

**ANALYSIS OF INDONESIAN CHARCOAL BRIQUETTE COMPANY
STRATEGIES FOR IMPROVING EXPORT PERFORMANCE
(CASE STUDY ON CHARCOAL BRIQUETTE COMPANY, CV. MEGA
BRIQUETTE SEMARANG)**



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Abstract

This research aims to develop a qualitative research model by identifying the strategy of the CV. Mega Briquette company is facing obstacles in shipping charcoal briquettes and identifying the contribution of network capabilities and information capabilities to improving the company's export performance. This research uses qualitative methods by conducting in-depth interviews with representatives from CV. Mega Briquette. The findings in this research are that networking capabilities and information capabilities are proven to contribute to improving export performance at CV. Mega Briquette. It is hoped that future research will be able to obtain more sources. It is hoped that future research will be able to obtain more sources so that it can explain the strategies used by other Charcoal Briquette companies to improve their companies' export performance. Managerial Implications for Charcoal Briquette Companies in Improving Company Export Performance. This study explains the contribution of Network Capability and Informational Capability to export performance in a company. This research model is used to determine the contribution of network and informational capabilities in improving export performance in companies.

Keywords: Resource Based View (RBV), Firm Capability, Networking Capability, Informational Capability

INTRODUCTION

Coconut commodities are one of the leading commodities usually exported by Indonesia. Many coconut trees grow abundantly in Indonesia, so it has the potential to make Indonesia the world's number one country as a producer of coconuts, including its derivative products. Some derivative products that can be produced from coconuts are Copra, Coconut Oil, Dried Grated Coconut, Coconut Shell Charcoal and Coconut Fiber.

One of the factors that makes Charcoal Briquettes considered to have the potential to be exported is the quality of Indonesian coconut briquettes which are considered the best by the international market. Coconut Charcoal Briquettes are usually used as an alternative fuel in Europe or in the Middle East, Charcoal Briquettes are also used as a pipe-shaped suction device also called Shisha. Meanwhile, in Asia, such as South Korea and Japan, Charcoal Briquettes are used for cooking purposes because Charcoal Briquette products produce greater heat compared to coal briquettes. Apart from that, Coconut Charcoal Briquettes also do not damage the environment because less smoke is produced from Coconut Charcoal Briquettes. Moreover, at a time when global warming is increasing, Coconut Charcoal Briquettes are considered to be more helpful in reducing pollution and are considered more environmentally friendly (Arinanto, 2020).

According to several countries, Indonesian Charcoal Briquettes are the best Charcoal Briquettes in Indonesia. Apart from being exported to Turkey, Indonesian Charcoal Briquettes have also become a product with very high demand for export to France, Albania, Germany, the United States, and Saudi Arabia. Many also choose to use Charcoal Briquettes as an alternative because they last a long time and are also affordable (Arinanto, 2020).

Based on BPS data processed by the Directorate General of Plantations in 2019, Indonesian Coconut Charcoal Exports could reach 188.05 thousand tons with an export value of USD 145.09 million. Even in the midst of the COVID-19 pandemic situation, the Ministry of Agriculture remains consistent and continues to increase production and exports of coconut derivative product commodities, especially Charcoal Briquettes. It is deemed necessary to exploit the potential of Indonesian coconut as the world's number 1 producer by strengthening downstream production of coconut derivative products so that

they can provide added value directly to farmers and expand market access (Ministry of Agriculture, 2022).

CV. Mega Briquette is a well-known manufacturer for making industrial machines that ultimately produce charcoal briquettes to make them environmentally friendly products. CV. Mega Briquette was founded in 2005 on two hectares of land. CV. Mega Briquette has several products to offer buyers, for example, Hookah Coal, Coconut Charcoal, Charcoal Briquette, Charcoal with Barbeque, and Wicked Good Charcoal.

CV. Mega Briquette has become a supplier for many companies because the products are produced from high-quality materials and CV. Mega Briquette also has high standards in producing charcoal briquettes, accompanied by great quality control for the products produced. This is what guarantees the quality of the charcoal briquettes at CV. Mega Briquette is better than other charcoal briquettes. The raw material, which is coconut shell from coconut shells, has been confirmed to have high quality and CV. Mega Briquette only chooses quality coconut shells that can be burned for a longer time to store more energy and sells them at an affordable price.

According to the results of interviews conducted by researchers with the Person in Charge from CV. Mega Briquette Semarang, the company experienced problems shipping Charcoal Briquettes due to an incident where a container caught fire during transit and this container was carrying Charcoal Briquettes. After looking for the root of the problem, it turned out that many Charcoal Briquettes caught fire while traveling due to a drastic increase in temperature (temperature rise) which made these Charcoal Briquettes become hot and burn while traveling.

The impact of the incident above was that the trust of shipping agents in charcoal briquette factories in Indonesia was reduced because quality and safety controls were not carried out properly before the charcoal briquette products were loaded onto shipping vessels. The negligence that occurred in maintaining Quality and Safety Control before the delivery process was due to the fact that several Charcoal Briquette factories did not carry out the procedural steps according to Self-Heating Treatment (SHT).

According to the Pre-Survey Results, companies that sell and export Charcoal Briquettes are required to have a Self-Heating Treatment (SHT) Certificate. Self-Heating Treatment (SHT) is a treatment of materials that involves heating to a recrystallization

temperature over a certain period of time and cooling in a cooling medium. This Self Heating Treatment (SHT) certification requires companies to check the temperature of the Charcoal Briquette products they will send so that the temperature of the Charcoal Briquettes is guaranteed not to experience a drastic increase in temperature and is not flammable during the delivery process.

So far, CV. Mega Briquette feels that it has carried out the SHT procedure well. The company carried out a simulation by placing charcoal briquettes that were ready to be sent into the oven and heating them to a temperature of 200 degrees Celsius. If the briquettes put into the oven do not burn, then the charcoal briquettes are declared safe and non-flammable upon delivery. With this simulation, the Charcoal Briquette products produced by CV. Mega Briquette is guaranteed to be safe for delivery.

Based on previous research, a company's export performance can be seen from the company's ability to increase sales, determine market share, secure company competition in international markets, and also offer or introduce quality products and services to customers (Doktoralina and Saluy 2018). Apart from being important for improving company performance, export performance can also influence production growth and increase income for a country. Export activities are also very important to be able to compete in international and domestic markets (Imran, Raziq, Saleem, and Khaliq, 2020).

In connection with the empirical study conducted on Company Export Performance, the Resource-Based View concept is considered to have a large influence in improving company export performance. The Resource-Based View consists of two dimensions, namely Company Resources also known as Company Capabilities, and Competitive Advantage Strategy (Ghozali, 2020). Company Capability is the ability of a company to help a company to increase international entrepreneurship. Firm capabilities help entrepreneurs to be aware of and act on international market prospects (Zahra et al. 2005). Company capabilities also explain the process of developing various strategic actions to improve company performance. The company's ability to enter export markets will enable international entrepreneurs to utilize company resources in order to create economic value and superior company performance (Teece 2012). Zhang (2009) has conceptualized several dimensions of Company Capability in export performance, some of which are Relational Capability and Information Capability. These two capabilities are very important in the

success of the company from the initial stage to the expansion of the company in the export market because they can help create an international network that connects the company and clients from other countries (Mostafiz, Sambasivan and Goh, 2020). Zhang (2009) has conceptualized several dimensions of Company Capability in export performance, some of which are Relational Capability and Information Capability. These two capabilities are very important in the success of the company from the initial stage to the expansion of the company in the export market because they can help create an international network that connects the company and clients from other countries (Mostafiz, Sambasivan and Goh, 2020). Zhang (2009) has conceptualized several dimensions of Company Capability in export performance, some of which are Relational Capability and Information Capability. These two capabilities are very important in the success of the company from the initial stage to the expansion of the company in the export market because they can help create an international network that connects the company and clients from other countries (Mostafiz, Sambasivan and Goh, 2020).

REVIEW OF LITERATURE

Resource Based View (RBV)

Resource Based View (RBV) is a managerial framework used by a company to determine and optimize strategic resources in order to achieve sustainable competitive advantage. RBV focuses managerial attention on the company's internal resources such as identifying assets, capabilities, and competencies that can be improved to provide competitive advantage (Ghozali, 2020). RBV suggests that companies must develop unique core competencies, thereby enabling companies to outperform competitors in different ways. Many strategists select RBV as the strategy or competitive position that best exploits internal resources and capabilities relative to external opportunities, given that strategic resources represent a complex network of interrelated assets and capabilities (Ghozali, 2020).

The Resource Based View concept highlights that company resources must be rare, valuable, non-substitutable, and difficult to imitate, in order to ensure that the company obtains a long-term competitive advantage (Jin and Cho, 2018). Company resources can be tangible or intangible, whereas tangibles include physical assets such as financial resources

and human resources. Meanwhile, intangibles can be practices or culture embedded in a company in creating relationships with customers, suppliers, or other stakeholders (Ghozali, 2020). According to Barney (1991), company resources are divided into two important assumptions: a) Heterogeneous. This assumption explains that each company has different skills, abilities, and resources. Because of the different forms of work and abilities, companies can create different strategies to increase competitiveness in the market; b) Immobile (Not moving). This assumption exists based on the resources owned by a company and are immovable or cannot be transferred from one company to another company.

According to the RBV concept, a company can be considered as a collection of physical resources, human resources, and physical resources (Ghozali, 2020). Resource-based view, company capabilities, and export performance can be developed in the field of strategic management which relies on the idea that company capabilities can produce resources that hold the key to competitive advantage and organizational survival (Jin and Cho, 2018). Several previous studies also reveal that the application of RBV is a useful effort in export management because it can help companies to better consider the interaction of company resources and capabilities in improving export performance and better understand the complex process of managing internationalization and export channels (Ramon-Jeronimo, Florez-Lopez and Araujo-Pinzon, 2019).

Company Capabilities

Company capability is considered to be one of the variables that can contribute to the company's export performance. A company's capabilities can be assessed by how this company faces international competitors in its domestic market with globalization continuing to grow rapidly (Keskin et al., 2021). Companies are also forced to operate beyond their national borders and increase their competitiveness in domestic and foreign markets (Morgan et al., 2006). At this point, export activities are used as a tool for companies to open new foreign markets, expand sales of their products, and fight the forces of global competition (Morgan et al., 2006).

The company's capability to enter international markets is also referred to as International Entrepreneurship Capability. International Entrepreneurship Capabilities are defined as company capabilities that help entrepreneurs to be aware of international market

prospects (Zahra et al., 2005). This capability also holistically explains the process of developing various strategic actions carried out by the company to improve performance (Mostafiz, Sambasivan, and Goh, 2020). Entrepreneurial capabilities can also change over time in the growth process of a company's export manufacturing, which allows entrepreneurs to utilize company resources to create economic value and achieve desired export performance (Mostafiz, Sambasivan, and Goh, 2020).

A company's capability to enter international markets is a capability that combines international markets and theoretical conceptualization of the internationalization process (Hennart, 2014). Knight and Kim (2009) also argue that creating a successful export performance in international companies can be done by creating the company's ability to be more skilled in building networks, expanding international experience, orienting risk-taking, and being skilled in creating superior innovation (Mostafiz, Sambasivan and Goh, 2020). A company's international experience is positively related to internationalization, where this experience determines standard procedures to improve export performance over time (Hizarci Payne and Katrinli, 2020).

Network Capabilities

Relational Capabilities are strategic capabilities that are considered important by a company to help identify, access, and obtain technology and knowledge that the company cannot provide independently. Companies will develop their relational capabilities by creating effective collaboration to improve their competitive position (Salisu and Abu Bakar, 2019). Relational Capabilities are considered to play an important role in determining performance in the industrial marketing literature (Gulati 1998). This allows companies to be able to link company resources with other company resources, which is very prominent in the case of companies from developing countries (Pham, Monkhouse and Barnes, 2017).

In international markets, export companies usually depend on stakeholders so the ability to develop and maintain relationships is very important in increasing competitiveness to produce business success (Barnes et al., 2011). Relational Capability is also often referred to as International Network Capability, where this capability allows entrepreneurs to develop relationships with foreign partners to create and develop the position of export companies in international markets (Mainela and Puhakka 2011). The

networks formed between and intra-companies naturalize the process of product-related knowledge flow and encourage communication between different groups, both internally and externally (Pham, Monkhouse and Barnes, 2017).

Developing a company's ability to build relationships with foreign partners allows a further understanding of the needs and requirements required by importers and the establishment of closer business relationships (Malca et al., 2020). In this scenario, coordination and communication between parties helps the continuity of the relationship by alienating corporate goals and can minimize undesirable outcomes by developing specialized resources and capabilities, so that the market success of one party will influence the success of the other party (Malca et al., 2020). Research conducted by Piercy (1997) shows that compared to conventional marketing, there is a need to focus more attention on the ability to build relationships in export activities. Therefore, the ability to develop relationships with customers is considered important for improving the performance of international exporters. Additionally, network capabilities can help export manufacturers increase their efficiency in the procurement process, which can lead to a source of competitive advantage (Pham, Monkhouse, and Barnes, 2017).

Information Capability

Information capability is defined as a company's ability to obtain information about export markets. It is this capability that allows export companies to engage in contractual ties, recognize their potential customers, track products owned by competitors, and obtain information about foreign markets (Keskin et al., 2021). Company resources based on knowledge around information about foreign companies can provide considerable benefits in expanding the company's brand in the export destination market (Aghazadeh, Beheshti Jazan Abadi, and Zandi, 2022).

Information capability is very important for a company to obtain unique market information so that it can increase the company's competitive advantage in international markets. A company's ability to access relevant information can also help reduce the company's operational costs and allow the company to compete based on cost advantages. With this informational capability, export companies identify new product opportunities that appear on the market before competitors recognize them. Thus, the company will be

able to provide the market with better and more valuable products and services than competing companies (Keskin et al., 2021).

When a company wants to expand its business line to international markets, the company needs greater information capabilities, especially those that concentrate on knowledge about how to expand internationally and how to achieve service excellence. In short, how do companies get information about the export market in the destination country, along with the benefits they get when the company collaborates with the destination country (Keskin et al., 2021).

Company Export Performance

Various studies have revealed several factors that can influence a company's export performance, one of which is export performance evaluation. When a company monitors the performance of its export business, the company will be able to evaluate the quality of its decisions in previous export activities and how it made improvements or found solutions in its strategy to ensure that the company will have better opportunities in the international market (Dahooie et al., 2020). Companies must continue to look for new markets to take advantage of more opportunities. This activity includes market research, understanding customer demand, paying attention to changes that occur in the surrounding environment, and adapting to the environment that occurs within the export department team.

On the other hand, export activities fulfill certain business objectives that increase sales and help in the market diversification process to gain market share while improving brand reputation (Cavusgil and Zou 1994). Export motivation can result from proactive or reactive actions, for example, proactive actions such as sales profits, single product introductions, technological advantages, exclusive information, management commitment, tax utilization, and economies of scale. Meanwhile, reactive motivation can be in the form of identifying competitive pressures, excess production capacity, declining sales, or saturation in the domestic market (Stouraitis et al. 2017).

Conceptual Framework

The research framework entitled Strategy Analysis of Indonesian Charcoal Briquette Companies in Improving Export Performance (Case Study of the Charcoal Briquette Company CV. Mega Briquette Semarang) is:

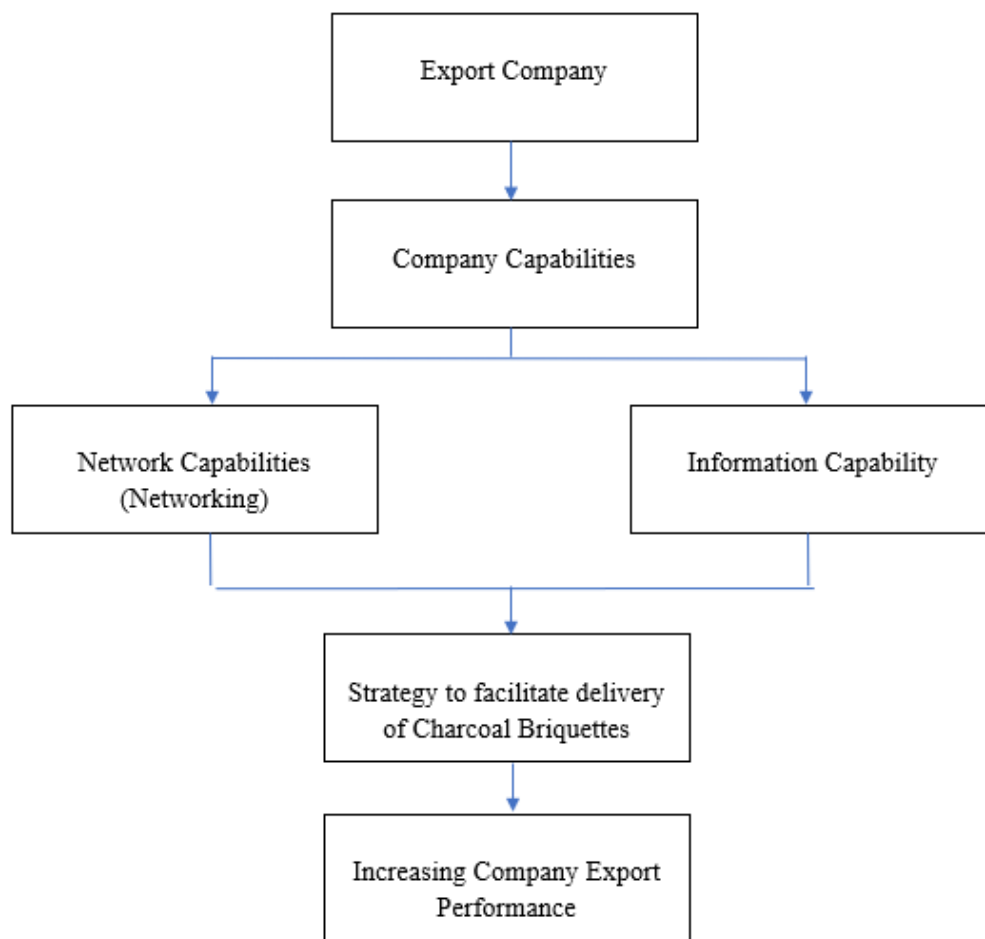


Figure 1
Conceptual Framework

RESEARCH METHOD

This research is categorized as qualitative research because this research discusses in more detail the strategies used by Charcoal Briquette companies in Indonesia in an effort to improve the company's export performance. Based on its objectives, this research is descriptive research because descriptive research usually explains factors or variables, without looking at the relationship and influence between variables.

Case studies are studies that take an intensive and in-depth approach to a thing or phenomenon being studied, this can be an event or activity carried out in order to obtain in-depth information about the phenomenon. The selected phenomenon is usually a case that occurs in the real world or an event that is currently taking place (Fadli, 2021). In qualitative research, case studies are a methodology that is often used, although it is still not valid as a social science research strategy because this methodology does not have a

structured protocol (Rashid et al., 2019). A case study is defined as an empirical research activity that uses material obtained by researching certain events or actions in a limited environment.

To achieve credibility in case studies, previous research suggests that researchers who will choose qualitative research apply several strategies, such as data collection procedures that must be explained, the data collected must be ready to be displayed and re-analyzed, fieldwork analysis needs to be documented, and researchers must also have a diary which is used to record what is done and what information is being discussed during the research phase. Several of these strategies are used to ensure that the data collected is valid and not biased (Tasci, Wei, and Milman, 2020).

The sampling technique that will be used in this research is purposive sampling. Purposive sampling is a technique that is suitable for qualitative research because this research does not generalize and takes random samples, but this research has determined which respondents can be used to sample the answers that will be needed by the researchers (Campbell et al., 2020). In this research, there are several criteria determined to become a respondent: 1) Information is a person in charge who understands the company's business strategy; 2) Informant understands the production flow and export procedures for Charcoal Briquettes; 3) The informant already works at CV. Mega Briquette Minimum of 5 years old and has already managed export shipments.

Table 1
Research Informant Criteria

Informant	Criteria
Person-In-Charge in the Export-Import Department at CV. Mega Briquette Semarang	Are employees who work in the Export-Import section (including Operations Manager, Relations & Marketing Manager, and Logistics or Shipping Manager)
	Having worked for more than 5 years the informant can know the development of export performance at CV Mega Briquette.
	Can provide in-depth information regarding the company's condition when facing problems in the export process

According to Miles and Huberman (1994), there are three types of activities in data analysis, namely data reduction, data display, and conclusion. The following is an overview of the activities carried out: a) Data reduction means summarizing, selecting the main things focusing on the important things, and discarding information that is considered unnecessary. This will make it easier for researchers to get a clearer picture and make it easier for subsequent data collection. In data reduction, researchers can use electronic tools to simplify the data reduction process (Fadli, 2021); b) Data display is a stage carried out after data reduction. Data display is also usually called Data Presentation, where this process can be carried out in the form of descriptions or relationships between categories and so on. Data presentation also aims to make it easier for researchers to understand what is happening and most often this data presentation is used in presenting narrative qualitative research data.

Drawing conclusions is the final stage, where this conclusion will answer the problem formulation that will develop after the research is carried out. By writing conclusions in qualitative research, it is hoped that this research will produce new findings that have never been found by previous researchers (Barret and Twycross, 2018).

RESULTS AND DISCUSSION

Interviews have been successfully conducted by researchers with sources who can provide detailed information regarding the Strategy Analysis of Indonesian Charcoal Briquette Companies in Improving Export Performance (Case Study of the Charcoal Briquette Company CV. Mega Briquette Semarang). In this research, the sources interviewed consisted of 3 (three) sources.

Table 2
Resource Person Profile

	Interviewee 1	Interviewee 2	Interviewee 3
Name	Mr. Agung Wicaksono	Mulina's mother	Lia's mother
Age	49 Years	33 Years	40 Years
Gender	Man	Woman	Woman
Length of work	7 years	6 years	5.5 Years
Position	PPIC (Product Purchase Inventory Control) Staff	Export and Import Staff	Export and Import and Marketing Staff

Source: CV. Mega Briquette Semarang, 2023.

When conducting interviews with sources, researchers conducted research face-to-face at the CV office. Mega Briquette Semarang, so that researchers have a lot of conversations and discussions and get information that can add to the references in this research. The first resource person is Mr. Agung Wicaksono a Product Purchase Inventory Control CV. Mega Briquette Semarang, who has worked for 7 (seven) years apart from being a Product Purchase Inventory Control, the second resource person is Mrs. Mulina as CV Export and Import Staff. Mega Briquette Semarang, who has worked for 6 (six) years as Export and Import Staff, then the third resource person is Mrs. Lia as CV Export and Import Staff. Mega Briquette Semarang, who has worked for 5.5 (five point five) years as Export and Import Staff, from the interviews of the three sources really helped the researchers to obtain information regarding the aims and objectives of the research. Then Mr. Agung Wicaksono as a Product Purchase Inventory Control CV. Mega Briquette Semarang explains the strategy used by the CV Mega Briquette company in dealing with obstacles in sending charcoal briquettes, and the contribution of relational capabilities of CV Mega Briquette Semarang to face obstacles in sending charcoal briquettes.

Mr. Agung Wicaksono as Product Purchase Inventory Control of CV. Mega Briquette Semarang in an interview explained that the CV. Mega Briquette experienced problems in shipping Charcoal Briquettes due to an incident where a container caught fire during transit and this container was carrying Charcoal Briquettes. After looking for the root of the problem, it turned out that many Charcoal Briquettes caught fire while traveling due to a drastic increase in temperature (temperature rise) which made these Charcoal Briquettes become hot and burn while traveling. The impact of the incident above was that the trust of shipping agents to Charcoal Briquette Factories in Indonesia was reduced due to Quality and Safety Control which was not carried out properly before the Charcoal Briquette products were loaded onto shipping vessels. The negligence that occurred in maintaining Quality and Safety Control before the delivery process was due to the fact that several Charcoal Briquette factories did not carry out the procedural steps according to the Self Heating Treatment (SHT) standards that had been set.

According to Mr. Agung Wicaksono as Product Purchase Inventory Control, Ms. Mulina is the Export and Import Staff, and Ms. Lia is the Export and Import Staff of CV. Mega Briquette Semarang, a company that sells and exports Charcoal Briquettes, is

required to have a Self-Heating Treatment (SHT) Certificate. Self-Heating Treatment (SHT) is a treatment of materials that involves heating to a recrystallization temperature over a certain period of time and cooling in a cooling medium. This Self Heating Treatment (SHT) certification requires companies to check the temperature of the Charcoal Briquette products they will send so that the temperature of the Charcoal Briquettes is guaranteed not to experience a drastic increase in temperature and is not flammable during the delivery process.

So far, CV. Mega Briquette feels that it has carried out the SHT procedure well. The company carried out a simulation by placing charcoal briquettes that were ready to be sent into the oven and heating them to a temperature of 200 degrees Celsius. If the briquettes put into the oven do not burn, then the charcoal briquettes are declared safe and non-flammable upon delivery. With this simulation, the Charcoal Briquette products produced by CV. Mega Briquette is guaranteed to be safe for delivery.

The impact of the burning of a container which is caused by a drastic increase in temperature (temperature rise) when shipping by sea, also has an impact on the rules or regulations regarding sending charcoal briquettes for export purposes. According to Mrs. Mulina and Mrs. Lia as Export and Import Staff of CV. Mega Briquette Semarang, all companies that deliver charcoal briquettes must fulfill the Self Heating Treatment (SHT) Certification that has been jointly determined, Mr. Agung Wicaksono as Product Purchase Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as Export and Import Staff of CV. Mega Briquette Semarang hopes that with the latest regulatory changes, companies, apart from fulfilling the Self Heating Treatment (SHT) Certification that has been jointly determined, will also carry out Laboratory Tests before delivery, Mr. Agung Wicaksono as Product Purchase Inventory Control said that when all companies comply with these regulations, the charcoal briquette export business will still run well.

The information that researchers got from the three sources is that now more and more European countries are starting to need charcoal briquettes for business and in their lives, so according to Mr. Agung Wicaksono, Mrs. Mulina, and Mrs. Lia when charcoal briquettes from Indonesia meet Self Heating Treatment (SHT) certification automatically means that the opportunity for buyers from Europe to continue purchasing briquettes in Indonesia will continue to increase.

CV. Mega Briquette after the burning of a container was caused by a drastic increase in temperature (temperature rise) during shipping using sea routes, apart from having an impact on the trust of companies in Indonesia, this can be seen from the CV company. Mega Briquette as explained by Mr. Agung Wicaksono, Mrs. Mulina, and Mrs. Lia in running their business, the company looks for any ship that wants to send to the port that the client chooses (to the importer's destination), the company also asks the client whether they still want to continue buying from CV. Mega Briquette, although the regulations have been updated, and the CV company. Mega Briquette also follows the latest regulatory changes. Mr. Agung Wicaksono, Mrs. Mulina, and Mrs. Lia explained the CV. Mega Briquette, even though there was a sudden change in regulations and every company was required to comply with these regulations, the CV Mega Briquette can still carry out its operations, this cannot be separated from the CV company. Mega Briquette is well known to buyers, so in the end, companies from abroad continue to buy from CV companies. Mega Briquette Semarang, Mr. Agung Wicaksono said this was because of CV. Mega Briquette continues to build relationships by fostering good relationships with companies that have collaborated. Mrs. Mulina and Mrs. Lia as export and import staff explained that CV. Mega Briquette currently uses 2 (two) shipping agents, namely MSC and Marsline, which are still collaborating in sending briquettes to buyers.

CV. Mega Briquette Semarang, in the process of sending charcoal briquettes for export purposes, must comply with the SOP (Company Operational Standards) for Charcoal and By-Products issued by MSC MEDITERRANEAN SHIPPING SA – As Agent of PT. Perusahaan Pelayaran Nusantara Panurjwan Capital Place Building which is located at Capital Place Building, 39th Floor, Jalan, Gatot Subroto Kav. 18 Mampang Prapatan, Jakarta 12710, INDONESIA T: +6221 5080 500 E:indn-info@msc.com.

The purpose of the SOP (Company Operational Standards) procedure for Charcoal and By-Products issued by MSC MEDITERRANEAN SHIPPING SA – As Agent of PT. Perusahaan Pelayaran Nusantara Panurjwan Capital Place Building is to provide guidance on loading types of cargo that have dangerous characteristics and which may be eligible to be cataloged as IMO IMDG dangerous cargo or DC-categorized substances. To verify whether the Charcoal offered is subject to the provisions of the IMDG code, it is essential that the product presented for loading has been properly sampled by trained staff of a

laboratory accredited by the competent authority and has passed a self-heating test. A test certificate must be provided by the shipper and is required to accompany the shipment. Non-declaration of Charcoal/Carbon leads to unsafe storage and dramatically increases the risk of fire, potentially causing loss of life, assets, and environmental damage. It is therefore strongly recommended under these guidelines that Charcoal/Carbon which is not subject to the provisions of the IMDG Code (under the special provisions of IMDG code 925) must comply with the requirements for container selection, packaging, filling, inspection, storage and separation set out in the guidelines below for Charcoal/ Carbon which is classified as dangerous goods.

Company Capabilities

Firm capability is the skill of coordination and productive use of company resources. These skills reside in the rules, routines, organizational procedures, decision-making styles, and management of company operations. CV. Mega Briquette Semarang implements the Company capability strategy or company capability based on interviews with sources. Mr. Agung Wicaksono also serves as Product Purchasing Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as Export and Import Staff of CV. Mega Briquette Semarang explained that CV company. Mega Briquette Semarang implements a Firm capability strategy or company capability with export activities that are used as a tool for CV. Mega Briquette to open new overseas markets, expand sales of their products, and fight increasingly advanced and sophisticated global competitive forces.

CV Mega Briquette Semarang in 2023 employed 183 (one hundred and eighty-three) trained professional employees or Human Resources (HR). CV. Mega Briquette Semarang at the main CV factory. Mega Briquette Semarang can produce 700 (seven hundred) tons per month but the source of raw coconut shells is CV. Mega Briquette can support thousands of tons per month, based on interviews with sources. Mr. Agung Wicaksono also serves as Product Purchasing Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as Export and Import Staff of CV. Mega Briquette Semarang explained that from the large amount of income CV. Mega Briquette is in line with great demand for all countries around the world.

Networking Capabilities

In corporate network theory, internationalization is seen as an entrepreneurial process contained in institutional and social networks that support companies in terms of access to information, people, capital, finance, and other aspects (Bell, McNaughton, Young & Crick, 2003). Likewise, several researchers (Chetty & Holm, 2000; Coviello & Munro, 1995; Fitria & Indriani, 2017) have observed that networks contribute to the export success of small and medium enterprises by helping identify new market opportunities and contributing to building knowledge. From the perspective of Dynamic Capabilities Theory, network capabilities are a determining factor for the accelerated internationalization of MSMEs (Weerawardena et al., 2007). Based on the Entrepreneurship Theory framework, there is a positive relationship between networking capabilities and company performance (Walter et al., 2006).

In the world of CV Companies. Mega Briquette Semarang is a company network in building networks with foreign companies, by developing coordination, relational skills, partner knowledge, and internal communication. Based on the results of interviews with sources, Mr. Agung Wicaksono also serves as Product Purchasing Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as CV Export and Import Staff. Mega Briquette Semarang, explained that the export activities of the CV Mega Briquette Semarang, which is a key market on the European Continent, include Rotterdam in the Netherlands, Hamburg in Germany, Barcelona in Spain, St Petersburg and Vladivostok in Russia, Le Havre in France, and Antwerp in Belgium). then for the Middle East export activities of the CV company. Mega Briquette Semarang's key markets are Istanbul in Turkey, Umm Qashr in Iraq, and Aqaba in Jordan. The key market is Itapoa in North America. By employing 183 (one hundred and eighty-three) trained professional employees or Human Resources (HR) of CV Mega Briquette Semarang. CV. Mega Briquette Semarang can produce around 700 (seven hundred) tons per month but the source of raw coconut shells is CV. Mega Briquette can support thousands of tons per month, so it can serve all networks that have collaborated with CV. Mega Briquette.

Mr. Agung Wicaksono also serves as Product Purchasing Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as Export and Import Staff for Networking Capability added to the CV. Mega Briquette Semarang is in the process of processing charcoal briquettes for export by looking for suppliers who offer Charcoal Briquette

specifications that match what clients and CV companies are looking for. CV Mega Briquette also tries to establish and maintain relationships with suppliers as best as possible so that the raw materials provided are of the best quality and at prices that match the quality offered. By applying Networking Capability, CV. Mega Briquette knows what steps or procedures are needed to send Charcoal Briquettes safely and appropriately to export destination countries.

Informational Capabilities

Based on the results of interviews with company sources of CV Mega Briquette Semarang, namely Mr. Agung Wicaksono who also serves as Product Purchasing Inventory Control, Mrs. Mulina as Export and Import Staff, and Mrs. Lia as Export and Import Staff, explained that in its implementation information capabilities are very helpful for CV Mega Briquette Semarang in carrying out company operations, for example, the CV. Mega Briquette experienced problems in shipping Charcoal Briquettes due to an incident where a container caught fire during transit and this container was carrying Charcoal Briquettes. After finding the root of the problem, it turns out that many Charcoal Briquettes caught fire while traveling due to a drastic increase in temperature (temperature rise) which made these Charcoal Briquettes become hot and burn while traveling. After this incident also had an impact on the rules or regulations regarding sending charcoal briquettes for export purposes, the CV. Mega Briquette seeks information and adapts to the latest regulations or regulations. Based on the SOP (Standard Operational Procedure) for Charcoal and By-Products issued by MSC MEDITERRANEAN SHIPPING SA – As Agent of Perusahaan Pelayaran Nusantara Panurjwan Capital Place Building which is located at Capital Place Building, 39th Floor, Gatot Subroto Street Kav. 18 Mampang Prapatan, Jakarta 12710, INDONESIA T: +6221 5080 500 E: After this incident also had an impact on the rules or regulations regarding sending charcoal briquettes for export purposes, the CV. Mega Briquette seeks information and adapts to the latest regulations or regulations.

Improved Export Performance

CV. Mega Briquette Semarang's export performance can first be seen from the company's vision and mission. CV Mega Briquette is to become the best charcoal company in the world, while the mission of CV. Mega Briquette is a producer of premium quality coconut products for both household and commercial purposes and also for fuel needs in

industrial applications. Based on the results of interviews with company sources of CV. Mega Briquette Semarang namely Mr. Agung Wicaksono also serves as Product Inventory Control, Mrs. Mulina as Export and Import Staff and Mrs. Lia as Export and Import Staff explained that the company CV. Mega Briquette Semarang remains committed to being optimistic about improving export performance by building company networks with foreign companies, and by developing coordination, relational skills, partner knowledge, and internal communication company's key market CV. Mega Briquette Semarang, namely on the European Continent, includes Rotterdam in the Netherlands, Hamburg in Germany, Barcelona in Spain, St Petersburg and Vladivostok in Russia, Le Havre in France, and Antwerp in Belgium), then for the Middle East the export activities of the CV. Mega Briquette Semarang's key markets are Istanbul in Turkey, Umm Qashr in Iraq, and Aqaba in Jordan. The key market is Itapoa in North America. By employing 183 (one hundred and eighty-three) trained professional employees or Human Resources (HR). CV. Mega Briquette Semarang can produce 700 (seven hundred) tons per month but the source of raw coconut shells is CV. Mega Briquette can support thousands of tons per month, so it can serve all networks that have collaborated with CV. Mega Briquette.

CONCLUSION

CV. Mega Briquette Semarang implements a Firm capability strategy or company capability with export activities that are used as a tool for CV. Mega Briquette to open new overseas markets, expand sales of their products, and fight increasingly advanced and sophisticated global competitive forces. The company's export activities which are key markets are on the European Continent, including Rotterdam in the Netherlands, Hamburg in Germany, Barcelona in Spain, St Petersburg and Vladivostok in Russia, Le Havre in France, and Antwerp in Belgium), then for Middle East company's export activities are key markets, namely Istanbul in Turkey, Umm Qashr in Iraq, and Aqaba in Jordan. The key market is Itapoa in North America. By employing 183 (one hundred and eighty-three) trained professional employees or Human Resources (HR). The company's main factory can produce around 700 (seven hundred) tons per month but the raw coconut shell source can support thousands of tons per month, so it can serve all networks that have collaborated with CV. Mega Briquette.

The first resource person (R1) was Product Purchasing Inventory Control, the second resource person (R2) was Export and Import Staff, and the third resource person (R3) as Export and Import Staff, explained that in its implementation information capabilities were very helpful for CV Mega Briquette Semarang in carrying out company operations. Information capabilities can help CV. Mega Briquette adapts to applicable rules or regulations, can maintain Quality and Safety Control before the delivery process, and has a Self-Heating Treatment (SHT) Certificate.

In increasing export activities, CV. Mega Briquette by applying coordination, relational skills, partner knowledge, and internal communication. All activities of CV. Mega Briquette Semarang for export purposes must comply with the SOP of the Company for Charcoal and By-Products issued by MSC MEDITERRANEAN SHIPPING SA – As Agent of PT. Perusahaan Pelayaran Nusantara Panurjwan Capital Place Building which is located at Capital Place Building, 39th Floor, Gatot Subroto Street Kav. 18 Mampang Prapatan, Jakarta 12710, Indonesia.

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