

Implementation of Change Management Through the Adkar Method in the Development of Export Marketing at PT Agritek Desa Indonesia

Muhamad Adjie Darmawansyah¹, Yunizar²

University Padjadjaran Jatinangor

Email: muhamad20051@mail.unpad.ac.id¹, yunizar2017@unpad.ac.id²

Abstract

Change management is a structured effort to increase the flexibility and adaptability of an organization when facing continuous changes. The Micro, Small and Medium Enterprises (MSME) sector has a vital role in the Indonesian economy in the era of globalization to be able to make changes in the export context. This research aims to solve the problem of developing an export marketing strategy at PT Agritek Desa Indonesia for its product, namely ChipsyChips, to increase production through marketing by implementing the ADKAR method. The research results show that PT Agritek Desa Indonesia is able to make changes to its export marketing development activities through the ADKAR method, which consists of awareness of marketing products on global marketplace platforms and creating content on social media, the desire to have an effective marketing strategy, namely implementing the STP method, getting knowledge regarding the features on the Alibaba platform, being able to utilize the Alibaba platform to market products, and increasing reinforcement in marketing activities through content containing positive reviews from buyers of ChipsyChips products.

Keywords: Change Management, ADKAR Method, Export Marketing Development, PT Agritek Desa Indonesia.

Corresponding Author; Muhammad Adjie Darmawansyah

E-mail: muhamad20051@mail.unpad.ac.id



Introduction

In the era of rapid globalization, adaptation to change is the main key to the survival and growth of various economic sectors (Hidayat et al., 2023). Sectors with high significance to the effects of this change include Micro, Small and Medium Enterprises (MSMEs), which play a fundamental and broad role in the Indonesian economy (Herman & Nohong, 2022). Although the era of globalization opens up new opportunities, there are significant challenges faced by MSMEs, especially in the context of exports (Budiarto et al., 2018).

According to the Central Statistics Agency (2023), cumulatively, it shows that Indonesia's export value for the January-August 2023 period decreased by 11.85 per cent compared to the same period in 2022. However, it still touched US \$ 171.52 billion. Meanwhile, cumulative exports of the non-oil and gas sector were at US \$ 161.13, down 12.27 per cent compared to the previous year.

Table 1. 1 Indonesia's Export Value in the period January – August 2023

Uraian	Nilai FOB (juta US\$)					Perubahan (%)			Peran thd total ekspor Jan-Agt 2023 (%)
	Agt 2022*	Jan-Agt 2022*	Jul 2023	Agt 2023*	Jan-Agt 2023*	Agt'23 thd Agt'22 (y-on-y)	Agt'23 thd Jul'23 (m-to-m)	Jan-Agt'23 thd Jan-Agt'22 (c-to-c)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Total Ekspor	27.928,7	194.571,6	20.862,2	22.004,2	171.519,7	-21,21	5,47	-11,85	100,00
Migas	1.662,9	10.893,3	1.226,8	1.318,8	10.385,3	-20,69	7,50	-4,66	6,05
- Minyak mentah	133,9	1.088,9	110,9	72,0	1.059,7	-46,26	-35,09	-2,68	0,62
- Hasil minyak	456,5	3.459,9	363,0	509,1	3.457,3	11,52	40,25	-0,08	2,01
- Gas	1.072,5	6.344,5	752,9	737,7	5.868,3	-31,21	-2,02	-7,51	3,42
Nonmigas	26.265,8	183.678,3	19.635,4	20.685,4	161.134,4	-21,25	5,35	-12,27	93,95

Keterangan: *Angka Sementara
*Angka Revisi

(Source: Central Bureau of Statistics, 2023)

From data presented by the Central Statistics Agency (2023), there is a decrease in the value of exports in Indonesia in the January-August 2023 period compared to the same period in 2022. One of the factors, according to the Indonesian Minister of Finance Sri Mulyani, is the lack of export activity in the MSME sector (Micro, Small and Medium Enterprises) as reported by CNBC Indonesia, there are around five causes of Micro, Small and Medium Enterprises (MSMEs) in Indonesia allegedly having difficulty in exporting, among others (Azmiyah & Astutik, 2021):

- 1) MSME actors' understanding of legality, taxpayer identification number (NPWP), the importance of business identification number, intellectual property rights (IPR) and export-import procedure permits still needs to be improved (Azzahra, 2023).
- 2) It is difficult to access small business financing procedures through banks or national financial institutions due to low capital and collateral. High interest rates are also the cause of the difficulty in developing national MSMEs (Wardhani & Pramono, 2016).
- 3) Lack of assistance for MSMEs, which is actually very necessary in improving product management and competitiveness for every business entity (Sugiarti et al., 2020).
- 4) The lack of standardization of production results makes it difficult for Indonesian MSMEs to penetrate the global market.
- 5) Suboptimal marketing due to limited information for MSMEs about market opportunities, so their products have difficulty penetrating the global market (Sedyastuti, 2018).

PT Agritek Desa Indonesia is a distributor of ChipsyChips products that have production sites, namely the main ones in Wonosobo (Central Java), Depok (West Java), and Toba (North Sumatra) in partnership with Farmer Groups. ChipsyChips products focus on producing tropical fruit vegetable chips in 2022 with quality ingredients from fruit only and natural and gluten-free snacks. They are committed to presenting hygienic products with production facilities according to international standards supported by HACCP (*Hazard Analysis and Critical Control Points*) and ISO (*International Organization for Standardization*) 22000: 2018 certifications.



Figure 1. 1 Product ChipsyChips Fruit Chips
(Source: ChipsyChips Company Profile of PT Agritek Desa Indonesia, 2022)

Before the name of the ChipsyChips product was set, this fruit chip product was initially a snack food from the Malang (East Java) area from the previous distributor's production. Then, along with sales, this fruit chip product was supported by an investor. Hence, ChipsyChips products emerged consisting of the word "*Chipsy*", which means Russian means chips and "*Chips*", which comes from English through PT Agritek Desa Indonesia.



Figure 1. 2 ChipsyChips Logo

(Source: ChipsyChips Company Profile of PT Agritek Desa Indonesia, 2022)

PT Agritek Desa Indonesia has a director, Richardo Petricius Utoyo, who consists of three directors: the operational director, the marketing director and the financial director. For marketing activities at PT Agritek Desa Indonesia, led by the marketing director, then there is a division under the marketing director, namely the sales division and content creators.

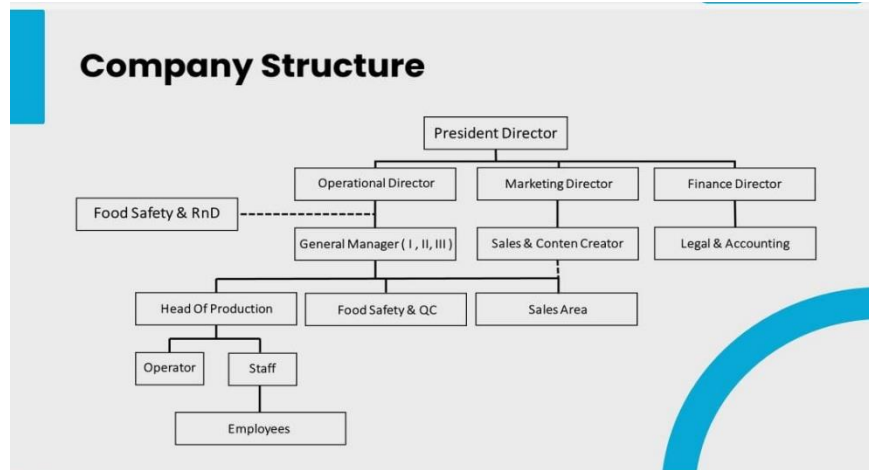


Figure 1. 3 Organization Chart of PT Agritek Desa Indonesia

(Source: ChipsyChips Company Profile of PT Agritek Desa Indonesia, 2022)

In its marketing activities, PT Agritek Desa Indonesia for ChipsyChips products has value as a product that produces tropical fruit vegetable chips through marketing activities to expand its market share, namely B2B (*business to business*) such as snack food stores in the Central Java area and B2C (*business to consumer*) through social media such as Instagram and Facebook. Then, PT Agritek Desa Indonesia for ChipsyChips products also markets its products through *digital marketplaces* such as Tokopedia and Shopee to make it easier for potential customers to order directly *online*.

For the scope of international marketing, PT Agritek Desa Indonesia carries out its marketing activities through the TEI (Trade Expo Indonesia) exhibition, the largest trade exhibition in Indonesia that focuses on B2B (*business to business*) trade activities for export-oriented products and services, and BRILIANPRENEUR from Bank Rakyat Indonesia (BRI), an export-oriented MSME exhibition in 2022. From the exhibition activities, Chipsychips got the opportunity to export its products internationally, namely to the United States, Canada, and Saudi Arabia.



Figure 1. 4 ChipsyChips TEI (Trade Expo Indonesia) Exhibition 2022
(Source: Profi ChipsyChips Company PT Agritek Desa Indonesia, 2022)

In 2022, PT Agritek Desa Indonesia, through its product, ChipsyChips, produced 4,500 kg for Indonesia (Medan, Wonosobo, and Depok), 1,344 kg was exported to the United States, 350 kg was exported to Canada, and 420 kg was exported to Saudi Arabia.

Table 1. 2 Production and sales of ChipsyChips

Sales Data	Year 2022 (Net Weight /kg)
PT Agritek Desa Indonesia ChipsyChips (Medan, Wonosobo, and Depok)	4500 kg
PT Agritek Desa Indonesia ChipsyChips (United States)	1344 kg
PT Agritek Desa Indonesia ChipsyChips (Canada)	350 kg
PT Agritek Desa Indonesia ChipsyChips (Saudi Arabia)	420 kg
Total	6614 kg

(Source: PT Agritek Desa Indonesia, 2022)

From ChipsyChipChipsyChip production data that has been exported to the United States, Canada, and Saudi Arabia, it can be concluded that the maximum production for the largest ChipsyChipChipsyChip product is 1344 kg or 1,344 tons. Here is the order of the five largest countries from the United States, Canada, and Saudi Arabia that import products according to the HS Code (*Harmonized System*) ChipsyChips, namely 081350, whose description of goods is a mixture of shelled fruit or dried fruit in 2022:

- United States

Table 1. 3 Importing Countries HS Code 081350 Country United States

No	Exporters	Quantity imported in 2022	Quantity unit	Unit Value (USD/ unit)
1	Mexico	256	Tons	16,750

2	China	138	Tons	22,804
3	Ghana	133	Tons	12,887
4	Egypt	37	Tons	29,405
5	Canada	3,281	Tons	7,197

(Source: <https://www.trademap.org>)

- Canada

Table 1. 4 Importing Countries HS Code 081350 Country United States

No	Exporters	Quantity imported in 2022	Quantity unit	Unit Value (USD/ unit)
1	United States of America	393	Tons	5,361
2	Turkiye	62	Tons	11,581
3	South Africa	46	Tons	14,326
4	Thailand	33	Tons	6,455
5	China	32	Tons	4,969

(Source: <https://www.trademap.org>)

- Saudi Arabia

Table 1. 5 Importing Countries HS Code 081350 country Saudi Arabia

No	Exporters	Quantity imported in 2022	Quantity unit	Unit Value (USD/ unit)
1	United States of America	139	Tons	4,590
2	Thailand	37	Tons	6,027
3	Syrian Arab Republic	37	Tons	4,378
4	United Arab Emirates	12	Tons	8,333
5	Greece	10	Tons	8,500

(Source: <https://www.trademap.org>)

Of the three data countries that import products according to the ChipsyChips HS (Harmonized System) Code, namely 081350, whose description of goods is a mixture of shelled fruit or dried fruit in 2022 for the United States, the smallest is Egypt at 37 tons, for Canada the smallest is China at 32 tons. The smallest Saudi Arabia is Greece, at 10 tons.

For the description of the production of the three countries that import products according to the HS Code (*Harmonized System*), ChipsyChips, which is 081350, whose description of goods is a mixture of shelled fruit or dried fruit in 2022 that the smallest amount of production in Greece is 10 tons. Therefore, to increase the production of ChipsyChips products, a change is needed for marketing activities because the largest production of ChipsyChips

exported the largest in the United States of America at 1,344 tons. Hence, it is necessary to increase the amount of production to match market demand.

However, PT Agritek Desa Indonesia, through its product ChipsyChips needs help to export its products through its marketing activities. This is because the marketing division at PT Agritek Desa Indonesia has not utilized the global *marketplace platform* and social media development to penetrate a wider export market and has not recruited workers who have the potential to market products, especially for the international scope, so ChipsyChips needs to develop its products so that they can be marketed in a wider international scope.

Therefore, ChipsyChips, through PT Agritek Desa Indonesia, needs to overcome obstacles in its marketing activities by making changes so that the international market share it can achieve can be wider. To make a change, a plan through management is also needed so that the changes implemented can be structured and programmed properly. One way to implement change management *is to change management* (Cape et al., 2022).

According to (Irawan, 2018), change management is the action carried out in a structured way for the application of knowledge in utilizing the necessary means and resources, with the aim of affecting change in the individuals who will experience the influence of that process. The purpose of change, according to (Widayani, 2020), is that an organization is more flexible and adaptive to deal with various kinds of changes or developments that occur.

One of the methods used in effective change management for an organization or company in making changes is the use of the ADKAR method (*Awareness, Desire, Knowledge, Ability, Reinforcement*). The ADKAR method is a goal-oriented change management method for organizations to be more involved in the change process (Lase & Sari, 2023). Here are the obstacles for ChipsyChip products if they want to make a change by marketing their products through the ADKAR method:

1) *Awareness:*

They need to be aware of the importance of a change to digital media to be able to market their products through *The Global Marketplace* and *Brand* through social media specifically (Hadi & Zakiah, 2021).

2) *Desired:*

Need a marketing method in finding market potential, especially for the international scope.

3) *Knowledge:*

Need more knowledge to market products through *global marketplaces* such as EworldTrade, Alibaba, and Go4worldBusiness.

4) *Ability:*

We still need to have the ability to increase potential international market share through *global marketplaces* such as EworldTrade, Alibaba, and Go4worldBusiness.

5) *Reinforcement:*

It has yet to display positive reviews from *buyers* or international buyers who have bought ChipsyChips products on social media as a step of marketing.

Therefore, by changing management with the ADKAR method, the constraints possessed by ChipsyChips in marketing its products can be useful for making changes to expand its products to a wider international market share.

Research Methods

Troubleshooting Framework

In the problem-solving framework in this study, there is a process of work carried out, here is a narrative from the explanation of the problem-solving framework:

1. ChipsyChips Export Marketing Constraints

This obstacle was obtained from an in-depth interview process between researchers and the CEO of PT Agritek Desa Indonesia on its product, ChipsyChips. Export marketing constraints are poured into the five elements of ADKAR, consisting of *awareness, desire, knowledge, ability, and reinforcement*.

2. Changes to be achieved for ChipsyChips Export marketing through ADKAR Method

From the in-depth interview process that has been conducted previously regarding the constraints of ChipsyChips export marketing as outlined in the five ADKAR lenses, a change plan is needed, namely the changes to be achieved for ChipsyChips export marketing through the ADKAR method.

3. ChipsyChips export marketing efforts through the ADKAR method.

After there are changes to be achieved for ChipsyChips export marketing through the ADKAR method, a plan is needed to implement the ADKAR method at PT Agritek Desa Indonesia through its product, ChipsyChips through a presentation made by researchers to make changes to PT Agritek Desa Indonesia, so that it can implement the ADKAR method for the development of its export marketing from the constraints it has.

4. Change Process with ADKAR method that has been done for marketing ChipsyChips Export per week

After the presentation of the five elements of ADKAR by researchers on the development of export marketing of PT Agritek Indonesia through its product ChipsyChips, researchers conducted observation activities through changes that have been made by PT Agritek Desa Indonesia in the development of export marketing using the ADKAR method.

5. Conclusions and Suggestions

The conclusions and suggestions in this study contain conclusions on the changes that have been achieved by PT Agritek Desa Indonesia regarding export development carried out through the implementation of the ADKAR method. Then, in the advice section, there is information advice for PT Agritek Desa Indonesia for its products. ChipsyChips is expected to develop a broader export marketing strategy.

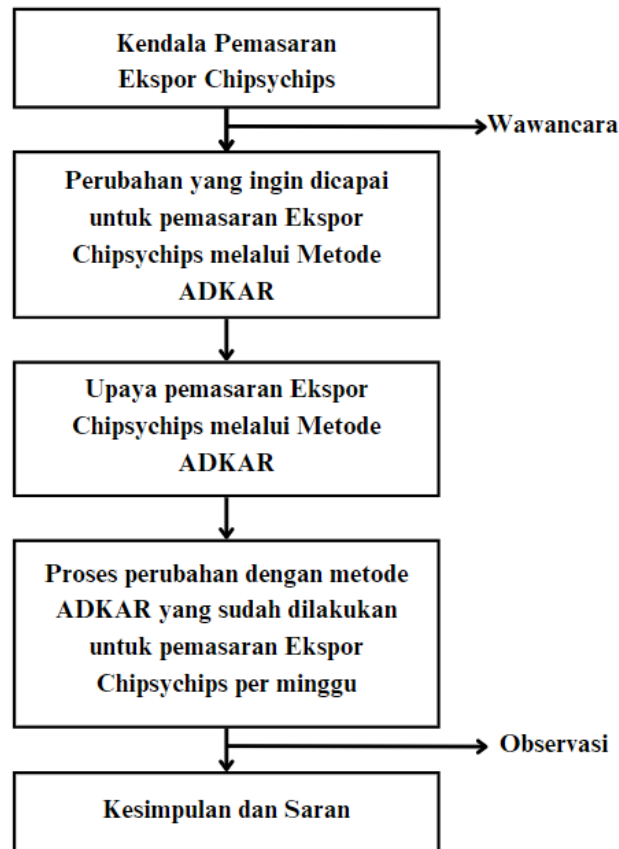


Figure 3. 1 Troubleshooting Framework

Table 3. 1 Changes to be achieved by PT Agritek Desa Indonesia in ChipseyChips Product Export marketing activities with the ADKAR method

Aspects	Constraints	Changes to be achieved
Awareness	I am still waiting to learn about the importance of a change to digital media to market ChipseyChip products through <i>global marketplaces</i> and <i>branding</i> through social media specifically.	Have awareness to make a change by marketing ChipseyChips products through <i>global marketplaces</i> and social media.
Desire	Need a marketing method in finding market potential, especially for the international scope.	Have a marketing method for finding market potential, especially for the international scope.

Knowledge	Need more knowledge to market products, namely through <i>global marketplaces</i> such as Eworldtrade, Alibaba, and Go4worldBusiness.	Have enough knowledge to market products through <i>global marketplaces</i> such as Eworldtrade, Alibaba, and Go4worldBusiness in the marketing division.
Ability	They need the potential of international market share through <i>global marketplaces</i> such as EworldTrade, Alibaba, and Go4worldBusiness, as well as the use of social media to market products.	Have the ability to market products through <i>global marketplaces</i> such as EworldTrade, Alibaba, and Go4worldBusiness and utilize social media owned to market products.
Reinforcement	It has yet to display positive reviews and product recommendations from <i>buyers</i> or international buyers who have purchased ChipsyChips products on social media as a step of marketing.	Can display positive reviews and product recommendations from <i>buyers</i> or international buyers who have bought ChipsyChips products on social media as a step of marketing.

Data Collection Techniques

Data collection is the first thing to be able to obtain information about research, here are the data needed in conducting research:

Types of Research

This study used a descriptive qualitative research method. Descriptive qualitative research is a strategy that describes data systematically, factually, and precisely, with an effort to uncover deeper information or deeper meaning. This research will be conducted on the implementation of change management through the ADKAR method related to ChipsyChips export marketing at PT Agritek Desa Indonesia by conducting interviews. Then, after changes were made by PT Agritek Desa Indonesia related to the export marketing situation on ChipsyChips, it was explained descriptively by describing in depth the process of change and the strategy of implementing the ADKAR method at PT Agritek Desa Indonesia through its product ChipsyChips.

Data Collection Methods

An important step in this research is to collect the data needed to achieve the goals that have been set. In choosing a data collection method, it is important to consider the information needs as well as the availability of data sources. Data collection is needed to identify problems

and alternatives in implementing change management through the ADKAR method in the development of Export marketing at PT Agritek Desa Indonesia. Here are the data collection techniques used in this study:

Primary Data

According to Sugiyono (2018), primary data is a type of data obtained directly by data collectors from research locations through survey, observation, and interview methods. In this primary data collection, data was collected through interviews and observations related to constraints in marketing activities carried out by PT Agritek Desa Indonesia through its product, ChipsyChips, to make a change through change management with the ADKAR method. Then, questions about the implementation of the ADKAR method for respondents of PT Agritek Desa Indonesia were addressed to the CEO (*Chief Executive Officer*) and the marketing division on changes made regarding export marketing activities.

a) Interview

According to Sugiyono (2018), an interview is a communication with a specific purpose, namely, the party conducting the interview the role of the interviewer who asks questions and the interviewee as an informant who provides answers to questions asked by the interviewer.

In this study, a semi-structured interview will be conducted. According to Sugiyono (2018), this type of interview is a direct interview. *In-depth interviews: Semi-structured interviews are conducted by asking questions freely compared to structured interviews, but still following the interview guidelines that have been made. This interview activity discusses a brief history of the product, the organizing system, and especially a problem more openly in ChipsyChips export marketing activities with informants, namely by the Chief Executive Officer (CEO) and Marketing Director from PT Agritek Desa Indonesia remotely because the research location and the location of the researcher's residence have a considerable distance, namely the cities of Bekasi and Wonosobo so that interview activities with informants use the Google Meet application.*

b) Respondents

According to Arikunto and Bakri (2022), they explained that respondents are research subjects or individuals who are asked to provide responses related to perceptions and facts about a topic. In this study, an in-depth interview will be conducted regarding the change process through the ADKAR method for export marketing activities for ChipsyChips products, namely through respondents to the CEO (*Chief Executive Officer*) and *Marketing Director* PT Agritek Desa Indonesia.

c) Observation

Sugiono (2018) explained that observation is a data collection technique that has special characteristics when compared to other methods. Observation is not only fixed on humans but can also involve other objects. In qualitative research, observation can be done by being directly involved in the field to observe the behaviour and activities that are the focus of the research.

Observation in this study was carried out by the participant observation method; according to Sugiyono (2018), participant observation refers to the type of observation where the researcher is directly involved in the daily activities of the observed subject or the data source used for research.

Observations in this study were carried out remotely, namely by observing the change management process through the ADKAR method at PT Agritek Desa Indonesia through its product ChipsyChips related to the process of changes that have been achieved in its export marketing activities.

Data Processing Techniques

This research will be processed from the results of in-depth interviews and observations on the implementation of change management through the ADKAR method for export marketing strategies for ChipsyChips products at PT Agritek Desa Indonesia. This interview activity will be conducted by researchers with the CEO (*Chief Executive Officer*) and employees in the marketing division of PT Agritek Desa Indonesia which is carried out per week on the process of changes made regarding the obstacles experienced and changes to be achieved according to the ADKAR method to the export marketing strategy on ChipsyChips.

Table 3. 2 Exposure process on Export marketing activities with the ADKAR method of ChipsyChips products at PT Agritek Desa Indonesia

Interview Time	ADKAR Elements	Marketing Strategy through the ADKAR Method
First Week	<i>Awareness</i>	Awareness to do marketing through <i>global marketplaces</i> and social media
Second Week	<i>Desire</i>	Have a structured marketing method for the international scope
Third Week	<i>Knowledge</i>	Know about how to market products in the <i>global marketplace</i>
Week Four	<i>Ability</i>	Having an account in the <i>global marketplace</i> is supported by the marketing team's ability to do descriptions marketing and create marketing content for the international scope on their social media.
Week Five	<i>Reinforcement</i>	Displaying positive reviews on social media as a product marketing step

Results and Discussion

Company Overview

ChipsyChips is a trademark of PT Agritek Desa Indonesia, located in Wonosobo (Central Java) as its centre, Depok (West Java), and Toba (North Sumatra) in partnership with Farmer Groups. PT Agritek Desa Indonesia will be engaged in the production, distribution, and exporting of tropical fruit and vegetable chips in 2022 with quality ingredients only from the fruit, natural and gluten-free snacks. It is committed to presenting hygienic products with production facilities according to international standards supported by HACCP certification (*Hazard Analysis and Critical Control Points*) and ISO (*International Organization for Standardization*) 22000:2018.

From 2022 to 2023, PT Agritek Desa Indonesia focuses its products, namely ChipsyChips, to have more value related to products produced first according to international standards so that ChipsyChips products can enter the market share internationally and produce ChipsyChips products of 45 tons in 2022 to adjust to market needs. In conducting its business activities, PT Agritek Desa Indonesia uses a B2B business model (*Business to Business*) through several partners for export and B2C targets (*Business to Consumer*) through snack food stores for the central production site, namely in Wonosobo, Central Java, namely distributing in Java Island as well as through *Digital Marketplace* in Indonesia such as Shopee and Tokopedia.

For the company's organizational structure, PT Agritek Indonesia is quite simple because the core part of the company consists of the CEO (*Chief Executive Officer*), Mr Richardo Petricius Utoyo, the *Operational Director*, Mr Maulana, the *Marketing Director*, namely Mr Lukman Hakim Ahmad, and *Finance Director*, i.e. Mrs. Afi Nafisah. The CEO (*Chief Executive Officer*) of PT Agritek Indonesia is responsible for direct communication with importers or *buyers and the marketing part. At the same time, the operational director* is responsible for production activities, *food safety, and quality sales areas, which are accountable to the general manager.* The *Marketing Director* is responsible for all marketing activities. At the same time, the *Finance Director* is responsible for the administrative and financial management of the Company (Jamil & Refi, 2021).

Export Marketing Analysis of PT Agritek Desa Indonesia through the ADKAR method

At this stage, the researcher interviews the CEO (*Chief Executive Officer*) PT Agritek Desa Indonesia regarding marketing activities on ChipsyChips products for target markets regionally and internationally. The following is a series of marketing activities of PT Agritek Desa Indonesia through its product ChipsyChips:

1. Regional
 - Placing ChipsyChips products in snack food stores on Java Island
 - Marketing on Indonesian *marketplaces* such as Shopee and Tokopedia and social media such as Instagram and Tiktok.
2. International
 - She participated in export-oriented B2B (*business to business*) exhibitions such as TEI (*Trade Expo Indonesia*) and BRILIANPRENEUR from BRI (Bank Rakyat Indonesia).

Awareness

The first ADKAR element is *awareness* or awareness; PT Agritek Desa Indonesia, through its product ChipsyChips, has constraints on its export marketing activities, namely not having an awareness of the importance of changing to digital media to be able to market ChipsyChips products through *Global Marketplace* and *Branding* through social media specifically.

At this stage, researchers conducted interviews and presentations in the first week, namely on December 26, 2023, to *Marketing Director* Mr. Lukman Hakim Ahmad, directing and informing to make changes by utilizing and importance *Global Marketplace* and *Branding* through social media specifically.

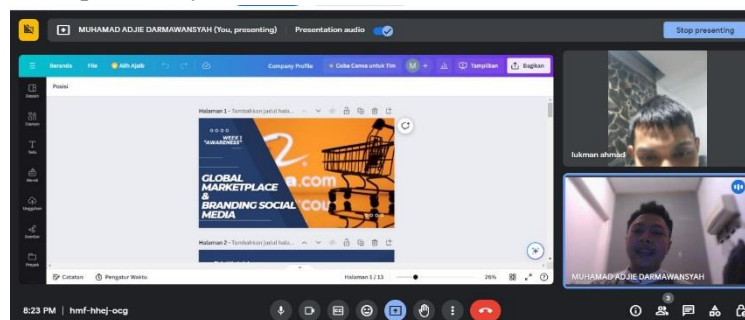


Figure 4.1 First Week Awareness Interview and Exposure

Desire

The second ADKAR element is *desire* or desire, PT Agritek Desa Indonesia, through its product ChipsyChips, has constraints on its export marketing activities. Namely, it does not have a marketing method for finding market potential, especially for the international scope because

export marketing activities have been carried out only through export exhibition activities, namely TEI (Trade Expo Indonesia) and BRILIANPRENEUR from Bank BRI (Bank Rakyat Indonesia)

At this stage, researchers conducted interviews and presentations in the second week of January 4, 2024, providing information on making changes to have a marketing method that can be used, namely through the STP method (*Segmenting, Targeting, Positioning*). The application of the STP method (*Segmenting, targeting, Positioning*) brings great, very significant benefits to the company (Handayani et al., 2023). Here are the benefits:

- 1) By *carefully segmenting*, companies are able to identify potential untapped opportunities and design more relevant offerings.
- 2) Through proper *targeting*, resource allocation can be done efficiently, increasing the effectiveness of marketing activities.
- 3) *Strong positioning* helps companies build a favourable brand image, increase consumer awareness, and have a positive impact on purchasing decisions.

The application of the STP method can be used for PT Agritek Desa Indonesia so that its product, ChipsyChips, has a special marketing method as a broader export marketing step to be able to map the STP method consisting of *Segmenting, targeting and positioning*.

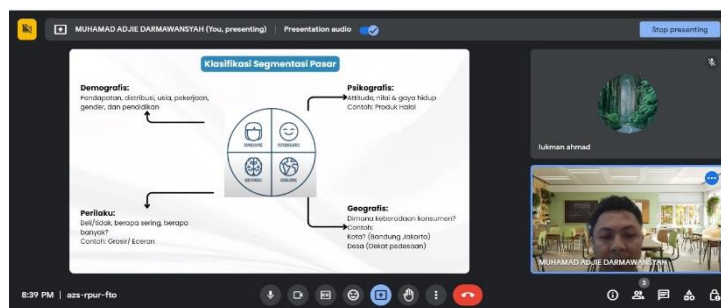


Figure 4.2 Second week Desire Interview and Presentation

Knowledge

The third ADKAR element is *knowledge* or knowledge; PT Agritek Desa Indonesia, through its product ChipsyChips, has constraints on its export marketing activities, namely needing more knowledge to market the product, namely through the *Global marketplace*.

At this stage, researchers carry out exposure activities in the third week on January 10, 2024, namely providing information to make changes through *Global Marketplace*, which focuses on practical aspects such as how to register, strategies to see market opportunities in a country, and opportunities to get potential buyers to get sales benefits at PT Agritek Desa Indonesia through its product ChipsyChips. From this presentation, PT Agritek Desa Indonesia wants to focus on one of the *Global marketplaces*, i.e. Alibaba.

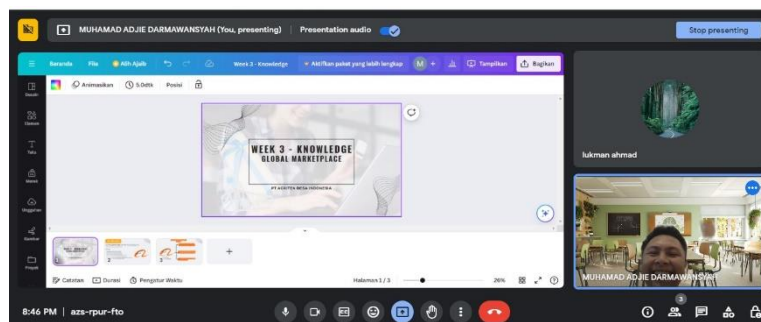


Figure 4.3 Third week of Interview and Knowledge Presentation

Ability

The fourth element of ADKAR is *ability* or ability; PT Agritek Desa Indonesia, through its product ChipsyChips, has constraints on its export marketing activities, namely needing more knowledge to market the product, namely through *Global Marketplace* Alibaba.

At this stage, researchers in the fourth week of January 18, 2024, focused on assisting, especially the marketing division of PT Agritek Desa Indonesia through its product ChipsyChips in conducting export marketing through *Global Marketplace* who have been given exposure and information in the form of *knowledge* or knowledge in the third week, such as product descriptions, product uploads, and company profiles.

Reinforcement

The fifth element of ADKAR is *reinforcement* or strengthening; PT Agritek Desa Indonesia, through its product ChipsyChips, needs help with its export marketing activities. Namely, it has not displayed positive review content from *The Buyers* or international buyers who have purchased ChipsyChips products on social media as a step of marketing.

At this stage, researchers focus on increasing the importance of reinforcement by creating positive review content from *buyers* or international buyers who have purchased ChipsyChips products made on social media as a step of marketing.

Changes in Export Marketing of PT Agritek Desa Indonesia through the ADKAR method

This research focuses on five key aspects of the five elements of ADKAR. These elements include awareness of the need for change (*Awareness*), the desire to support and engage in change (*Desire*), an understanding of how to make changes (*knowledge*), the ability to implement change (*ability*), and support for sustaining change (*reinforcement*).

Researchers tried to observe changes in PT Agritek Desa Indonesia through its product, ChipsyChips, related its marketing activities, namely through change management with the ADKAR method. Here are the changes made:

Awareness

In the first week, researchers conducted a presentation to increase awareness of change (*Awareness*) at PT Agritek Desa Indonesia through its product, ChipsyChips, which is related to its marketing activities. For marketing activities that have been carried out, the marketing division conducts marketing through exhibition activities to cover the scope of the international market, so this to cover a wider market will be hampered because it is only through exhibitions.

The limited marketing activities to cover a larger market is what then awakens to make changes in order to market products for a wider international scope, namely through marketing on *Global Marketplace* to market products and *branding* through social media to support marketing regarding the authenticity of products in *Global Marketplace*.

The first element of ADKAR is *Awareness*, researchers make observations about the changes that PT Agritek Desa Indonesia wants to achieve *awareness* Through its product, ChipsyChips wants to make a difference. From the presentation that was carried out in the first week, PT Agritek Desa Indonesia realizes the importance of a change, namely by implementing a marketing strategy by marketing products to one of the *Global Marketplace*, i.e. Alibaba and want to create content on social media to get *buyer* or buyers on an international scope by creating content using English as a step to cover international market share.



Figure 4.4 ChipsyChips Video Content in English

Desire

In the second week, researchers made presentations to increase the desire for change (*Desire*) at PT Agritek Desa Indonesia through its product, ChipsyChips, which is related to its marketing activities. In this presentation, the desire is getting stronger to make a change in its marketing activities, namely having a marketing strategy to be applied through the STP method (*Segmenting, Targeting, Positioning*) (Rismawati et al., 2019).

The second element of ADKAR is *Desire*, researchers make observations through the changes to be achieved, namely from the exposure that has been done in the second week by researchers about the STP method (*Segmenting, Targeting, Positioning*), PT Agritek Desa Indonesia through its product, ChipsyChips, feels the benefits of wanting to implement marketing strategies that can be applied in order to get potential buyers who are suitable for international market share through the STP method on ChipsyChips products. The following is the implementation of PT Agritek Desa Indonesia's STP method through its product ChipsyChips.

1. *Segmenting*

In implementing the second element of the ADKAR method is *desire* or desire, that is, in implementation, *desire* for the development of export marketing at PT Agritek Desa Indonesia through its product, ChipsyChips, using the STP method. Here is the application of the STP method from the side: *Segmenting*:

- a. Demographically, ChipsyChip products do not know the age and population of a country, but the level of awareness about food products in the health sphere and quality vegan products that are only fruit and gluten-free and Halal.
- b. Behaviorally, consumers consider consumption in terms of health or a healthy lifestyle derived from organic products
- c. Psychographically, consumers who consume organic products have an interest in vegan circles and Halal food.
- d. Geographically, ChipsyChip products are targeted at large countries that have a great interest in consuming organic and vegan products, such as America, Canada, and Saudi Arabia

The results of comprehensive segmentation in the four aspects of segmentation show that PT Agritek Desa Indonesia can divide market segmentation into large countries such as America, Canada, and Saudi Arabia, which have knowledge and interest in organic and halal products that have a healthy lifestyle.

2. *Targeting*

Implementation *Desire* for the development of export marketing at PT Agritek Desa Indonesia through its product, ChipsyChips, using the STP method, namely *Targeting*, PT Agritek Desa Indonesia can do business activities on a B2B basis (*Business to Business*) to distributors, wholesalers (*wholesaler*), *Fruit Trader*, and *Middle Man* which resells ChipsyChips products on a regular basis *retail*.

3. Positioning

Implementation *Desire* for the development of export marketing at PT Agritek Desa Indonesia through its product, ChipsyChips, using the STP method, namely: *Positioning*, PT Agritek Desa Indonesia positions its product, ChipsyChips, as a fruit chip product that does not contain sulphite preservatives supported by products that have HACCP Certification (*Hazard Analysis and Critical Control Points*) and ISO (*International Organization for Standardization*) 22000:2018 as value/vAlue from its various competitors

Knowledge

In the third week, researchers made a presentation to increase knowledge of the need for change (*knowledge*) at PT Agritek Desa Indonesia through its product, ChipsyChips, which is related to its marketing activities. In this presentation, researchers focused on providing information in making changes to develop marketing through *the Global Marketplace*.

The third element of ADKAR is *knowledge*, *Global Marketplace* What you want to go to *Marketing Director* PT Agritek Desa Indonesia Mr. Lukman Hakim Ahmad is Alibaba. The presentation contains knowledge information related to the features of Alibaba. It explains some advantages of promoting products to attract *buyers* or potential buyers from various countries.

Ability

In the fourth week, researchers helped register PT Agritek Desa Indonesia through its product, ChipsyChips, and market its products through *The Global Marketplace*. In the third week, researchers made a presentation in the form of *knowledge* as the third element of ADKAR, which provides information in the form of practical aspects such as how to register, strategies to see market opportunities in a country, and opportunities to get potential buyers to get sales benefits and *Global Marketplace Platform* What you want to go from *Marketing Director* PT Agritek Desa Indonesia Mr. Lukman Hakim Ahmad is Alibaba.

For the application of the fourth element of ADKAR, namely *ability*, researchers made observations about the changes to be achieved. PT Agritek Desa Indonesia, through its product, ChipsyChips, has been able to make a change to develop export marketing, namely by utilizing *the Global Marketplace Platform* Alibaba.

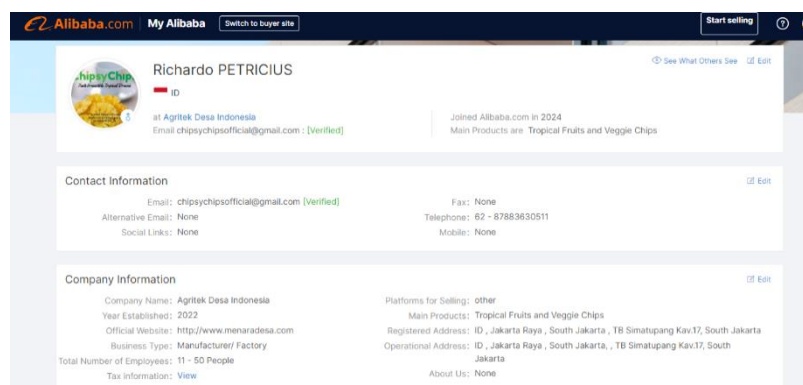


Figure 4.5 ChipsyChips Product Registration on *the Alibaba* platform

Reinforcement

In the fifth week, researchers focused on increasing reinforcement or *reinforcement* as the fifth element of ADKAR for export marketing activities of PT Agritek Desa Indonesia through its product, ChipsyChips in the form of content containing positive reviews from *buyers* or buyers of ChipsyChips products from exhibition activities at TEI (Trade Expo Indonesia) or BRILIANPRENEUR from BRI (Bank Rakyat Indonesia).

For the application of the fifth element of ADKAR, namely *reinforcement*, researchers made observations about the changes to be achieved at PT Agritek Desa Indonesia through its product, ChipsyChips, to create content to be interesting *buyers* or buyers from international shares containing positive reviews from *buyer* or buyers of ChipsyChips products as reinforcement in export marketing activities other than utilization *Global Marketplace Platform* as an Indonesian MSME that has exported ChipsyChips products. For the creation of content to be displayed on social media, ChipsChips still needs to be further confirmed with a third party in collaboration with PT Agritek Desa Indonesia, who executes the design in the form of content.

From the application carried out by PT Agritek Desa Indonesia through its product ChipsyChips with change management through the ADKAR method in the development of its export marketing, the following is a table of the results of data processing and analysis carried out:

Table 4. 1 Results of Data Processing and Analysis carried out:

ADKAR Elements	Export Marketing Plan of PT Agritek Desa Indonesia through the ADKAR method	The result of changes from the implementation of the ADKAR method
<i>Awareness</i>	Have the awareness to make a change by marketing ChipsyChips products through <i>global marketplaces</i> and social media.	Realizing the importance of product marketing in one of the <i>global marketplaces</i> , namely Alibaba, we want to create content on social media to get <i>buyers</i> or buyers in the international scope by creating content using English as a step to cover international market share.
<i>Desire</i>	Have a marketing method for finding market potential, especially for international scope.	Desire to change by implementing marketing strategies that can be applied in order to get suitable potential buyers in the international market share through the STP method on ChipsyChips products.
<i>Knowledge</i>	Have enough knowledge to market products through <i>global marketplaces</i> such as Eworldtrade, Alibaba, and Go4worldBusiness in the marketing division.	Getting knowledge about the <i>global marketplace</i> that is targeted is Alibaba, so it is focused on providing knowledge about the features that exist on the Alibaba <i>platform</i> and excellence in promoting products to get <i>potential buyers</i> or buyers from various countries.

<i>Ability</i>	Have the ability to market products through <i>global marketplaces</i> such as EworldTrade, Alibaba, and Go4worldBusiness and utilize social media owned to market products.	Able to make marketing changes by registering on the Alibaba <i>platform</i> by entering data such as product descriptions and uploading products and company profiles from PT Agritek Desa Indonesia through its product ChipsyChips.
<i>Reinforcement</i>	Displaying positive reviews from <i>buyers</i> or international buyers who have purchased ChipsyChips products on their social media as a step of marketing	It is creating engaging content to attract international buyers by featuring positive reviews from ChipsyChips buyers as part of an export marketing strategy, in addition to using a <i>global marketplace platform</i> . However, it needs confirmation from a third party that collaborates with PT Agritek Desa Indonesia for content design creation.

Conclusion

PT Agritek Desa Indonesia, through its product ChipsyChips, has problems with its marketing activities because it has not made changes to increase product production according to the ChipsyChips HS (Harmonized System) Code, namely 081350, which describes the goods as a mixture of shelled fruit or dried fruit, meaning it needs to increase production through its marketing activities. This is because PT Agritek Desa Indonesia, through its product ChipsyChips, has exported in 2022 to the United States, Canada and Saudi Arabia, where these three countries show that the product importing countries comply with the HS Code (Harmonized System), namely 081350, the smallest production from America. The United States, Canada and Arabia are Canada at 7,197 tons, China at 4,969 tons, and Greece at 8,500 tons. For production carried out by PT Agritek Desa Indonesia through its product ChipsyChips, the largest export activity was 1,344 tons to the United States, so there is a need for change management, namely through the ADKAR method to increase export marketing.

After implementing change management using the ADKAR method at PT Agritek Desa Indonesia to expand the marketing of its export products, the results of the changes made were significant. The marketing division at PT Agritek Desa Indonesia is starting to understand the importance of marketing their products on global platforms, especially Alibaba and realizing that using English in marketing content will help attract the interest of potential buyers from various countries.

Apart from that, the desire to reach a wider market is also getting stronger. Through the application of the Segmenting, Targeting, Positioning (STP) method, the marketing division can identify and target buyers who have great potential to buy their products.

By gaining deeper knowledge about the benefits of marketing products on a global platform like Alibaba, marketing divisions can optimize their marketing strategies. The final step is strengthening through creating content that contains positive reviews from international buyers. However, further confirmation is still needed regarding the content creation process with third parties who collaborate with PT Agritek Desa Indonesia.

Thus, implementing change management through the ADKAR method has brought positive changes to PT Agritek Desa Indonesia's export marketing strategy, increasing their ability to reach global markets.

Bibliography

- Azmiyah, Ulul, & Astutik, Anita Praise. (2021). The Role of The Movement Teacher in Preparing Indonesia's Excellent Generation. *Nazhruna: Journal of Islamic Education*, 4(2), 396–408.
- Azzahra, Almira Aulia. (2023). Strategy to Increase Indonesia's Exports with Social Capital between MSMEs and Young Exporters. *Proceedings of the National Seminar on Social Sciences (SNIIS)*, 2, 1079–1090.
- Budiarto, Rachmawan, Putero, Susetyo Hario, Suyatna, Hempri, Astuti, Puji, Saptoadi, Harwin, Ridwan, M. Munif, & Susilo, Bambang. (2018). *MSME development between conceptual and practical experience*. UGM Press.
- Hadi, Demaz Fauzi, & Zakiah, Kiki. (2021). Digital marketing strategies for MSMEs (micro, small and medium enterprises) to compete in the era of digital marketing pandemi_strategi for MSMEs (micro, small and medium enterprises) to compete in the pandemic era. *Competitive*, 16(1), 32–41.
- Handayani, Fitri, Sometimes, Juliana, & Syrifuddin, Ihksan. (2023). Application of STP Marketing Strategy (Segmenting, Targeting, Positioning) in Toreko Business. *Empiricism Journal*, 4(1), 208–212.
- Herman, Bahtiar, & Nohong, Mursalim. (2022). The Influence of Business Networks, Product Innovation, and Business Competition on the Development of Micro, Small and Medium Enterprises (MSMEs). *JBMI (Journal of Business, Management, and Informatics)*, 19(1), 1–19.
- Hidayat, Agus Rohmat, Alifah, Nur, & Rodiansjah, Agis Ahmad. (2023). The Contribution of Business Digitalization in Supporting Economic Recovery and Reducing Unemployment Rate in Indonesia. *Syntax Idea*, 5(9), 1259–1269.
- Irawan, Arie W. (2018). Change Management in Family Companies: A Case Study of PT Roda Bahari. *JIMFE (Scientific Journal of Management, Faculty of Economics)*, 2(1), 59–72.
- Jamil, Muhammad, & Refi, Teuku Muana. (2021). The Effect of Commitment and the Role of Financial Managers on Performance (Study on SKPK Financial Management in East Aceh Regency Government). *Journal of Technology Economics and Management Vol*, 5(2).
- Lase, Destin Ricardo, & Sari, Desi Nalurita. (2023). AN ADKAR MODEL CHANGE MANAGEMENT IN EDUCATION IN ACTIVATOR SCHOOL AT SMPN 1 PABELAN. *Journal of Educational Gait*, 2(3), 232–240.

- Rismawati, Fitria Fitria, Wahyuni, Sri, & Widodo, Joko. (2019). Marketing Strategy Stp (Segmenting, Targeting, Positioning) Larissa Aesthetic Center Jember Branch. *JOURNAL OF ECONOMIC EDUCATION: Scientific Journal of Education, Economics and Social Sciences*, 13(2), 68–72.
- Sedyastuti, Kristina. (2018). Analysis of MSME empowerment and increasing competitiveness in the global market arena. *INOBIIS: Indonesian Journal of Business and Management Innovation*, 2(1), 117–127.
- Sugiarti, Yenny, Sari, Yenny, & Hadiyat, Mochammad Arbi. (2020). The Role of E-Commerce to Increase the Competitiveness of Sambal Micro, Small and Medium Enterprises (MSMEs) in East Java. *Kumawula: Journal of Community Service*, 3(2), 298–309.
- Tanjung, Rona, Kom, S., Tamami Literature, S. E., Yannik Ariyati, S. E., & Manalu, Ferry M. (2022). *Change management*. CV. Media Scholar Partners.
- Wardhani, Bertha Kusuma, & Pramono, Joko. (2016). Sharia Banking: Alternative Funding for Micro, Small, Medium Enterprises (MSMEs). *Among Makarti*, 9(1).
- Widayani, K. (2020). *Implementation of Change Management on the Performance of Educators and Education Personnel at Mts Negeri 3 Medan*. State Islamic University of North Sumatra.