

**INDONESIA'S HONEY COMPETITION STRATEGY: A NEW
INSTITUTIONAL ECONOMICS ANALYSIS**

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ABSTRACT

Honey product is one type of product that provides many economic and health benefits so that it is in great demand by all citizens of the world, even animals. There is a gap between production and consumption globally so that every country competes to increase its production not only for domestic needs but also to meet world demand for honey products. There are still many honey producers whom individuals or families manage so that the volume produced is still minimal, either for own consumption or directly sold to consumers. To meet global honey needs, the interests of medium-large companies are essential but still empower honey producers or individual honey farmers. The study aims to maintain its commitment to quality and halalness and corporate analysis strategy following the new institutional economics approach. This study uses descriptive qualitative research using literature studies. The study results found that the company is very committed to product quality assurance and halalness and implementing the company's strategy at level 4 as new institutional economics, namely economic order 3 with resource efficiency, the formation of marginal prices and structures, and business sustainability.

Keywords: Honey, Corporation Strategy, New Institutional Theory

INTRODUCTION

Honey is a product produced by bees which is very good for the benefit of all living things. Naturally able to provide alternatives as consumption to maintain health so that it needs to be preserved both in terms of production and management so that in the long term it can be available.

Another side honey is containing a high-calorie, easy-to-digest product that is used as food and natural medicine. Honey is used to make soaps and cosmetics and make medicines that are applied directly to wounds and burns. It helps fight infection, promotes tissue regeneration and reduces scarring in its raw, unprocessed form.

Honey is one of the forest products which is a leading sector, with a land area of about 200 million hectares and a forest area of 143 million hectares so that Indonesia has natural resources in the form of large areas of land for the development of the honey industry in the future (Novandra & Widnyana, 2013). With 115 types of nectar plants suitable for the development and renewal of beekeeping, which is rich in flower plant diversification and the potential for year-round honey production with the *Apis dorsata* bee species weakest honey in Asia which is the most productive to produce honey.

Some regions are well-known for producing honey in Indonesia, including in Sumbawa, East of Nusa Tenggara, and parts of Java, with the export value of honey in 2020 recorded at US\$ 75,484,057.30, which provides good economic value for beekeepers (BPS, 2021). Competition in the blending business in Indonesia is getting better with the provision of top brands to companies committed to customers so that the domestic honey market can

gradually be fulfilled in quality and quantity. It provides an opportunity for all honey producers to expand their market share, as in the following table:

Table 1. Domestic Honey Market Share

No.	Brand	Market (%)
1.	Madurasa	61,00
2.	Madu TJ	17,20
3.	Madu Nusantara	10.90
4.	Another	7,90

Source: Top Brand Award, 2020

The fulfilment of the domestic market share for honey is shown by the size or dominance of Madurasa products managed by PT. Madurasa Unggulan Nusantara at 61%, then Madu TJ at 17.2%, Madu Nusantara 10.9%, and others at 7.9%. It provides a broader potential market opportunity for the diversification of honey products in Indonesia and even abroad. (TBI, 2020).

The market share of honey in Indonesia is currently controlled by large companies that have long been known to the public, including Madurasa, TJ honey, and Indonesian honey, each of which holds the top position in the honey market share in Indonesia. The advantages of this large-scale company include the production process according to drug and food research centre (BPOM) standards, halal certification for MUI and Indonesia national standards (SNI), and getting a top brand award that has the opportunity to penetrate the international market. The above has shown the process in neo-institutional terms; the environment is conceptualized as an organizational field. The fields define the socially acceptable patterns of organizational structure and action (Kostova et al., 2008)

Several honey producers are apart from large-scale companies that already share the honey market from small and medium-scale honey companies that already hold their trademarks, including PT Madu Pramuka with Pramuka, PT. Suba Alam Muda with Sumbawa Honey and Perum Perhutani with Perhutani Honey (Sarah et al, 2019).

Honey producers are still small and medium scale, with problems are limited raw materials for honey, operational activities not optimal, marketing is still weak, inadequate activities and promotions, human resource development activities have not been organized (Disa et al., 2015).

Manufacturers generally sell their products mainly in the domestic market and then in the overseas markets. In the market, honey is sold mainly in liquid form, less often than the honeycomb. The honey trade is not organized in such a way that both producers and consumers are satisfied. Retail prices are at or above the level of European countries. In recent years, interest in beekeeping has increased, so honey production and an increasing supply of honey and related products can be expected in the market (Zaric et al., 2013).

However, unfortunately, domestic honey consumption is still low at 10-15 grams/capita/year compared to other countries, including Japan which has reached 200-300 grams/capita/year, which is the highest in Asia, while in the UK, Europe, and France it reaches 1000-1600 grams/capita /year (Fuah, 2019). This condition provides more

comprehensive access for honey business actors to export, of course following international standards. The causes of low honey consumption in Indonesia include honey only being consumed as a supplement, the relatively high price of natural honey, lack of public purchasing power, and lack of knowledge about honey.

The magnitude of the potential for beekeeper cultivation is shown by API with the consumption rate of honey between 7000-15000 tons/year, while the domestic production of domestic honey has only reached 4000-5000 tons/year, so that Indonesia is still experiencing a deficit of local honey between 3500-11000 tons/year. There is a gap between the supply and demand for honey (BPS, 2018).

From the explanation above, a large-scale producer that produces honey as a primary ingredient, namely PT Madura Unggulan Nusantara, with the Madura trademark, which has a 61% market share in implementing its business strategy, has it used (input-process-output-outcome) which involves a component of sustainable business development that considers value, social factors and natural factors?

In carrying out the company's vision of providing honey, which is very close to the importance and benefits of honey for humans, it is essential to determine quality standards and monitor them so that public and customer trust in the product and company will reflect its quality. For this reason, quality is a significant factor in every consumer product for health and cosmetics, which can have a negative impact if a quality strategy is not implemented starting from the input, process, and output.

THEORETICAL FRAMEWORK

The concept of corporate management evolves, based on a comprehensive review of the academic literature on the meaning, components and model of corporate management uncovers the development process from the perspective of new institutionalism theory by introducing new mandatory components of the firm, namely, quality, start date and product materials and providing insight into the company's development process (Otubanjo & Adegbile, 2019).

There are eight product dimensions used to analyze product quality characteristics, including performance, additional features, conformity to specifications, reliability of durability, aesthetics, perceived quality, and dimensions of ease of repair (Puspitasari et al., 2018). On the other hand, Walukow et al. (2014) explained that product quality reflects the ability of producers to carry out their duties, including durability, reliability or progress, strength, ease of packaging, and product improvement. In other words, consumers will be satisfied if the results of the evaluation of the products used are of high quality. Quality products need to be considered by various factors, including the form of design, quality and type of raw materials used, the manufacturing process, and the method of shipping and packaging (Nasution, 2015). Thus, the definition of quality standards is the minimum limit of a defined criterion to provide longer and broader benefits to a product or service to add value to the producers who produce the product.

As a country of the majority Muslim population, the values of Islamic teachings can be said to have attached to the daily life of the Indonesian people, both in the socio-societal and socio-political aspects. So that all community activities must always receive guidance and

guidance in the religious field, which is manifested in the form of giving fatwas (Hasan, 2014).

Etymologically halal comes from Arabic, which means allowed, liberated, resolved, and dissolved. Halal is anything including food and drink which is allowed for consumption based on Islamic religious provisions. The food here includes plants, fruits, animals, both land and sea animals that can be eaten. In comparison, the halal drink is anything that can be drunk except for drinks that can be intoxicating. The definition of halal food and beverage products in Article 1, number 2 of Law Number 33 of 2014 concerning the guarantee of halal products states that "*halal products are products that have been declared halal, based on the provisions of Islamic law*".

Indonesia Ulama Council (MUI) halal certification requires obtaining a permit to include a halal label on a product's packaging. The purpose of halal certification itself for food, medicine, food, and cosmetic products is to provide precise and correct information to guarantee halal products for consumers. The notion halalness product is a spirit of a specific ideology and maintains the goodness in the input-process-output of the product to provide clarity and comfort to users or customers.

There are many variations on strategic planning, and textbooks contain much detail. David (2011), for example, covers the following steps: defining the vision and mission, conducting an external analysis, conducting an internal analysis, selecting the appropriate business-level and company-level strategies, implementing the strategy, and evaluating the effectiveness of these strategies before moving on to the next cycle. The classical analysis is a model of five forces, Porter (2008), that identifies five interrelated components: bargaining power of buyers, bargaining power of suppliers, threats of substitute products, threats of new entrants, and competition in the industry.

Core competency is something valuable that the organization does better than other companies. It has been valid, and core competencies must be challenging to replicate. It has several significant core competencies, and it will have a competitive advantage, allowing it to stay in the industry in the long term. It does not have core competencies, and it cannot have a competitive advantage, which will most likely not last long. Most of what happens in strategic planning revolves around increasing core competencies to develop a competitive advantage (Rouridge & Khaliq, 2013).

The old institutional economics thinkers as T. Veblen, followed by C. Ayres on institutions and technology, then JR Commons in the fields of law, property rights, economic organization, economic transactions, and income distribution, they derived from the American institutionalist tradition, analysis of individuals and analyzes were carried out separately of how the environment shapes individual behaviour by indicators:

- a. A developing economy will run lower if there are rules of the competition
- b. Humans as rational and emotional beings with feelings, tastes, values and tendencies.
- c. There is a tendency to influence economic transactions by humans.
- d. Economic choices are influenced by the environment and technology
- e. The economic world is closely related to historical, social and institutional factors

The new institutional economics thinkers are Adam Smith, JS Mill, Karl Marx, Marxian, Austrian school (Menger, von Wieser, Hayek, Schumpeter), and neoclassical (Marshall, Williamson). They start to develop in the 1930s, attached to classical economics, it is also called mathematical institutional economics, theoretical, institutional economic, modern, IE, and neo-institutional economics. Set out beyond the neoclassical framework to answer riddles in the neoclassical. The object of analysis is the organization as an important actor, and how the institutional setting affects the organization by indicators are:

- a. Regulative pillar, by working in rules of context, monitoring, and sanctions. These institutions are also called regulative institutions and rational choice institutions.
- b. Normative pillars, norms produce prescriptions, are evaluative and emphasize responsibility in social life. Normative institutions and historical institutions are often referred to as "*original institutional*" theories.
- c. The cultural-cognitive pillar that humans behave in is determined by how they interpret the world and its environment.

The new institutional economic paradigm is economics seen from the institution as a system that plays a vital role in shaping an efficient economy, where there are two types, namely the old institutional economy and the new institutional economy. For this reason, institutional economics discusses how to use a new institutional approach in studying organizational sociology so that its theoretical roots come from cognitive, cultural, phenomenology, and ethnomethodology. Thus, Scott (2014) describes the three pillars of a new institutional approach: the regulative pillar, normative pillar, and cultural-cognitive pillar. The point is to explain that humans will behave and will be very much determined by the extent to which they interpret the world and its environment.

In the view of Williamson (2000) in explaining four new levels of institutional economy, namely:

- Level 1: Social theory, which is an informal rule that has been attached to society such as traditions, religion, norms, customs, and dependencies so that this level is influenced by economic history and social knowledge and has implications for slow, spontaneous, and natural change.
- Level 2: Institutional environment that emphasizes ownership and rules of the game such as law, politics, and bureaucracy where property rights and contractual rights occur, which are rights and obligations or lead to an institutional economic environment.
- Level 3: Governance structures that emphasize contracts and transactions, but necessary property rights, including law and protection, also consider or lead to economic governance structures.
- Level 4: Resource efficiency and incentive structure: marginal factors are developed in the production function or towards marginal economic conditions.

As shown in the figure below, four levels illustrate the transformation to a new institutional economy with more efficient, marginal, and sustainable characteristics in the 3rd order economic condition.

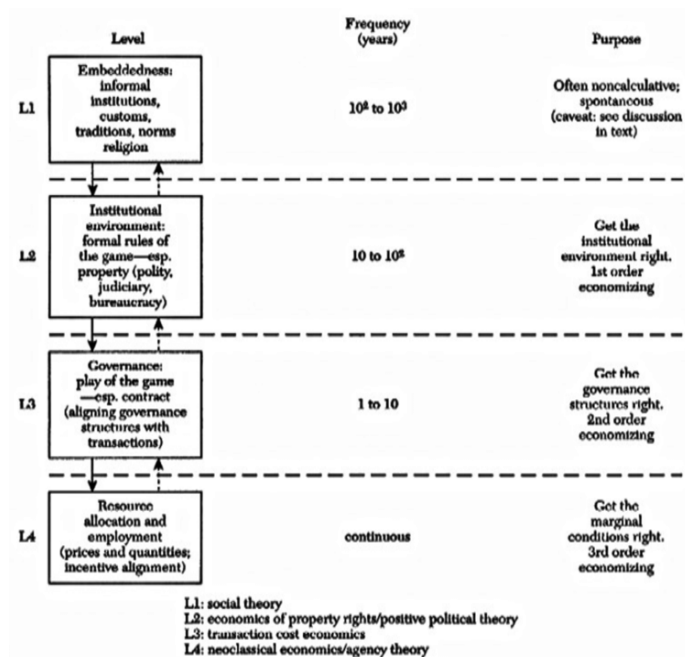


Figure 1. Four Levels of New Institutional Economics
(Sources: Williamson, 2000)

Thus there is a gap between the old institutional economy and the new one where both use institutional instruments as a comparative advantage. However, the new institutional economics has more roles and responsibilities: the environment, humans, and sustainable development.

Williamson's approach to market and hierarchy is concerned with social action, underscoring the similarity of his theory to sociology. The unit of analysis is a transaction that is understood as a bilateral relationship. Its execution resulted in transaction costs, some of which were particular investment transactions. Transaction costs are related to incomplete information or uncertainty and limited human cognitive abilities with limited rationality; particular investments and incomplete information invite opportunism (Richter, 2015)

The obligation for development activities carried out will impact both the input and output of the output and volume, so it is essential to construct a construct so that each unit that is processed and produced does not run out but rather prepares the subsequent input-output. Sustainable development argues that this concept provides a context for sustainability with cutting-edge thinking of green development that is difficult to realize, with an example

of factory construction accompanied by waste treatment technology that requires high maintenance costs and is sustainable using limited financial resources.

The definition of sustainable development is a development that aims to meet the current and future needs of society without neglecting the ability of future generations to meet their needs so that it becomes a process of change with the use of resources towards investment, development orientation, and institutional change (Budihardjo, 2010).

Then Rahardian (2016) sees that the concept of sustainability must understand economic sustainability, which is defined as a development process capable of continuously producing goods and services to maintain sustainability and avoid sectoral imbalances. Thus, sustainable development can be interpreted as an activity carried out personally or corporately by prioritizing resource sustainability to increase productivity and maintain the existing balance.

With the above conditions and problems, this paper aims to determine the strategy of Madurasa producers towards quality and halalness and how Madurasa producers as corporations carry out strategies with a new institutional economic theory approach.

RESEARCH METHOD

This study used a qualitative approach with a case study research model under a post-positivist paradigm. Yin (2004) explains that a case study is an empirical study investigating current conditions in real life when the boundaries between symptoms and settings are not proven and when multiple sources of evidence are used. The case study model was chosen because the researcher wanted to get a clear and in-depth description of the organizational response in the honey production process at P.T. Madurasa Unggulan Nusantara.

According to Setioko (2011), a qualitative approach with the case study method is used if the research aims to get a clear and in-depth description of an event whose nuances are very thick with place and time. The post-positivist paradigm was chosen because it can lead to a deeper level of understanding of a pluralistic and complex social reality than the positivist paradigm.

The method used is a descriptive qualitative literature study approach to understand the problems posed, while the data is collected using literature in the form of books, research articles, documentation, and official reports. Data analysis used triangulation consisting of cooperative data stages, data reduction, data display, and data verification or conclusions.

RESULTS AND DISCUSSION

The result of business sustainability from efficiency and price formation in the long term PT Madurasa Unggulan Nusantara will carry out its business future with a guaranteed product and market trust with Halal, GMP, GPFPP, and Top Brands Award certificates. It impacts society and the environment, which is marked by education about health, processing healthy food and drinks, utilizing honey for the stamina of medical personnel during the Covid-19 period, and conducting educational competitions for students.

This study indicates that the company has been able to place it at level four, which indicates efficient resources, incentives, profit factors that will be utilized in production, and

a broader economy of scale, as level 4: resource efficiency and incentive structure: marginal factors are developed in the production function or towards marginal economic conditions.

On the other side, Nugraha (2017) has found that the internal and external factors of the Trigona honey farmers influence the strategy for business expansion. The highest score for the strength of internal factors in the marketing and marketing segments is 0.52, with the highest score for the weakness in the post-harvest process is 0.22. The highest probability for external factors is food availability at 0.76 and weather and climate change at 0.42. The business expansion strategy for Trigona Honeybee is listed in Quadrant IV to grow and build a strategy for this business is an intense strategy in market penetration, market expansion and product development.

PT. Madurasa Unggulan Nusantara started with the first branded honey packaging business in Indonesia in 1984. Producers made from healthy and nutritious honey that have won Top Brand since 2009 have issued product variants, including madurasa murni, madurasa premium, madurasa original, madurasa jeruk nipis dan madurasa kurma.

In realizing reliability, the company holds a commitment to quality, and every production process must be carried out so that not only the aspects of price and customer satisfaction but quality also pay attention to the long term of the company. For this reason, a certificate of Good Manufacturing Practices (GMP) or ISO 9001: 2015 is given, which shows the quality of the company in carrying out the production process both since the raw materials are prepared, then a selection is made to be carried out in the process after that the results, and then monitoring of the quality itself is carried out.

As researched by Helms et al. (2012), these results explain that the researchers have recently argued that new institutional practices reflect settlements by organizations of how these solutions are negotiated. Based on formal negotiation studies and settlement on ISO 26000 and testing organizational settlement models on new institutional practices. The findings show the vital role of logical pluralism in the organization and the organizational negotiation framework to determine the settlement and creation of new institutional practices.

As one of the large companies that process food products, namely honey, good care and supervision is essential so that the nutritional value of the product both before and after the production process is well preserved, so it is crucial to be given a certificate of Good Processed Food Production Practices (GPFPP) or ISO 22000: 2005. The purpose of granting this certificate is to show how detailed technical methods of the company carry out food processing to maintain the quality of nutrition and the products produced.

All variant products that have been issued have received halal certification from the Indonesian Ulama Council (MUI) with registration number 00120075390116 with a wide variety of product variants produced, and this halalness provides value for the goodness and benefits of the honey contained and kept it up to customers or consumers. The clarity and calm of halalness are essential not only for Muslims but also for the universe's goodness by maintaining balance and quality of life.

It is postulated by Ab Talib et al. (2016) that institutional theory can explain the factors that motivate companies to implement Halal food certification. On this basis, there is a possibility of encouragement from the application of halal food certificates. Based on

institutional theory, there are three isomorphic pressures in the application of Halal food certification as follows:

- a. Coercive isomorphism is the pressure that comes from the influence of enforced regulation and action to gain business legitimacy.
- b. Normative isomorphism is pressure arising from the need to conform to industry norms, especially consumer pressure.
- c. An artificial isomorphism is an act of survival and uncertainty that pressures companies to emulate competitors' best practices.

The responsibility of P.T. Madurasa Unggulan Nusantara, from the quality and halal aspects, is at the forefront of the honey market share in Indonesia by giving customers confidence that the product variants have met product requirements and preserving the nutritional value of honey itself so that the company's commitment to this case has long-term investment value. Not only on products and customers but also maintaining the balance of nature, hence the importance of maintaining balance the goals of economic and social development must be pursued in a sustainable manner (Fauzi & Oxtavianus, 2014)

As a large company that processes honey into several product variants, it is not easy to provide education to the public even though many people know that honey is highly beneficial and healthy. However, on the other hand, the consumption of honey in Indonesia is still low, it is possible that the habit of drinking herbal medicine is less common or there is a lack of purchasing power, but the company has a solid commitment to continue to educate the public, either directly or indirectly, about the knowledge and awareness of the importance of honey.

Regarding the knowledge on the official website (www.madurasa.co.id), the content is related to honey, how honey is obtained and how it contains, and explains each product variant, packaging, logo, and nutritional information. The knowledge provided is not only for honey but all information about all variants of the products produced. In order to provide knowledge and awareness of maintaining health and healing / therapeutic efforts, this company provides articles and tips about health combined with honey-based ingredients. In addition, the awareness of consuming food or drinks with honey is through articles on how to process food or beverages with honey as one of the raw materials so that customers are trained to use honey in the processing of food or beverages.

From the marketing aspect of the coverage of Madurasa product variants, it has been explained that each Madurasa product is readily available in various places such as minimarkets, supermarkets, pharmacies, supermarkets, and e-commerce. So, whenever and wherever, Madurasa product variants are easy to get and at affordable prices.

As a commitment to customers, there is customer service where all customers can respond or provide input to the company to provide feedback that customers expect and that the company provides to maintain and produce higher quality products. The complaint against the product, the closest distributor, will respond to customers who find damage or loss to their products on the market.

In carrying out the strategy of corporate partnerships and networks, PT. Madurasa Unggulan Nusantara collaborates with PT. Air Mancur to produce herbal medicine to enter the honey in the processing and production of the herbal medicine. In Indonesia, herbal

medicine is identical to honey, so the impression is "*there is herbal medicine there is honey*" as a preference for health drink products.

One of the social commitments, Madurasa, has helped health medical personnel give pure honey to support stamina as health workers, especially in the face of the Covid-19 pandemic. They are conducting inter-school competitions in academic and language activities, which involve students because, at school age, nutrients and vitamins are needed during their growth period so that concentration and memory for lessons will be better.

One of the signs of a company building a business in the long term is to build awareness and concern for the surrounding environment or, more broadly. It will provide recommendations for stakeholders, including the government, society, and customers, to positively impact the current world conditions, and this company has contributed to the community and health workers.

However, unfortunately in the implementation of the environmental sector, natural resources have not shown their direct contribution, either in the rehabilitation of forests which are usually close to beekeepers, or maintaining the quality of the environment. Usually, the bees will perch and produce honey in a place that supports mass production. In other words, this business activity needs sustainable development, as Zanten and Tulder (2018) said that the SDGs provide a framework in which companies are asked not only to adapt to the policy agenda in the form of universal goals with specific local adaptations but to create new institutions internally, and engage with the SDGs to avoid negative impacts on sustainable development.

How to preserve the environment concerning bees as the leading producer of honey through sustainable development, where every economic activity generated from bees will return to improving the environmental quality of the bees themselves so that they will be more productive to produce bees. Patel et al. (2021) was identified common themes in which bees played an essential role and suggested that a better understanding of the contribution of bees to sustainable development is essential to ensure viable bee systems. Overarching themes whereby bees contribute to sustainable development targets, as illustrated in the following image:

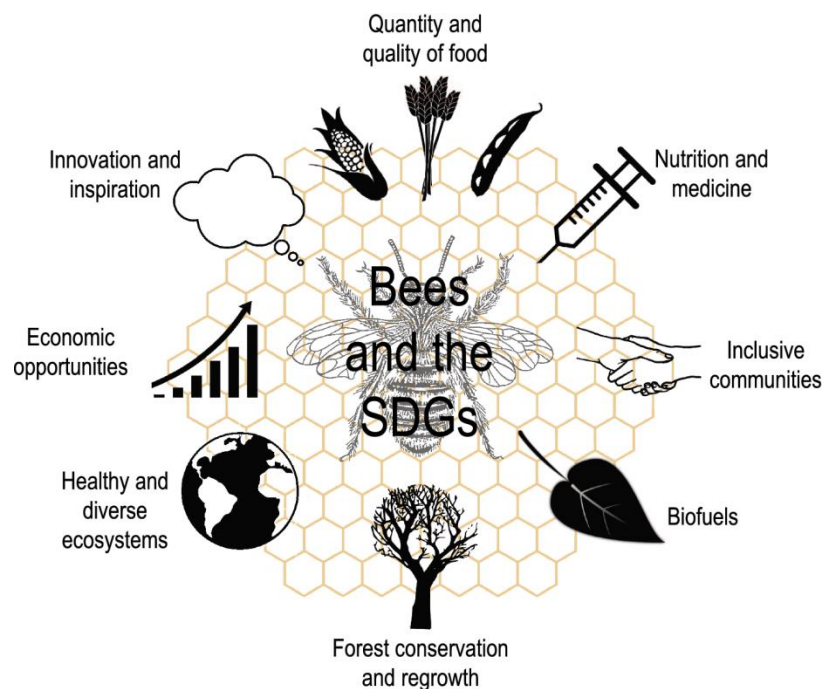


Figure 2. Bees and the SDGs.
(Source: Patel et al., 2021)

Using the new Williamson's (2000) institutional economic analysis approach, P.T. Madurasa Unggulan Nusantara, carrying out business strategy, is currently at level 4 (four). It was supported by Suddaby et al. (2013); strategy as practice and neo-institutionalism offer alternative approaches to studying what organization actors do, shared cognition, and the role of language in creating shared meanings that can inform each other and offer significant learning for organizational studies more broadly.

The resource efficiency formation is characterized by clear and detailed division of tasks since Madurasa production. Starting from the input where receiving pure honey from beekeepers is filtered with water content and then put into a decomposing machine or press to produce pure honey liquid the same time, some of it is used as an advanced raw material of it is produced as pure honey. Other components are added for variants other than pure honey, with different packaging and logos. The use of human resources also exists in every division up to marketing.

The prices or incentive structures so that marginal factors are developed in the production function or towards marginal economic conditions. It is due to the efficiency obtained so that its benefits are allocated to all priority areas. With this, halal product guarantees and quality assurance issues are publicly issued by other independent public institutions.

Allocation corporate strategy implements with a new developmental economic theory approach. In the long run, it will create a broader market opportunity coupled with an increase in the quality of cooperation with small and medium honey breeders in nature conservation as a source of life for bees whose main product is honey so that this business will continue in line with the consistent application of certification and market trust.

CONCLUSION

P.T. Madurasa Unggulan Nusantara is a honey producer company with the largest market share in Indonesia with product variants that have received Halal, GMP, GPFPP certificates, and the Top Brands Award, a product guarantee and public trust.

The company of PT Madurasa Unggulan Nusantara carried out the strategy in producing honey using a new institutional economic approach that has been implemented at level 4 (economic condition order 3), namely at the stage of the formation of efficient resources, the formation of prices and marginal structures as well as business sustainability.

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Jurnal Bisnis dan Kajian Strategi Manajemen

Volume 6 Nomor 1, 2022

ISSN : 2614-2147

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