158.7	12,437.6	73.74
NON MIGAS	132,669.3	158,842.5	149,390.4	127,312.0	170,660.9	2.86	52,428.0	64,131.9	22.32
TRADE BALANCE	11,842.6	-8,698.7	-3,592.7	21,623.0	35,332.5	0.00	7,808.3	16,896.9	116.40
Oil & Gas	-8,571.9	-12,697.1	-10,096.1	-6,005.7	-13,253.5	-1.24	-3,543.9	-7,703.3	-117.37
NON MIGAS	20,414.5	3,998.4	6,503.3	27,628.8	48,586.0	44.30	11,352.2	24,600.2	116.70

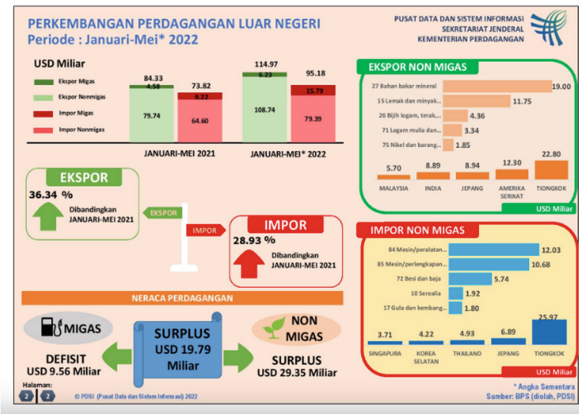


Fig. 1. Infographics on the development of foreign trade period January–May 2022.

Based on the infographic data above, it is noted that Indonesia's trade balance for the January–May 2022 period reached a surplus of US\$ 19.79 billion, obtained from a non-oil and gas surplus of US\$ 29.35 billion and an oil and gas deficit of US\$ 9.56 billion. The cumulative total value of Indonesia's exports in the January–May 2022 period reached US\$ 114.79 billion, growing by 36.34% compared to the January-May 2022 period. This cumulative surplus was the largest in the last 5 years during that period. However, the development of the era of globalization which makes it easier to process international trade transactions can be a challenge as well as an opportunity for Indonesia and the Indonesian people in penetrating the global market. As a country blessed with natural resources, Indonesia has a great opportunity to become the world's largest exporter of oil, gas, and non-oil and gas. Therefore, it is imperative for the government of the Republic of Indonesia specifically the Ministry of Trade of the Republic of Indonesia c.q the Directorate General of National Export Development create strategies that are right on target and have excellence in improving national export performance. One strategy that must be considered in achieving export performance is a marketing start which that has an important role in the success of export performance. Promotional activities and nationalization branding must be carried out properly to stimulate export growth so that goods and services from Indonesia can be recognized and liked by international buyers. With the right promotion, it is hoped that the costs incurred in branding can be measured and clear. Business activities cannot be separated from the implementation of promotions, this is because promotions can provide detailed information about the products offered to the public and potential customers so that the public and potential customers will begin to be interested in the products offered by the company and will start making regular purchases. In this study, the author uses swot analysis as data analysis to determine effective strategies that can be carried out by the Directorate General of National Export Development in overcoming opportunities and threats for national export developers in international trade. Based on the explanation above, the purpose of this study is to find out what strategy is appropriate and must be carried out by the Directorate General of National Export Development in developing national exports.

2 Literature Study

2.1 Definition of Marketing

According to Kotler and Keller marketing is said to be an activity within a company or producer to create products, notify consumers directly or indirectly about products that will be sold by business actors, and provide pleasure to consumers, all of which are stated as part from the marketing process carried out by a business or manufacturer to provide quality to consumers to make money [3]. Another opinion according to Stanton expressed his opinion that marketing is the entire commercial operating system and a set of business activities known as marketing has the aim of planning, determining prices, promoting, and distributing goods and services that can meet the needs of buyers and prospective buyers, and is focused on the development of products and services that will satisfy and meet the needs of current and potential customers [4]. Conversely, marketing according to Sedjati refers to all initiatives or actions taken to deliver goods or services from producers to consumers, where these activities are intended to fulfill the needs and desires of customers in a way known as exchange [5]. From this definition the author concludes that marketing is a planned activity carried out by producers in business activities to provide satisfaction and meet consumer needs by creating a high-quality product, setting a product price, and informing the product prospective consumers with various efforts to be able to meet market demand.

2.2 Promotion

Promotion is an activity carried out by an individual or a group of people who are involved in business activities and carry out promotions to develop anything, such as a brand, product, or the business itself. Here are some definitions of promotion according to experts. According to Harper Boyd promotion is defined as a process of trying to convince others to adopt certain ideas, concepts, or products [6]. Meanwhile, Gito-sudarmo expressed his opinion that promotion is a strategy used to make customers learn more about the products supplied to them by manufacturers, which makes them happy and encourages them to make purchases [7]. Another opinion according to Fandy Tjiptono argues that promotion is an activity to disseminate information, offer, persuade, or expand the company's target market and its products so that people can adopt, buy, and remain loyal to the products offered by the company [8]. So, in general it can be concluded that promotion is an activity carried out by way of informing a large audience to develop the value of the product being promoted.

2.3 Promotion Indicators

According to Tjiptono there are several promotion indicators which include [9]:

- Advertising is one type of impression communication to be used as a powerful promotional tool to provide persuasive information to consumers by using print media as a tool to convey communication to consumers, usually through media such as banners, brochures, and other similar media, to increase awareness of the existence of the products or goods being sold and encouraging the public or potential buyers to buy and use these products and goods.

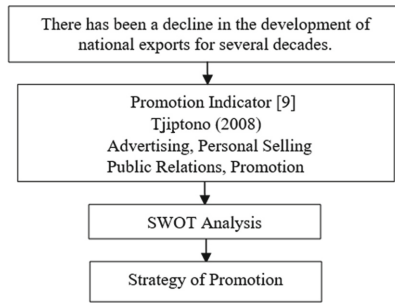


Fig. 2. Framework of thinking.

- Personal selling is a form of communication in which sellers and potential customers communicate in two directions (face to face) to make offers, introduce the products offered, and persuade and influence potential customers to buy the items offered.
- Sales promotion is an activity to disseminate or offer a product or service within a predetermined limited period, attract potential customers to buy it, increase sales figures, and stimulate market demand.
- Public relations is a strategic communication process that is used by organizations or companies to the public to foster and build mutually beneficial relationships between the two, where this activity focuses on how to maintain a positive reputation for the organization or company as a whole.

2.4 Framework of Thinking

Based on the description from the literature review and previous research that had been done before, a framework for this research was formed which is embodied in Fig. 2.

3 Methodology

This study uses a descriptive research methodology with a qualitative approach to see a description of the situation of a phenomenon or research problem that occurs, in this case specifically regarding the analysis of the implementation of promotion strategies in developing national exports. According to Moleong, a qualitative descriptive approach is defined as a research technique known as a qualitative descriptive approach collecting data in the form of words, pictures, and not statistics [10]. These facts can be found through interviews, field notes, photographs, videotapes, personal notes, memoranda, or other written materials. Meanwhile, according to I Made Winarta suggests that the qualitative descriptive analysis method is to evaluate, characterize, and synthesize various situations using data obtained through observations or interviews about the problems studied in the field [11]. Based on the explanation above, it can be concluded that qualitative research uses analytical, descriptive, and summarizing approaches based on facts that already exist in the public domain. Data was obtained through observation or interviews on the problems studied in the field.

The method of collecting data by researchers in a study forms the basis for making research instruments. The collection tools used by researchers to collect data for research

is known as research instrument [12]. This study uses data collection techniques by qualitative research procedures, namely: observation, in-depth interviews, and document study. The three techniques are expected to complement each other to obtain credible data.

According to Zainal Arifin in the book [12] observation is a process of observation starting with observation, followed by methodical, logical, impartial, and logical recording of various events both in natural and artificial contexts. Observation is used as a data collection method aimed at knowing the role of the promotion strategy in developing national exports. In addition, to find out the form of promotion and image (nation branding) activities carried out by the Directorate General of National Export Development, Ministry of Trade of the Republic of Indonesia in developing national exports. According to Riyanto participant observation is an observation in which the person making the observation participates in the life of the person being observed [13]. In this study, the researcher conducted participant observation for 3 months at the Promotion and Image Development division c.q. the Ministry of Trade of the Republic of Indonesia to make in-depth observations and records of various aspects of the object under study to obtain more complete and accurate data.

According to Johnson & Christensen defining interview is a data collection method or data collection tool in which the researcher acts as an interviewer and asks a series of questions to the subject being questioned [14]. The characteristics determined in determining informants for this study were employees of the Directorate of Promotion and Image Development c.q. Directorate General of National Export Development. The informants who have been determined to support this research are as Table 2.

According to Arikunto defining a documentation study is a way of researching written matters such as books, magazines, documents, rules, conference minutes, diaries, and so on [15]. In this case, the author uses documentation studies as supporting material in collecting data. From written material sources consisting of official documentation, for example, the Strategic Plan of the Directorate General of National Export Development, statistical data on Indonesia's trade balance on the website of the Ministry of Trade of the Republic of Indonesia, regulations of the minister of trade, company profiles, previous research journals, minutes of meetings, and other documents.

Table 2. Information of interview.

No	Informant	Criteria
1	America-Europe Regional Promotion Coordinator	Have an understanding of the field of promotion and as executors of promotional activities
2	Image Monitoring and Implementation Coordinator	Have an understanding of the field of image and the implementation of image activities
3	Middle Trade Expert	Having an understanding of the field of promotion and image, as well as executing both activities.

The data used in this study are primary data and secondary data. Primary data is the main data obtained by the author directly related to the research in this thesis through 3 months of observation at the Directorate General of National Export Development c.q Ministry of Trade of the Republic of Indonesia and in-depth interviews with employees of the Promotion and Image Development Division c.q Directorate General of National Export Development. Meanwhile, secondary data is information collected by researchers from publicly available sources commonly referred to as “second hand” [16]. The secondary data used by the author comes from official documents such as company profile of the Ministry of Trade of the Republic of Indonesia, list of trade exhibitions for the Americas and Europe 2022, notes during the observation, as well as previous research journals and books. Related to marketing management.

The data analysis method used by the author in this study is descriptive with a qualitative approach. The method used is to analyze the internal environment (strength & weakness) and external environment (opportunity & threat) of the Directorate General of National Export Development as a basis for conducting a SWOT analysis. SWOT analysis is a systematic identification of various factors to formulate a company strategy [17].

Before conducting a SWOT analysis, the author first conducts an internal environment analysis through the IFE (Internal Factor Evaluation) matrix to describe the strengths and weaknesses of the Directorate General of National Export Development and an external environment analysis through the EFE (External Factor Evaluation) matrix to describe the opportunities and threats factors owned by the Directorate General of National Export Development, as well as the IE (Internal External) matrix which will show the current position of the organization and QSPM matrices.

4 Results

To find out how much influence the internal factors of the Directorate General of National Export Development have, the author uses the IFE Matrix. The IFE Matrix can provide an overview of the internal conditions of the Directorate General of National Export Development in the form of strengths and weaknesses calculated based on weight and rating Table 3.

Based on the calculation of the IFE matrix above, it can be seen that the strength possessed by the Directorate General of National Export Development, namely, the export market information system is one of the main strengths with a score of 0.81. In the second place, having a network abroad is also one of the main strengths with a score of 0.81. Then in third place, there are skilled human resources who become strengths with a score of 0.73. And finally, the main strength is an adequate organizational structure with a score of 0.81. Meanwhile, the first weakness factor possessed by the Directorate General of National Export Development is the lack of synergy/cooperation between institutions with a score of 0.20. Then, the second is the lack of coordination between work units at the echelon II level with a score of 0.20.

From the calculation results of the EFE matrix below, it can be seen that the opportunities that can be utilized by the Directorate General of National Export Development to develop national exports are increasing opportunities for bilateral/regional trade cooperation with a score of 0.52. Second, opportunities that can be utilized are the opening

Table 3. Calculation of the IFE matrix.

No.	Internal Factors						Sum	Weight	Rating	Weight X Rating
		NS1	NS2	NS3	NS4	NS5				
1	Export Market Information System	4	4	4	4	4	20	0.20	4.0	0.81
2	Have a Network Abroad	4	4	4	4	4	20	0.20	4.00	0.81
3	Skilled Human Resources	4	3	4	4	4	19	0.19	3.80	0.73
4	Adequate Organizational Structure	4	4	4	4	4	20	0.20	4.00	0.81
	TOTAL						79			3.15
	Weakness						Sum	Weight	Rating	Weight X Rating
1	Lack of Synergy/Cooperation Between Institutions	2	2	2	2	2	10	0.10	2.00	0.20
2	Lack of Coordination Between Work Units at Echelon II Level	2	2	2	2	2	10	0.10	2.00	0.20
	TOTAL						20			0.40
	Grand Total						99	1.00		3.56

of new market opportunities with a score of 0.52. Third, an opportunity that can be exploited is the use of a digital information system with a score of 0.52. Fourth, the creation of export-oriented business actors with a score of 0.52. Furthermore, annual promotions are mapped with a score of 0.52. Then, the creation of superior value-added Indonesian products with a score of 0.52. And finally, the creation of a collaboration between institutions with a score of 0.52. Meanwhile, for the first threat, namely budget constraints with a score of 0.03. Then, the emergence of global issues gets a score of 0.13 (Table 4).

From the IE Matrix table below, it can be seen that the position of the Directorate General of National Export Development is in the cell I, which includes Grow and Build. In this position, the most suitable strategy for the Directorate General of National Export Development is Integration, Market Penetration, Market Development, and Product Development.

Table 4. Calculation of the EFE matrix.

No.	External factors	NS1	NS2	NS3	NS4	NS5	Sum	Weight	Rating	Weight x Rating
	Chance									
1	Increase Opportunities for Bilateral/Regional Trade Cooperation	4	4	4	4	4	20	0.13	4	0.52
2	The Opening of New Market Opportunities	4	4	4	4	4	20	0.13	4	0.52
3	Utilization of Digital Information Systems	4	4	4	4	4	20	0.13	4	0.52
4	Creation of Export-Oriented Business Actors	4	4	4	4	4	20	0.13	4	0.52
5	Annual Promotion Map	4	4	4	4	4	20	0.13	4	0.52
6	The Creation of Superior Indonesian Value-Added Products	4	4	4	4	4	20	0.13	4	0.52
7	Creation of Inter-Agency Cooperation	4	4	4	4	4	20	0.13	4	0.52
	Total						140			3.61
No.	Threat	NS1	NS2	NS3	NS4	NS5	Sum	weight	Rating	Weight X Rating
1	Budget Constraints	1	1	1	1	1	5	0.3	1	0.03
2	The Emergence of Global Issues	2	2	2	2	2	10	0.6	2	0.13
	Total						15			0.16
	Grand Total						155	1.00		3.77

The Market Penetration Strategy is an effort to increase the market share of a product, both existing brands in the market and other superior products, through more intensive, effective, and efficient promotional activities. Market Penetration strategy can be carried out through increasing promotional activities and improving product quality. The Market Development Strategy is one of the efforts to introduce its superior products as one of the most popular commodities by seeking new market destinations. While the Product Development strategy is an effort to improve existing products through innovation, provide added value to products from previous products, and increase sustainable product competitiveness to meet international quality standards (see Fig. 3).

Furthermore, to determine the most appropriate strategy carried out by the Directorate General of National Export Development, it is necessary to perform calculations other than the IFE and EFE matrices (Table 5).

The results of calculations through a swot analysis diagram by reducing the number between strengths and weaknesses, as well as reducing the number between opportunities and threats. This is done to find out the current position of the Directorate General of National Export Development. Based on the difference between strengths – weaknesses, and opportunities – threats, the current position of the Directorate General of National Export Development can be determined through coordinate points, as Fig. 4.

It can be seen in the swot analysis diagram above, that the position of the Directorate General of National Export Development is currently in quadrant I, resulting from a total strength of 3.15 minus a total weakness of 0.40, so the resulting x value is 2.75. Meanwhile, a y value of 3.45 is obtained from a total opportunity of 3.61 minus a total threat of 0.16. It can be said that the current position of the Directorate General of Export Development is very favorable because it has excellent strength and the ability to capture and maximize opportunities. Therefore, based on the situation in quadrant I, the Directorate General of National Export Development’s strategy is appropriate and

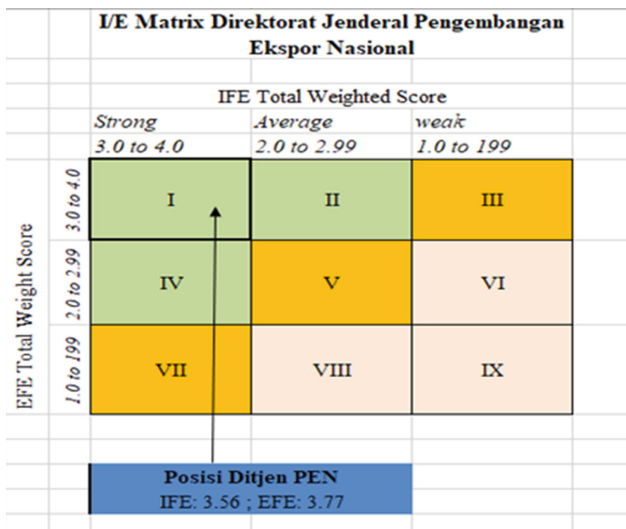


Fig. 3. Calculating IE matrices.

Table 5. Matrices of SWOT.

<u>Strength</u> 1. Export Market Information System 2. Have a Network Overseas 3. Skilled Human Resources 4. Adequate Organizational Structure	<u>Weakness</u> 1. Lack of Synergy/Cooperation Between Institutions 2. Lack of Coordination Between Work Units at the Echelon II Level	
<u>Opportunity</u> 1. Increasing Opportunities for Bilateral/Regional Trade Cooperation 2. The Opening of New Market Opportunities 3. Utilization of Digital Information Systems 4. Creation of Export-Oriented Business Actors 5. Map of Annual Promotion 6. The creation of value-added superior Indonesian products 7. Creation of Inter-Institutional Cooperation	1. Maintaining export performance by maintaining conducive policies and responding to market developments. 2. Conduct focused and intensive promotion, branding, and trade missions. 3. Product development and adaptation. 4. Market diversification 5. New market development 6. Implementation of trade agreements 7. Improving export market information services 8. Provide capacity-building programs for business actors.	1. Rearrange the regulation of the role of Ministry institutions 2. Coordinate in a structured manner to avoid overlapping. 3. Collaborate with other institutions/ministries in developing export development programs.
<u>Threat</u> 1. Budget Limitations 2. Emergence of Global Issues	Utilizing technological advances as a promotional medium.	Coordinate and collaborate with other agencies/ministries for the development of national exports.

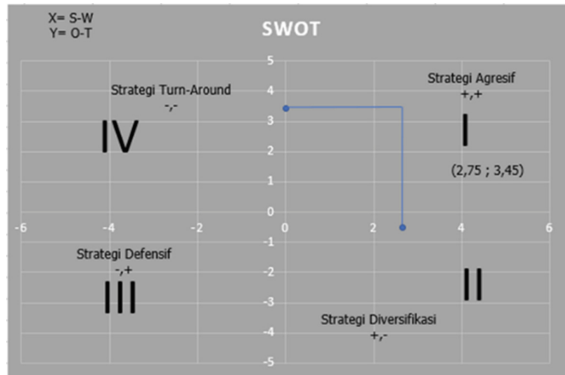


Fig. 4. SWOT quadrant results.

effective is to support an aggressive growth policy (Growth Oriented Strategy) Rangkuti [17], so that it can accept the hypotheses or temporary solutions provided in this study. Like this:

- Maintaining export performance by maintaining conducive policies and responding to market developments.
- Conduct focused and intensive promotion, branding, and trade missions.
- Product development and adaptation.
- Market diversification
- New market development
- Implementation of trade agreements
- Improving export market information services
- Provide capacity-building programs for business actors.

Based on calculations that have been done through QSPM using AS and TAS values. A value is used to identify the attractiveness of each of the key factors that are owned. The AS score was obtained through a questionnaire given to 5 (five) employees as respondents who were directly involved with the promotional activities they carried out. Thus, it is considered to have knowledge and understanding related to the development of promotional activities that are carried out. From the results of the QSPM below, it can be seen that the alternative strategies that will be implemented by the Directorate General of National Export Development are Market Development with a score of 6.31, and Product Development, with a score of 6.31 (see Table 6).

Table 6. Calculating of QSPM.

No	Key Factors	Alternative Strategy								
		Weight	Backward Integration		Market Penetration		Market Development		Product Development	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
OPPORTUNITIES										
1	Increase Opportunities for Bilateral/Regional Trade	0.13	3	0.39	4	0.52	4	0.52	4	0.52
2	The Opening of New Market Opportunities	0.13	4	0.52	4	0.52	4	0.52	4	0.52
3	Utilization of Digital Information Systems	0.13	2	0.26	3	0.39	4	0.52	3	0.39
4	Creation of Export-Oriented Business Actors	0.13	2	0.26	3	0.39	3	0.39	4	0.52
5	Annual Promotion Map	0.13	1	0.13	2	0.26	4	0.52	3	0.39
6	The Creation of Superior Indonesian Value-Added Products	0.13	3	0.39	3	0.39	3	0.39	4	0.52
7	Creation of Inter-Agency Cooperation	0.13	2	0.26	2	0.26	3	0.39	3	0.39
THREATS										
1.	Budget Constraints	1	0.03	1	0.03	1	0.03	1	0.03	1
2.	The Emergence of Global Issues	1	0.06	1	0.06	1	0.06	1	0.06	1
Totals										
STRENGTHS										
1.	Export Market Information System	2	0.40	3	0.60	3	0.60	3	0.60	2
2.	Have a Network Abroad	3	0.60	4	0.80	4	0.80	4	0.80	3
3.	Skilled Human Resources	2	0.38	3	0.57	3	0.57	3	0.57	2

(continued)

Table 6. (continued)

No	Key Factors	Alternative Strategy								
		Weight	Backward Integration		Market Penetration		Market Development		Product Development	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
4.	Adequate Organizational Structure	3	0.60	4	0.80	4	0.80	3	0.60	3
WEAKNESSES										
1.	Lack of Synergy/Cooperation Between Institutions	0.10	2	0.20	1	0.10	1	0.10	2	0.20
2.	Lack of Coordination Between Work Units at Echelon II Level	0.10	1	0.10	2	0.20	1	0.10	2	0.20
	TOTAL	1.00		4.58		5.89		6.31		6.31

5 Conclusion

Based on the results of analysis through internal and external matrices, internal and external factors can be identified from the Directorate General of National Export Development, namely among others; having an export market information system, having overseas networks, having skilled human resources, adequate organizational structure, opening new market opportunities, increasing opportunities for bilateral/regional trade cooperation, utilizing digital information systems, creating export-oriented business actors. Mapping annual promotions, creating value-added Indonesian products, and creating collaboration between institutions. Currently, the Directorate General of National Export Development is in the quadrant I condition “Growth and Build” which is determined using the IE matrix. Thus, alternative export development strategies that can be carried out by the Directorate General of National Export Development in developing national exports include Market Penetration, Market Development, Product Development, and Integration.

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