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Vanilla Export Destination Country Selection Strategy in an Effort to Optimize the International Market (Case Study of CV. Tanda Sentra Indonesia)

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Keywords	Abstract
Export, Vanilla, SWOT Analysis, PESTEL Analysis	Indonesia is the second largest producer of vanilla in the world. This is because Indonesia produces quality and durable vanilla. The subject of the case study and the main object of this research is CV Tanda Sentra Indonesia, which is a company that produces dried vanilla and works with local farmers under the guidance of the company. CV Tanda Sentra Indonesia has exported to several countries, namely Italy, France and the UK. However, the company still has obstacles in determining export destination countries to be able to cover other countries. Therefore, this study aims to (1) analyze vanilla export destination countries using the PESTEL method, (2) conduct a SWOT analysis of related export destination countries, and (3) identify export strategies in optimizing the vanilla market. The research method used in this study is a qualitative method using PESTEL analysis. For data collection techniques, descriptive methods were used and analyzed using the PESTEL and SWOT methods. Then, weighting was carried out using the SWOT matrix and IFAS and EFAS weighting.

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INTRODUCTION

Indonesia, which is known as an agricultural country, has great potential in the agricultural sector with the majority of its population involved in this activity according to researcher (Setiawan, 2023). This is supported by the vast agricultural area and diversity of natural resources, which provide great potential for agricultural development (Laurance et al., 2014). Agriculture not only plays a role as the main support in meeting food needs, but also has a significant impact in creating jobs, improving the standard of living of rural communities, and encouraging economic growth and trade through the export of agricultural products and the development of agribusiness (He et al., 2021). Thus, agriculture has a central role in the structure and development of Indonesia as an agricultural country (Anggraeni et al., 2020).

Based on data in 2020, the area of people's vanilla plantations reached 9,291 hectares with a production output of 1,412 tons, as reported by the Directorate General of Plantations (Sawlani & SE, 2021). This fact shows that Indonesia has quite large potential in the vanilla industry. With the high demand for vanilla in the international market, especially from countries such as the United States, South Korea and the Netherlands, there is a significant opportunity to increase vanilla exports from Indonesia (Pektas & Hassan, 2020). An in-depth analysis of market trends, consumer demand, and marketing strategies will help determine which countries have the most potential as vanilla export destinations (Baumgartner & Steenkamp, 1996);(Moravcikova et al., 2017). In conclusion, vanilla has great export potential for Indonesia, and further efforts need to be made to exploit this opportunity optimally (Nurhakim & Satar, 2015).

Exports play an integral role in supporting a country's economic growth by making an important contribution to trade in goods and services according to researchers (Karuniawati et al., 2023). Income earned through exports, based on the difference between the value of exports and imports recorded in the trade balance, is an important marker of a country's economic health. Steady growth in the export sector is often a leading indicator of overall economic growth, reflecting a country's ability to compete and capitalize on global markets.

According to Anggraeni., et al. (2019), vanilla is an important part of the plantation subsector in Indonesia which is experiencing rapid growth and has great potential in trade from the agricultural sector (Anggraeni et al., 2020). However, this research shows that although vanilla exports do not have a significant impact on Indonesia's Gross Domestic Product (GDP).

One way to achieve optimal export growth is to adopt a strategy for selecting the right export destination countries, (Aji, 2023). This means choosing countries where domestic production is not enough to meet domestic consumption needs. By doing this, the exporting country can meet the needs or consumption shortages of the export destination country. In addition, countries in a region have the potential to carry out international trade to meet their respective domestic needs. Further advantages can be gained from geographical proximity, which can save time and costs in import-export activities.

Vanilla, as a plantation crop, is not only famous for its valuable fruit which provides a distinctive taste and aroma used in various products such as cakes, ice cream, milk, biscuits, candy, etc., but also because the oil extracted from its fruit has applications. extensive, including in the manufacture of perfume and cosmetics. The researchers highlight that the diversity of benefits of vanilla makes it a highly valuable commodity in the food and beauty industries, while its unique characteristics add to its appeal in the global market, offering significant opportunities for the development of innovative products and new markets (Kaur et al., 2020).

Country Search... (15)	Vanilla Production (tons) Min Max
Madagascar	3,071
Indonesia	1,456
Mexico	610
Papua New Guinea	490
China	439
Tonga	182
Uganda	181
French Polynesia	23
Comoros	21
Malawi	20
Kenya	15

Figure 1 Total World Vanilla Production 2023
Source: World Population Review (2023)

According to data taken from the World Population Review, in 2023, Madagascar will remain the leader as the world's largest vanilla producer, producing more than 3 million tonnes of vanilla. This figure exceeds the production of the second ranked country, Indonesia, by more than double at 1.456 million tons. Apart from being a history maker in the vanilla industry, Madagascar marks its dominant role as a global vanilla production centre. Indonesia, Mexico, Papua New Guinea and China followed as the top five producers afterward, confirming that vanilla is not only an important commodity in international trade, but also highlighting the geographical diversity and contribution of various countries to this industry. In the global market panorama, Madagascar's resilience as an irreplaceable leader highlights the importance of stable supply in meeting the growing demand for vanilla worldwide.

Indonesia has emerged as one of the world's largest vanilla producers, second only to Madagascar. High-quality vanilla from Indonesia has a strong, long-lasting aroma, and with growing global demand, offers significant potential for Indonesia to surpass Madagascar in the vanilla industry. Thus, it is not impossible for Indonesia to find new export markets in an effort to optimize international markets.

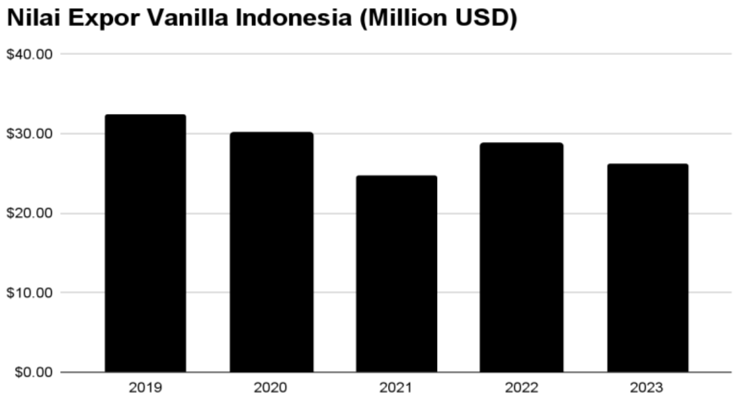

Figure 2 Indonesian Vanilla Export Value
Source: The Observatory of Economic Complexity World

According to data published by The Observatory of Economic Complexity World, from 2019 to 2023 shows that the value of Indonesian vanilla exports is fluctuating. In 2019, Indonesia's export value reached USD 32.5 million. From 2020 to 2021, the value of Indonesia's exports decreased due to the impact of the Covid-19 pandemic with a value of USD 30.1 million in 2021 and USD 24.8 million in 2022. In 2022 the value of Indonesian vanilla exports increased with a total value of USD 28.7 million, in 2023 at an estimated value of USD 26.3 million. In the last 5 years, vanilla in Indonesia has been exported to several countries such as the United States, Germany, South Korea and China.

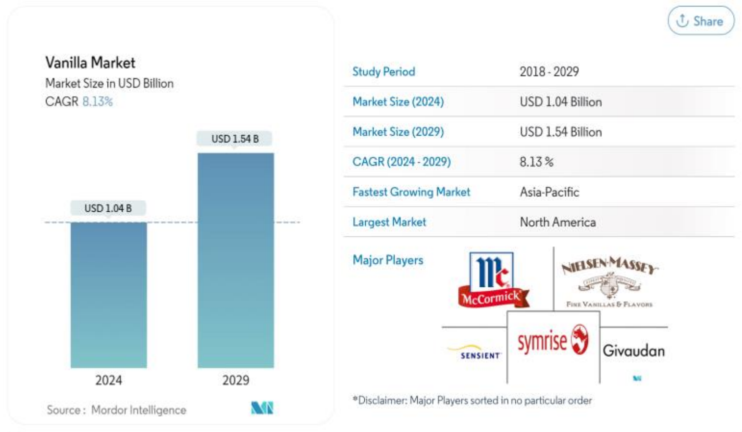

Figure 3 World Vanilla Market Conditions
Source: Mondor Intelligence

According to data quoted from Mondor Intelligence, the estimated Vanilla market size will reach USD 1.04 billion in 2024, with projections increasing to USD 1.54 billion in 2029, indicating an average annual growth CAGR (Compound Annual Growth Rate) of 8.13% during the forecast period (2024-2029). Vanilla is considered as one of the highly traded spices in the international market as it has many applications in the food industry and related sectors. The main contribution to the aroma, taste, and pleasant impression of vanilla is vanillin, an important compound found in vanilla beans. Essential vanilla is an important component in the production of various products such as ice cream, chocolate, bakery products, puddings, medicines, alcoholic drinks and perfume. With continued growth in demand for these products, vanilla market projections show significant growth potential in the next few years.

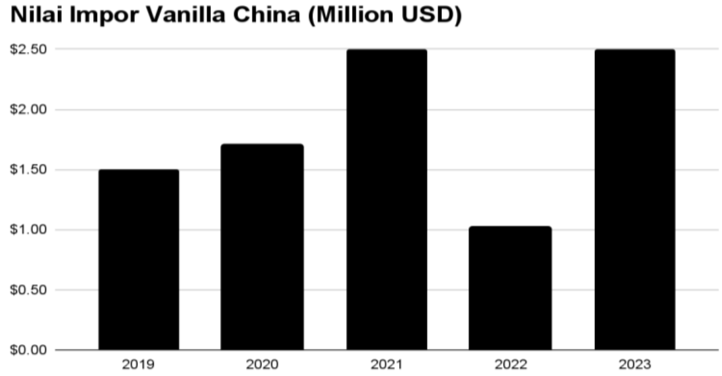

Figure 1Chinese Vanilla Imports
Source: The Observatory of Economic Complexity World

China's import value fluctuates in the 2019-2023 period. In 2021 & 2023, the value of Chinese imports is estimated to reach USD 2.5 million, which is the largest value in the last 5 years. In 2019 the export value touched USD 1.5 million, 1.7 in 2020 and a significant decline in 2022, namely USD 1.02 million. Chinese imports come from several countries, namely Madagascar, Indonesia and France as vanilla exporters for China.

According to Straits Research, China is one of the main consumers of vanilla in the Asia-Pacific region through its use in various products such as ice cream, chocolate, drinks and various other items containing vanilla. This large presence in the market indicates significant potential for growth in the vanilla market in the future projection period. Data from the UN Food and Agriculture Organization also reveals that China is not only one of the largest consumers, but also a significant producer of vanilla in the world. Thus, with the continued increase in demand from China, the market potential for vanilla looks very promising in the coming time.

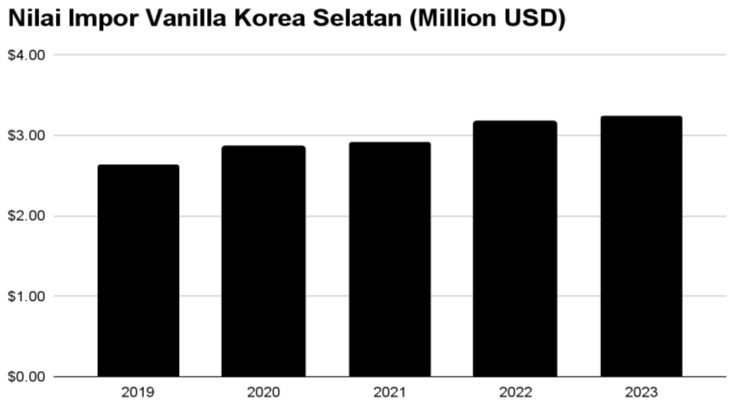

Figure 5 South Korean Vanilla Imports
Source: The Observatory of Economic Complexity World

The value trend of South Korean vanilla imports is more stable than Germany and China. South Korea always experiences an increase in the value of vanilla imports every year, in 2019 the value of South Korean exports reached USD 2.64 million, which will increase over the next 4 years in 2023, which is estimated to reach USD 3.25 million. South Korea is currently the 20th largest importer of vanilla in the world. This shows that vanilla products from these countries are increasingly in demand in South Korea, illustrating the significant market growth potential for vanilla.

Then the last one is Germany, in 2022, Germany will become one of the largest importers of vanilla in the world with an import value reaching USD $73.7 million, placing it as the third largest importer of vanilla globally. The value of German imports experienced a decline in 2020 with a value of USD $55.7 million, down from 2019 which was estimated to reach USD $68.8 million.

Table 1 Export Potential of Germany, South Korea & China

Country	Export Potential
German	$7 mn
South Korea	$234 k
China	$205 k

Source: Trade Map

The table above shows the export potential of three countries, namely Germany, South Korea and China. Germany's export potential is recorded at USD $7 million, while South Korea has an export potential of USD $234 thousand, and China at USD $205 thousand. This data comes from Trade Map and shows that these three countries have significant export potential, although with different values.

Indonesia emerged as the largest exporting country with a significant contribution. Data shows that the value of vanilla imports from Indonesia experienced a large increase during this period. In conclusion, Indonesia has a dominant position as the main vanilla supplier to the market in South Korea, showing the importance of Indonesia's role in meeting demand for vanilla commodities in that country.

Even though Indonesia is still behind in the value of vanilla imports compared to several of its competitors such as Madagascar, Uganda, the Netherlands and Comoros, it still has promising potential to increase exports to Germany. This is due to the high demand for vanilla imports in Germany, which makes the country one of the largest importers of vanilla in the world, placing it in third place. Even though there is competition from other countries, Indonesia still has a big opportunity to expand its vanilla market share in Germany, considering the large demand from industry and consumers in that country. With the right marketing strategy and guaranteed vanilla quality, Indonesia can take advantage of this promising market to increase its export volume to Germany.

In this research, CV Tanda Sentra Indonesia is the subject of a case study and the main object of this research. This company has been established since 2022 and has been producing vanilla for several years previously in collaboration with farmers in several regions in Indonesia. CV Tanda Sentra Indonesia produces a type of dry vanilla which is the only product they have with HS Code 09051000 which is dry vanilla after drying and has been produced directly by the company's assisted farmers under the cooperative. Farmers' harvests are only exported to destination countries; companies do not sell their vanilla products domestically because interest in vanilla abroad is higher than domestically.

The products sold by the company are divided into several types of vanilla, namely planifolia, Tahitians and dried, which are spread across several areas where farmers produce them. The places of origin for vanilla are Lombok, Papua, Kalimantan and West Java. The company's vanilla production activities range from planting to the process of drying the vanilla to packing the product and making it ready for export to the destination country (Abreu-Runkel, 2020). The total production of vanilla ready for export has sufficient quantity and always maintains the authenticity of vanilla from Indonesia which has distinctive characteristics and a different fragrance from vanilla produced in other countries.

Optimizing the International Market is considered to be important because foreign countries' interest in genuine Indonesian vanilla is very high, which makes Indonesia the second world vanilla producing country after Madagascar and better known in the world. In an interview conducted with the owner of CV Tanda Sentra Indonesia, he said that currently the company has tried to market to several countries. The company has successfully exported to Italy, France, and England. The company's exports to this country are still in small quantities, not exceeding 300 kilograms or 300 kilograms is the amount of vanilla exported by the largest company. In the process of exporting to other countries, the company wants to try exporting to other destination countries, namely Germany, China and South Korea.

Companies have problems in determining destination countries for vanilla exports, which are still limited. According to the head of CV Tanda Sentra Indonesia, expanding the destination of vanilla exports can optimize vanilla products from Indonesia and can help farmers in terms of providing profits because the price of vanilla is considered quite high and has its own attraction in the international market.

The aim of this research is to analyse vanilla export destination countries using the PESTEL method, identifying and analyzing 3 countries, namely South Korea, China and Germany as potential vanilla exports in an effort to optimize the international trade market. Next, the research will conduct a SWOT analysis to analyze the company's strengths, weaknesses, opportunities and threats on the company's external and internal factors that influence international market optimization. Apart from that, the research will also identify the company's position through the quadrants on the SWOT diagram.

Previous research by Suparyana (2023) The results showed that the highest strength factors can minimize the weaknesses in the development of Coffee Vanilla Product business for Women Farmer Groups in the Forest Area of Senaru namely as Tourist Destination Areas. While the highest opportunity factor at external environment is urban lifestyle in consuming coffee. Business development in Coffee Vanilla Product for Women Farmer Groups in the Forest Area of Senaru in the cell V position. The hold and maintain strategy are the best strategy to used. In this area it is very suitable to use product development and market penetration strategies.

The benefits of this research include: for companies, research can provide an in-depth understanding of the potential market for vanilla exports, help in planning effective export strategies, and provide insight into the preparatory steps that need to be taken. For students, this research can be a direct practical learning experience regarding the export of vanilla commodities, so that they can gain deeper insight into vanilla business practices in Indonesia and in other countries. Meanwhile, for the public, this research can provide a deeper view of the potential of agricultural businesses in Indonesia, especially in the context of the vanilla commodity which is one of the main export products, as well as provide inspiration for local business actors to get involved in the vanilla industry. Overall, it is hoped that this research can provide a better understanding of the destination countries for Indonesian vanilla exports, so that it can improve Indonesia's image as a quality vanilla producer on the international market.

RESEARCH METHODS

Types of research

This research uses a qualitative research method using PESTEL analysis to collect external data on export destination countries and uses the SWOT method to collect internal company data. This approach is inductive, with theories and conclusions emerging from the data collected, resulting in deeper and more contextual insights into the issues investigated.

Research Objects and Locations

The research object aimed at in the research is CV Tanda Sentra Indonesia's obstacles to optimizing destination countries for the export market for vanilla products by analyzing the company's internal and external analysis and identifying export destination countries to get the right steps to optimize the export market. The location of the case study company in this research is CV Tanda Sentra Indonesia which is located on Jl. Pondok Kopi Raya IV, East Jakarta 13460 – Indonesia.

Data Collection Techniques

This research uses a descriptive method in collecting data that describes the object or subject studied objectively. Primary and secondary data are the sources of data taken from this research. The following is a description of Primary and Secondary data collection

1. Primary data

Primary data collection will be taken using the interview method through Mr. Ari as the head of the company, CV Tanda Sentra Indonesia will be the interview subject in collecting this data, relating to goods production activities, product sales and management functions within the company.

2. Secondary Data

This research will be supported by secondary data collection from various relevant sources. Data will be obtained from journals that discuss the topic of vanilla exports as well as the conditions of potential countries as vanilla export destinations. Apart from that, data will also be taken from credible sources such as go4worldbusiness, Trade Map, and OEC Publications. To obtain information about imports, data will be taken from sources whose reliability has been tested in this field.

Data analysis technique

External data will be processed using the PESTEL analysis method, to determine the best export destination country strategy by considering several things in it. In PESTEL analysis there are 6 factors that support external analysis in PESTEL. This analysis step includes:

a. Political Factors, discussing the policies of potential destination countries for vanilla exports and cooperation between countries regarding the export and import of vanilla commodities.
b. Economic factors, including currency exchange rates in potential export countries, inflation trends in destination countries.
c. Social Factors, including cultural trends in the destination country and their lifestyle, vanilla consumer preferences in the destination country, population age and structure in the destination country.
d. Technological factors, including technology in transportation and logistics, information and communication to improve the marketing of vanilla from Indonesia, as well as technology related to packaging and processing of vanilla products.
e. Environmental Factors (Environmental), discusses the country's climate conditions which influence the demand for vanilla in that country, the environmental regulations that exist in the destination country.
f. Legal factors (Law) include import-export trade regulations, health regulations, taxation and regulations regarding restrictions on imported goods entering the country.

By conducting a PESTEL analysis, researchers will be able to identify and understand external factors that influence export destination decisions. In this way, we can see political stability, economic conditions, social factors, technological developments, environmental policies and legal aspects in various potential countries as export destinations. This analysis will provide in-depth insight into market conditions and the business environment in these countries, which will be the basis for determining optimal export destinations based on suitability to existing conditions.

RESULTS AND DISCUSSION

PESTEL Analysis

PESTEL analysis is an analysis method used to understand the external environment. This analysis covers various factors that can influence the performance and strategy of vanilla export destinations, which are grouped into six categories: Political, Economic, Social, Technological, Environmental and Legal. The following is a description of the PESTEL analysis which compares three destination countries for vanilla exports from CV Tanda Sentra Indonesia, namely Germany, South Korea and China, through the following table.

Political PESTEL Analysis

Table 2 Political PESTEL Analysis

POLITICAL		
German	**South Korea**	**China**
Germany is a federated republic with a democratic basis. This system has been well established with a transparent and fair election mechanism. Germany, which is a member of the European Union, has the IE-CEPA agreement which is an economic partnership agreement that is being negotiated, with the aim of strengthening economic relations through eliminating tariffs and increasing market access for goods and services from both parties. During the leadership of Susilo Bambang Yudhoyono on 10 July 2012, it was agreed that cooperation that needed to be improved was one of the documents, namely Economic Cooperation which included Trade and Investment.	The political system in South Korea is a representative democratic republic with a presidential model. The president acts as head of state, and the country implements a multi-party system. Executive power is vested in the government, while legislative power is under the National Assembly. Indonesia and Korea have signed the IK-CEPA cooperation in the context of a free trade agreement in 2020, which has been implemented since 2023. South Korea and Indonesia have good relations starting from cooperation in terms of tourism, field study visits, and exchange of educational information.	China is a socialist republic run by only one party, namely the Chinese Communist Party as China's supreme leader. China's political system is authoritarian, where national leaders are not freely elected. ASEAN countries such as Indonesia have a Free Trade Agreement regulated in ACFTA, namely the Asean China Free Trade Agreement China is one of the countries that has bilateral relations with Indonesia which is based on mutual need between the two countries.

Economic PESTEL Analysis

Table 3 Economic PESTEL Analysis

ECONOMIC		
German	**South Korea**	**China**
In 2022, Germany will be the second largest destination for vanilla exports from Indonesia, reaching 8.62%. Germany is the world's 3rd largest importer of vanilla commodities estimated at $73.7 million USD. The value of Germany's gross domestic product (GDP) is $4,072 which places Germany as the country with the largest gross domestic product value 5th in the world Germany's inflation rate in 2023 has experienced decreased and started to stabilize, dropping to 2.8%, which in 2022 saw German inflation reach 6.9%.	Korea in 2022 will do imported vanilla commodities worth $3.15 million. This places South Korea as 20th country with the value of vanilla imports in world. Indonesia is a supplier of vanilla second for South Korea to achieve export value of $520 thousand. The value of South Korea's gross domestic product reaching $1.665 trillion in 2022 which places South Korea as ranked 13th in terms of domestic product value highest grosser in the world South Korea will experience an increase in inflation in 2022 reaching 5.1%	China will import vanilla in 2022 estimated at $1.02 million which makes China the importer 31st largest in the world. Indonesia is the second exporting country for China with import value of $376 thousand. China is the second country in the world with the largest gross domestic product value. The value of China's gross domestic product is estimated touching $17.939 trillion in 2022. This ranking has remained consistent since 2010. value in the same year in 2022 it will rise to touch 2.0% but in 2023 it will fall to 1.8%

Social PESTEL Analysis

Table 4 Social PESTEL Analysis

SOCIAL		
German	**South Korea**	**China**
Germany has a population of 82.3 people according to the Statistisches Bundesamt, through the same source it is also said that currently it reaches 82% of the total population in Germany. Ice cream is a popular processed product in Germany. This shows that according to Growth From Knowledge vanilla flavored ice cream dominates the German market with a value of 30%. According to Bold Data, in 2023 Germany will have 12,100 perfume companies in the world. This places Germany as the 4th producer of perfume products in the world. After France, England and Italy.	According to Kosis (Korean Statistics) , the population in Korea has reached 51.7 million people, of which 80% are adult consumers. According to data from Statista , South Koreans love candy products with a market value of $1.1 billion, and vanilla is one of the favorite flavors. Apart from sweets, sweet cakes with vanilla flavor are also very popular. This popularity drives an increase in demand for vanilla every year making it an important ingredient in the country's sweet food industry.	China is the second ranked country in the world with a population of more than 1.4 million people, of which 70% are adults over 18 years old. Chinese people love the vanilla-flavored drink with a value of around $2.2 billion. Apart from that, Chinese people like drinks with vanilla flavor by 50% according to data taken by statistics. Drinks with vanilla aroma account for 20% compared to other flavors. China's cosmetics market is worth $1.5 billion which is increasing by 12% annually. This is caused by Chinese people looking for beauty products that are environmentally friendly and contain natural extracts.

Technology PESTEL Analysis

Table 5 Technology PESTEL Analysis

TECHNOLOGICAL		
German	**South Korea**	**China**
Digitalization and automation have been carried out in the logistics sector of German companies, namely Siemens and Deutsche Post (DHL). This can increase the efficiency of sending vanilla products to Germany which is supported by the Smart Logistics system. This technology supports warehouse automation with autonomous vehicles to speed up deliveries. The Fraunhofer Institute has used the internet of things (IoT) as technology in the field of logistics. IoT for logistics is useful for tracking goods deliveries in real time. This allows temperature and humidity monitoring to be carried out to maintain the quality of the vanilla during the shipping process. users in Germany reach 68% of the total population. Estimated in 2024 according to usage in Germany it will reach 68 million users.	Blockchain technology for supply chains has utilized in South Korea in the project carried out by Samsung SDS . Technology this can increase security and transparency in the vanilla supply chain which can ensure data integrity from producer to consumer. South Korea also utilizes integrated logistics system technology created by LG CNS which can connect several modes of transportation to increase distribution efficiency vanilla. The use of E-Commerce in South Korea reaches figure 73% of the population. The number of E-Commerce users in South Korea reached 38 million users .	A logistics company in China called Cainiao Network. This technology utilizes AI to manage the system transportation improving vanilla distribution efficiency, AI helps optimize delivery by finding delivery routes best with parameters such as conditions traffic, weather and distance. China National Research Institute of Food and Fermentation Industries applies technology innovative processing such as supercritical extraction which retains the natural taste and aroma of vanilla, improve product quality and value. China is a country with a population The 2nd largest in the world has E-Commerce users as much as 60% of the total population in China which is controlled by Alibaba, JD.com, which will take advantage of vanilla marketing.

Environmental PESTEL Analysis

Table 6 Environmental PESTEL Analysis

ENVIRONMENT		
German	**South Korea**	**China**
Germany has 4 different seasons, but Germany does not have a tropical season which is not suitable for cultivating vanilla. Germany has 4 different seasons, this climate influences vanilla cultivation but has high potential for the very high value of German vanilla imports at this time.	It has a temperate climate with four seasons, with hot, humid summers and cold winters. Vanilla cultivation is impossible in South Korea, so the country relies on imports.	China has various climate zones from tropical to subarctic. Although some southern regions may be suitable for vanilla cultivation, most vanilla in China is imported.
There is a strong focus on sustainability and organic products. Vanilla producers and suppliers who can ensure sustainable farming practices and organic certification have a competitive advantage. As a member of the European Union, Germany follows the regulations Regulation (EU) 2018/848 establishes the basic rules for the production, labeling and control of organic products in the European Union, including Germany.	South Korea has strict standards for food additives. in the Food Additives Code Vanilla imports must comply with this regulation. Vanilla products must be tested to ensure they do not contain additional ingredients that exceed the specified limits.	China has strict standards for food safety, including strict controls on imported ingredients such as vanilla. Vanilla producers must comply with these standards to enter the Chinese market.

Legal PESTEL Analysis

Table 7 Legal PESTEL Analysis

LAW		
German	**South Korea**	**China**
Vanilla imported into Germany must comply European Union regulations known as Verordnung (EU) Nr. 1169/2011 concerning providing food information to consumers. It includes strict standards regarding information that must be included on the label product, such as composition, country of origin, and organic certification if any. In accordance with Regulation (EC) No 396/2005, vanilla must comply with maximum pesticide limits. The customs clearance process must be completed by providing the necessary documentation, including phytosanitary certificates and laboratory analysis reports, to ensure the product is free from pests and diseases.	Vanilla imports to South Korea are regulated by Special Act on Imported Food Safety Management . This regulation stipulates that all products Imported food must comply with Korean food safety standards, which include provisions on additives, contamination limits, and labeling requirements in Korean. Products must have a health certificate and product analysis to ensure quality and safety. Customs process involves inspections to verify compliance to these regulations, including the accuracy of the information products on labels and packaging	Vanilla imports into China are regulated by GB 2763-2019, which sets maximum pesticide limits in food. Vanilla must meet these standards and be accompanied by a phytosanitary certificate and inspection health. Product labels must be in Chinese and include ingredients and ingredients production date. Customs processes include: strict inspections, quarantine, and duty payment entry and VAT around 13%.

Based on the PESTEL analysis that has been carried out, the destination country for vanilla exports is CV. Indonesian Central Signs are analyzed by comparing the political, economic, social, technological, environmental and legal factors of each country. This analysis makes it possible to understand the various dynamics and challenges that may be faced in each market. By using the PESTEL framework, we can draw more comprehensive and strategic conclusions regarding the choice of export destination countries that are most suitable for CV vanilla. Indonesian Central Sign.

From a political perspective, Germany has advantages with a stable and well-established democratic system and strong trade relations with Indonesia through the IE-CEPA economic partnership agreement. On the other hand, even though South Korea also has a democratic system, its trade relations with Indonesia through IK-CEPA are still in the early stages of implementation and are not a comprehensive agreement with the European Union. On the other hand, China with its authoritarian political system shows potential risks due to higher policy uncertainty, even though it has good bilateral relations with Indonesia through ACFTA.

Economically, Germany is the third largest vanilla importer in the world with a stable market and strong purchasing power, reflected in a GDP of 4,072 trillion USD. This shows that the German market is more capable and ready to absorb large quantities of vanilla products compared to South Korea, which is ranked 20th in vanilla importers and has a lower GDP of 1,665 trillion USD (Demaria, 2020). China, despite having a very large GDP reaching 17,939 trillion USD, is only ranked 31st in vanilla importers, indicating that market demand for vanilla in China is still limited.

In the social aspect, vanilla has quite a lot of uses as an ingredient in processed food and drinks in Germany. Germany has more than 12 thousand perfume companies which use vanilla as their perfume extract. South Korea and China have their own preferences for vanilla processing but the scale is still not as big as Germany. Both countries use vanilla to make vanilla extract which is used to flavour food. China has significant consumption of vanilla-flavoured beverages and cosmetic products, but this market is still developing and not yet as high as in Germany.

These three countries have technological strengths in transportation and logistics services. Germany is present in leveraging digitalization and automation from large companies Siemens and DHL, IoT technology for logistics enables real-time tracking, ensuring the quality of vanilla is maintained during delivery. South Korea uses blockchain technology for supply chain security. Meanwhile, China uses AI in the logistics system by Cainiao Network to optimize delivery routes (Min, 2019). However, the implementation of German technology is more integrated and advanced, providing additional advantages in delivery efficiency.

Germany, South Korea and China do not have a suitable climate for cultivating vanilla. This is judged by the season in that country. China is the only one of the 3 countries that can cultivate vanilla but only in the south (Lubinsky et al., 2018). Germany's unsuitable climate will continue to encourage the country to import agricultural commodities, including vanilla.

Germany has strict but stable regulations regarding product information standards, pesticides and organic certification. Germany, which is a country that is part of the European Union, has import regulations that are similar to other European countries (Köthke, 2020). This regulation can be a consideration because CV. Tanda Sentra Indonesia has sent their vanilla products to countries in Europe. This is different from South Korea and China which have strict regulations and language limitations. South Korea and China have document requirements in the language they use.

Overall, Germany offers a combination of political stability, economic strength, high market demand, advanced technological support, a focus on sustainability, and clear and stable regulations. These factors make Germany superior to South Korea and China as the main destination for vanilla exports from Indonesia.

SWOT analysis

The SWOT analysis in this research identifies the internal strengths and weaknesses of the company. Opportunities and Threats uses analysis that occurs in Germany as a destination country for vanilla exports which is described in the following table.

Table 8 Company Internal & External SWOT Analysis

Strengths	Weakness	Opportunities	Threats
The company has strength in vanilla products which are sold in grade A and are vanilla grown directly in Indonesia. Good use of websites and e-commerce for product sales which can maximize potential buyers from abroad. Have an official business license from the Ministry of Trade. Has packaging using plastic seals that can last a long time and maintain the quality of the vanilla sold. Consistent product quality and good product control from farmers.	Limited human resources within the company. Uncertainty in the number of buyers in a certain period. The company is still just running so it is still in the developing company stage. Doesn't have its own plantation yet and still depends on existing farmer partners. Does not yet have a special organic certificate to export to the United States.	Germany is one of the countries with the largest demand for vanilla in the world. The company once exported vanilla to European countries which had more or less the same requirements as Germany. Vanilla prices in Europe are high and can be profitable. The government's awareness of the potential of governments in the world can support trade agreements between countries . Vanilla products sold can be made into various processed products such as fragrances, food, extracts and drinks.	The vanilla sold will compete with Madagascar as the largest vanilla exporter country in the world. The European Union has strong standards and regulations for products imported from other countries. Germany has a long distance of up to 11 thousand km, this can be a challenge for shipping to that country, and affects shipping costs Trends in German vanilla demand can change every year which can be seen from the fluctuating demand for vanilla Product continuity must be maintained for continuous delivery.

IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summar) matrices

The weight and rating calculations are adjusted to information obtained from interviews with several related business actors. The following is a table of the results of calculating weights, ratings and score values for the IFAS and EFAS matrices.

Table 9 SWOT Analysis of IFAS Company

No	Strengths (S)	Weight	Ratings	Score Value
2	use of websites and e-commerce for product sales which can maximize potential buyers from abroad.	0.2	4	0.8
3	Have an official business license from the Ministry of Trade.	0.05	2	0.1
4	It has packaging using sealed plastic which can last a long time and maintain the quality of the vanilla being sold	0.08	3	0.24
5	Consistency of product quality and good product control from farmers.	0.08	3	0.24
	Sub-Total	**0.51**		**1.68**

No	Weaknesses (W)	Weight	Ratings	Score Value
1	Limited human resources within the company.	0.07	2	0.14
2	Uncertainty in the number of buyers in a certain period.	0.1	3	0.3
3	The company is still just running so it is still in the developing company stage.	0.08	3	0.24
4	Doesn't have its own plantation yet and still depends on existing farmer partners.	0.15	3	0.45
5	Does not yet have a special organic certificate to export to the United States	0.09	4	0.36
	Sub-Total	**0.49**		**1.49**
	Total (S+W)	**1.00**		**3.17**

In the table above, the strength factor has a score of 1.68. Meanwhile, the weakness factor has a score of 1.49. This shows the meaning that CV Tanda Sentra Indonesia has better strengths than weaknesses in determining the strategy for developing the quality of the vanilla product itself. The most dominant factor is the use of websites and e-commerce at 0.80. This shows that the importance of a website in the form of a landing page is very important to attract potential buyers from abroad. Because the use of websites in export and import trade greatly influences the attraction for potential buyers from different countries. Meanwhile, the most dominant weakness factor is plantation ownership that is not owned by CV Tanda Sentra Indonesia itself, which causes the costs required for vanilla production.

Table 10 EFAS Company SWOT Analysis

No	Opportunities	Weight	Ratings	Score Value
1	Germany is one of the countries with the largest demand for vanilla in the world.	0.08	3	0.24
2	The company once exported vanilla to European countries which had more or less the same requirements as Germany.	0.06	3	0.18
3	Vanilla prices in Europe are high and can be profitable.	0.2	4	0.8
4	The government's awareness of the potential of governments in the world can support trade agreements between countries.	0.07	3	0.21
5	Vanilla products sold can be made into various processed products such as fragrances, food, extracts and drinks.	0.08	3	0.24
	Sub-Total	**0.49**		**1.67**

No	Threats (T)	Weight	Ratings	Score Value
1	The vanilla sold will compete with Madagascar as the largest vanilla exporter in the world.	0.17	4	0.68
2	The European Union has strong standards and regulations for products imported from other countries.	0.12	3	0.36
3	Germany has a long distance of up to 11 thousand km, this can be a challenge for shipping to that country, and affects shipping costs.	0.05	2	0.1
4	Trends in German vanilla demand can change every year which can be seen from the fluctuating demand for vanilla.	0.09	4	0.36
5	Product continuity must be maintained for continuous delivery.	0.08	4	0.32
	Sub-Total	**0.51**		**1.82**
	Total (O+T)	**1.00**		**3.49**

In the EFAS matrix table above, it shows that the opportunity factor has a score of 1.67, while the threat factor has a higher point with a score of 1.82. This states that the company has greater threats than the opportunities themselves. There are huge challenges from foreign competitors facing Madagascar as the main competitor in vanilla exports. The highest opportunity factor with a score of 0.80 obtained from a good vanilla price causes the margin obtained to be greater. Meanwhile, the biggest threat factor is Madagascar as Indonesia's main competitor for exporting vanilla commodities. This is because Madagascar has good geographical and climatic conditions. This is supported by the threat that vanilla is a commodity that requires good storage quality so that the quality of the vanilla is maintained. Good storage quality is also needed considering the fluctuating demand for vanilla commodities which means that the continuity of vanilla production is maintained.

Internal – External Matrix

Table 11 Internal - External Matrix

Strong 3.0-4.0	Average 2.0-2.99	Weak 1.0-1.99	
I Growth	**II Growth**	**III Stabilization**	**Height 3.0 – 4.0**
IV Growth	**V Stabilization**	**VI Divestment**	**Medium 2.0 -2.99**
VII Stabilization	**VIII Divestment**	**IX Divestment**	**Low 1.0 –1.99**

The analysis results from the IFAS matrix were obtained at 3.17 and the results from the EFAS matrix were 3.49. The meeting point from the IFAS and EFAS matrix analysis results shows that this point is in cell I position. In cell me (growth) it shows the meaning that the company is in a strong position with high strengths and opportunities. Where in this cell, according to theory, the organization requires a grow and build strategy as its main strategy. Under these conditions, companies must utilize internal strengths to maximize external opportunities.

SWOT Matrix Analysis

The SWOT matrix functions as a tool for developing company strategy. Through this matrix, companies can clearly recognize opportunities and threats from the external environment and adapt them to their internal strengths and weaknesses (Laurance et al., 2014). This matrix allows company leaders to formulate four potential strategic options that can be implemented in the face of increasingly intense competition.

Table 12 SWOT Matrix

Internal / External	Strengths (strength)	Weakness
	1. The vanilla sold is grade A, original from Indonesia. 2. Sales via Website and E-Commerce for international markets. 3. Has a trade permit from the Ministry of Trade. 4. Packaging uses durable plastic steel. 5. Consistent quality with control to the farmers.	1. HR is limited to internal companies 2. The number of buyers is uncertain in a certain period 3. The company is still growing 4. Depends on farmers, does not have its own plantation 5. Does not yet have an organic certificate to export to the US
Opportunities (opportunities) 1. Vanilla demand is high in Germany 2. Previously exported to Europe with conditions similar to Germany 3. The price of German Vanilla is favorable 4. The government supports international trade agreements 5. Vanilla is processed into several types	**SO strategy** 1. Increasing competitiveness by highlighting the quality of Indonesian vanilla 2. Obtain additional certifications to increase trust and sustainability-conscious consumers 3. Promote trade products at international exhibitions to increase visibility	**WO Strategy** 1. Build partnerships with stable companies and use training techniques to improve human resources 2. Developing organic vanilla or derivative products to meet German market demand 3. Improve production and marketing efficiency to attract and retain customers.
Threats 1. Vanilla competes with Madagascar as the largest exporter 2. The European Union has strong standardization and import regulations 3. Germany distance 11,000 KM, delivery and cost challenges 4. Demand for German vanilla fluctuates. 5. Product continuity must be maintained for continuous delivery	**ST Strategy** 1. Increase competitiveness by highlighting the superior quality of Indonesian vanilla 2. Improve logistics and storage processes to maintain quality during delivery. 3. Adapting production to the latest standards and regulations to ensure product suitability on the German market.	**WT Strategy** 1. Diversification of export markets other than Germany to reduce dependence and increase sales stability. 2. Invest in developing your own plantations or strengthen relationships with farmers. 3. Manage prices and quality effectively through innovation and pricing strategies that suit market conditions.

Based on the analysis of the SWOT matrix table above, the company's market optimization strategy for Germany can be identified which will be used to support the company's strategy to expand the marketing of their vanilla products.

CONCLUSION

PESTEL analysis revealed that Germany emerged as the main destination for CV vanilla exports. Indonesian Central Signs compared with South Korea and China. Germany offers political stability with an established democratic system, economic strength with high purchasing power as the world's third largest importer of vanilla, as well as strong market demand for vanilla products in both the food, beverage and perfume industries. Advanced logistics technology support, focus on sustainability, and strict but stable regulations also provide additional advantages. The combination of these factors makes Germany superior in absorbing and developing the vanilla market compared to South Korea and China, which, although they have potential, still face challenges in trade relations, purchasing power and market demand that is not as strong as Germany.

SWOT analysis shows that CV. Tanda Sentra Indonesia has strengths in the high quality of vanilla products and the use of e-commerce technology for export, as well as legal support and good packaging. However, companies still face limited human resources, uncertainty about the number of buyers, and dependence on farmer partners. Significant opportunities include the large potential market for vanilla in Germany and government support for international trade. On the other hand, threats include intense competition with other vanilla producing countries, strict regulations from the European Union, and logistical challenges due to long shipping distances and fluctuating market demand in Germany. The results of the analysis show that the company is in quadrant I (growth) on the Ifas & Efas diagram. This shows that the company is in a strong position with high strengths and opportunities. In this quadrant, the company must implement a "grow and build" strategy as its main strategy, namely by utilizing internal strengths to maximize external opportunities.

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