

ANALYSIS ON INCREASING THE COMPETITIVENESS OF MORINGA TEA PRODUCTS BY THE RIHLAH (WASILAH) CREATIVE TOURISM COOPERATIVE IN MAKASSAR, INDONESIA

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Abstract

The condition of MSME Small and Medium Enterprises in South Sulawesi experienced an impact on the decrease in turnover obtained during the Covid-19 pandemic. Several MSMEs, including cooperatives, have begun to revive by trying to re-create products based on the people's economy, one of which is making tea bags made from Moringa leaves often found in the yards of residents' houses. However, there are still obstacles to developing these products, and they have yet to be able to compete widely. Information from Partners that this difficulty is caused by the inability to compete with similar products that have existed before and with a well-known brand. In this new average period, many MSMEs find it difficult to return to improve their products as before the outbreak of the Covid 19 virus, especially with small businesses because not all business fields have comparable work patterns and financial capabilities, including one of the creative economy products, namely Moringa tea whose production began in 2019 but was also affected by the co-19 pandemic so that it is now starting to revive to compete with existing products. Thus, this study aims to analyze the factors that can increase the competitiveness of moringa tea products after the Covid-19 pandemic. The analysis was carried out with a quantitative approach using descriptive analysis, namely multiple regression analysis. Questionnaires were distributed to 110 people who had consumed moringa tea in the Makassar area. The analysis results show that the three variables studied, namely product innovation, human resources, and product uniqueness, simultaneously have a positive and significant effect on increasing the competitiveness of moringa tea products from a consumer perspective. Thus, these three variables can become a strategy to increase the competitiveness of MSME products in Makassar, namely Moringa tea. Thus, the contribution of this study is to provide input to MSME actors to be able to market their products by taking into account these three variables in developing strategies to increase product competitiveness and. still need to innovate on the packaging because from the results of preliminary interviews consumers argue that there is still a lack of information on packaging regarding the product.

Keywords: Strategy, Competitiveness, Creative Economy, MSMEs, Products, Moringa tea

INTRODUCTION

The Covid-19 outbreak has impacted all sectors of life, one of which is the economic sector and is felt by the people who are members of Micro, Small and Medium Enterprises (MSMEs) experiencing an economic crisis. The decline in people's purchasing power due to the Covid-19 pandemic has also greatly affected the sustainability of MSME businesses. Therefore, coaching and assistance for MSMEs during the pandemic need to be of concern to many sectors, especially government agencies, meanwhile MSMEs.

Currently, MSMEs, assisted by the Wasilah Cooperative in Makassar, have innovated by creating businesses using many plants that are easy to grow in the yard. Residents, namely the Moringa tree. This is an advanced breakthrough because so far, Moringa leaves have only been consumed as vegetables, but now innovations have been made by making teas and masks from Moringa leaves. This condition minimizes the unemployment rate due to the Covid-19 pandemic by creating new jobs for the surrounding community that stimulates public interest in cultivating more moringa as a raw material for tea products and face masks.

Moringa tea is a product innovation that utilizes local wisdom and the people's economy. Moringa leaves are believed to be able to fight diabetes, infections, joint pain, and even cancer and are widely consumed by nursing mothers because they can increase milk production. Moringa leaves have increased during the Covid pandemic. After all, it can increase the immune system because it contains potassium, calcium, vitamin C, vitamin A, protein and iron. With these great benefits, Moringa leaves are also highly recommended for children's consumption while growing (Faradiba, 2021).

The visible phenomenon is that this product needs to be faster in its development and marketing. Several previous studies stated that the weak competitiveness of MSMEs was caused by several factors, namely marketing factors, capital and funding factors, innovation and utilization of information technology, raw materials, production equipment, absorption and empowerment of workforce, business development plans, and readiness face the challenges of the external environment ((Hamid & Susilo, 2011); (Sakur, 2011); (Syahza, 2013); (Irdyanti, 2012), and (Ariani, 2017)). Following this empirical phenomenon, several factors have been tried out as a strategy in order to improve the performance of MSMEs. However, no research has been linking the Indonesian state and cultural philosophical values to be implemented as a strategy for developing people's financial products. In contrast, Indonesian philosophy and culture ultimately imply what must be done so that the behaviour and life of its people will be better from an economic and another perspective.

Many post-pandemic herbal or health drinks have emerged, forcing business people to think about the right strategies that can be applied to their businesses in facing competition. Competitive strategy is one of the strategies that business actors facing competition can use. This strategy, in general, is a process within the company to build and develop various strategic resources that have the potential to generate a competitive advantage. This advantage has two roles, namely, as a tool to produce performance and as a tool to neutralize competitive assets and competencies owned by competitors.

The company can gain an advantage through characteristics and resources that have a higher performance than other companies in the same industry or market. Porter made the issue of competitive advantage very popular and in demand after he developed the concept. Competitive advantage is the ability that comes from a company to utilize and empower its internal strengths to respond to external environmental opportunities while still avoiding external threats and internal weaknesses (Mooney, 2007). Companies do not immediately own competitive advantage. However, it comes from many different activities that are carried out dynamically in designing, producing, seeking market opportunities, distributing and all other activities in supporting their products. Based on this, it is necessary to innovate the products created by the company. However, to innovate, talented human resources are needed to produce superior products (Deli Gayo, 2017). At the same time, Winarti et al. (2019) stated that human resources play a role in determining product competitiveness. Samoedra et al. (2022) revealed that entrepreneurial marketing affects competitive advantage and company performance and that competitive advantage also affects business performance.

Thus, the main problem in Indonesia's small and medium industries is the increasingly intense competition between similar products. Therefore, MSMEs need to highlight the uniqueness of products and services that differ from the products and services of competitors between similar products. According to Michael Porter (1985) in (Awwad et al., 2013), one way that MSME business actors can is the company's ability to display its advantages, where this ability is obtained through the characteristics and resources that have a higher performance than other companies in the industry or the same market. Porter made the issue of competitive advantage very popular and in demand after he developed the concept. Competitive advantage is the ability that comes from a company to utilize and empower its internal strengths to respond to external environmental opportunities while still avoiding external threats and internal weaknesses (Mooney, 2007) (Mooney, 2017). Companies do not immediately own competitive advantage. However, it comes from many different activities that are carried out dynamically in designing, producing, seeking market opportunities, distributing and all other activities in supporting their products.

Research conducted by the UNCTAD United Nations Commission for Trade and Development (UNCTAD) in 2005 (Lasalewo, 2012), citing Phusavat and Kanchana in 2007, conducted research in Thailand in several cities, the findings obtained to determine competitive position or advantage competitive advantage from industrial companies that are members of the FTI (Federation of Thai Industries). Their research concludes that it is essential to determine the competitive priorities for the manufacturing industry by using 6 (six) variables, namely Quality, Customer Focus, Delivery, Flexibility, Know-how and Cost Competitive priorities. Laosiri Hongthong and Dangayach (2005) state that cost-competitive priorities should focus on improving products and all processes related to quality and distribution on time to achieve competitiveness through quality and efficiency.

The same thing was stated by Barney (2001) and Takala et al. (2013), who stated that the source of strategic strength for business lies in competitive advantage. Concerning industrial strategy, (Takala, 2002) Takala (2002), in his search, describes that competitive priorities have a

relationship with competitive advantage (competitive advantage priorities). Several previous studies stated that there was an influence of innovation on product competitiveness (Siswati & Alfiansyah, 2020) and (Alwi & Handayani, 2018) repair of facilities by companies (Jayani et al., 2020).

In this study, the model constituent variables (constructs) were formed from a collection of variables that had been developed by previous researchers, namely by Aiginger, Bärenthaler-Sieber and Vogel (2013), Winarti et al. (2019), Deli Gayo (2017) and Awad et al., (2013), by looking at the condition of the competitiveness of the moringa tea bag manufacturing industry in South Sulawesi Province. The problem to be solved through this research is the effect of innovation, human resources, and product uniqueness on the competitiveness of moringa tea in the city of Makassar.

LITERATURE REVIEW

Competitiveness

Competitiveness is a commodity's ability to enter and survive in foreign markets. If a product has competitiveness, the product will be in demand by consumers. (Wardani & Mulatsih, 2018). Furthermore (Wardani & Mulatsih, 2018), citing Porter's study in 1990, stated that advantages for determining the competitiveness of a commodity are grouped into two types, namely natural advantage/absolute advantage (natural advantage) and developed advantage (acquired advantage). The approach that is often used to measure the competitiveness of commodities is the factor of comparative advantage and competitive advantage.

Furthermore, according to (Wowor et al., 2020), competitiveness is a factor that has an essential role in the economic cycle, especially in the process of producing goods and services which are carried out to meet market demand. Products or services as critical elements of a business activity require the ability to compete with competitors. (Dlamini et al., 2014) I was told that the factors that influence competitiveness are technology, raw material costs, production process efficiency in terms of time and cost, product quality and differentiation, advertising and promotion, external factors such as government support and conditions and Market competition. One of the businesses carried out by the middle to lower economic class is UKM (Business and Small and Medium Enterprises).

To expand the market, businessmen (MSMEs) need to know the concept of international competitiveness. This concept includes qualitative factors that are not suitable for quantification. Thus, the capacity for technological innovation, the degree of product specialization, the quality of the products involved, or the value of the after-sales service are all factors that can influence a country's trade performance well. Likewise, high productivity growth rates are often sought to strengthen competitiveness (Durand & Giorno, 1987). Dimensions of competitiveness that can be selected or owned by a company in several parts, namely the dimensions of quality, cost dimensions, delivery speed dimensions and delivery reliability dimensions and flexibility.

Aiginger, Bärenthaler-Sieber and Vogel (2013) have identified several forms of

competitiveness: price, quality, and outcome. The emphasis on each form of competitiveness is:

- a. Price competitiveness. Price competitiveness has been used for a long time, primarily focusing on cost efficiency when addressing the challenge of new, lower-cost competitors. Absolute cost levels do not determine economic health and business survival; instead, costs must be managed in terms of productivity. Cost is not a barrier to an industry's profitability or its capacity to sell abroad if productivity is firm (and/or high prices may have to be paid). If productivity leads (plus), a company or region's positive profit margin (price advantage) is greater than the cost loss.
- b. Quality competitiveness, then understood to involve more than just comparing costs and revenues at a particular time. A more comprehensive definition of the term assesses the competitiveness of companies and countries and their prospects for the future by focusing on the productivity of companies by improving quality and technology.
- c. Outcome competitiveness. Evaluation of specific inputs (cost and productivity) or inputs in general (structure and capabilities) cannot always be used to evaluate competitiveness. Conversely, it must also be accompanied by an assessment of the results (evidence). In other words, competitiveness must be integrated with a country's development and macroeconomic conditions.

Price competitiveness focuses on cost and productivity factors, quality competitiveness on capability and structure, and outcome competitiveness on classic macroeconomic indicators and a new perspective.

Meanwhile, indicators of competitiveness, according to Droge, Cornelia and Shownee Vickery, 1994, cited by (Fatah, 2013), are:

- a. Product uniqueness, Does the product have such characteristics as to distinguish it from competitors or other generic products on the market, as a development carried out by business people in communicating the results of their thoughts or ideas to create something new or distinctive from others (competitors) in order to be able to attract consumers.
- b. Product quality is the standard of goods that businesses produce effectively. Smart in choosing high-quality raw materials to produce products with the same or better quality than competitors.
- c. Competitive prices, namely the company's ability to create goods at prices that can compete in the market, is called having competitive prices, with original and superior development

Eskandari et al. (2015) in his research examined the factors that influence the competitiveness of the food industry using Michael Porter's competitive power model, namely: competition between competitors, bargaining power of buyers, bargaining power of suppliers, the threat of entry of new competitors, the threat of substitute products, and the bargaining power of buyers. It also concludes that each of Porter's five forces plays a role in increasing competitiveness. However, the most significant industry indicators can be utilized to create opportunities for companies and play a better role in the competitive arena. In addition to Porter's five

competitive strengths, it was also found that the essential factors in the company's success were: quality and reasonable prices, modern technology, strong management, wealthy investors and government support.

Business strategy

Business strategy is the company's efforts in adopting policies and guidelines with commitments and actions that are integrated and designed to build excellence in business competition to fulfil and achieve business goals. (Mekari, 2017) states that business strategy is a company's efforts to adopt policies and guidelines with commitments and actions that are integrated and designed to build excellence in business competition to meet and achieve business goals. Companies must be able to determine the right strategy to manage the sustainability of competitive advantage, which is owned. A good business strategy can improve organizational performance in the company's business processes (Setiawan, 2018).

To achieve maximum business profits, the following six business strategies can be implemented:

- a. Pay Attention to Quality
- b. Know the Target Market
- c. Creativity and Innovative
- d. Effective Promotion, Effective Business Strategy
- e. Take advantage of Technology
- f. Doing Business Management Strategy

Rindova and Fombrun (1999) in (Pisano & Hitt, 2012) strategy includes two constructs: competitive advantage and core competence. His view is that competitive advantage results from a competitive strategy developed from the company's core competencies. In contrast, R. Cardy and T. Selvarajan, 2006 (Sukwadi & Yang, 2012) assume that the core point of success to excel competitively is Competence from resource capabilities. From a strategic point of view, competency can be a function, process and routine activity within a company. Turner and M. Crawford in 1994, in an article entitled "Managing Current and Future Competitive Performers: The Role of Competency," Competence can be classified into two types, namely: (a) personal Competence, which consists of knowledge, skills, abilities, experience and personality, and (b) company competence, namely Competence owned by the company and is an embedded process. And structured (Awad et al., 2013). Thornton GC, Byham WC. (1982) cited by (Hoffman et al., 2011) added that top management should have specific competencies, including leadership skills, general management skills, interpersonal skills, communication skills, creativity, and other personality traits, namely the ability to adapt.

Meanwhile, the research findings (Teeratansirikool et al., 2013) show that all competitive strategies are profitable and significantly improve company performance as measured by performance. In particular, a company's differentiation strategy has an indirect and substantial effect on firm performance and a direct and significant effect on the impact of crucial financial

measurements on business performance. Meanwhile, the cost-effectiveness strategy pursued by companies does not directly impact how well they function. However, it does so powerfully and indirectly through evaluating financial performance.

Sawangchai et al. (2018) stated that strategies to increase the competitiveness of MSMEs are (1) Strengthening uniqueness to attract customers (2). Encouraging the integration of clusters, SME entrepreneurship and services, (3) Aligning funding sources for economic growth, and (4) Promoting SME entrepreneurs to global markets.

Meanwhile (Awwad et al., 2013) states that 6 factors can become competitive priorities that can become a company strategy, namely:

- 1) Quality: Low defect rate, product performance, reliability, certification and environmental concern.
- 2) Cost: The ability to manage production cost-effectively, including related aspects such as overhead, inventory, and value-added.
- 3) Delivery which is considered a time-based issue. Delivery addresses how quickly a product or a service is delivered to customers. It also incorporates the time-to-market for a new product.
- 4) Flexibility: This term represents the ability to deploy and/or redeploy resources in response to changes in contractual agreements which are initiated primarily by customers. It includes several features, such as adjustment to design/planning, volume changes and product variety.
- 5) Customer focus: This focuses on fulfilling customers' needs. It includes after-sales services, product customization, product support, customer information and dependable promises.
- 6) Know-how: This deals with decreasing product life cycles. Therefore, knowledge management, creativity and skills development are included.

METHODS

The quantitative methodology used in this research is due to the desire to explain the interrelationships between the variables studied. The subjects of this study were 110 residents of Makassar who had consumed moringa tea marketed by the Wasilah Cooperative. The method for calculating the number of samples is based on a census by considering the small and scattered number of respondents, which is determined based on snowball sampling. In addition to taking a quantitative approach to answering research problems, a qualitative approach through interviews is also carried out to understand why consumers choose the answers.

Data was collected after distributing questionnaires to respondents according to the criteria. The research instrument was then tested using validity and reliability tests. In this study, the decision to purchase moringa tea is the dependent variable, and the independent variables are innovation, human resources, and product uniqueness. In contrast, the dependent variable is the competitiveness of moringa tea products.

The models are as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Moringa tea product competitiveness

a = Constant values

b₁, b₂, b₃ = regression coefficient

X₁ = product innovation variable

X₂ = human resources variable

X₃ = product uniqueness variable

e = term error

RESULT AND DISCUSSION

Results

The consumers who were sampled were 54 male and 56 female respondents. The respondents' work types were 25 civil servants, 32 private employees, 13 entrepreneurs, and 40 other than those three jobs. The age range of the respondents was divided into three categories: 17-20 years (10 people), 21-30 years (30 people), 31-40 years (27 people) and over 40 years (33 people). Complete information about the respondent's profile can be seen in table 1.

Table 1: Characteristics of Respondents

Characteristic	Total
Gender:	
Male	54 people
Female	56 people
Age:	
17-20	10 people
21-30	30 people
31-40	27 people
>41	43 people
Profession	
Government employees	25 people
Private employees	32 people
Self-employed	13 people
Etc	40 people

Validity test

The validity test on the questionnaire was carried out to determine whether the indicators asked in the questionnaire were valid (Gozali, 2016 in Suryaningsih, 2020). To find out whether the

questionnaire was valid or not, a Pearson's product-moment correlation analysis was used to determine the relationship between statements. All questionnaire indicators are said to be valid if the resulting significant value is ≤ 0.05 . Another way to be used is to look at Pearson's product-moment correlation. If the value is > 0.30 , then the indicator is declared valid. The analysis results (Table 2) show that all questionnaire indicators are valid.

Table 2: The Validity Test

Variable	Indicators	p-value	Exp.
Product Innovation (X1)	Tea products are made by focusing on consumer needs	0,000	Valid
	Moringa tea has advantages over similar products in the health sector	0.000	Valid
	Products are made efficiently and hygienically	0.000	Valid
	Has used the appropriate technology		
Human Resources (X2)	Requires human resources who are able to be creative and innovative	0.000	Valid
	Human resources capable of carrying out marketing activities including conducting promotions	0.000	Valid
	Skilled and disciplined human resources at work	0.000	Valid
	HR knows the function and ability to cooperate		
Product Uniqueness (X3)	Products are easy to recognize	0.002	Valid
	Taste and properties that are different from similar products	0.000	Valid
	Can be used as herbal medicine	0.000	Valid
	Packaging is different from similar products		
Product Competitiveness (Y)	Moringa tea has good quality	0.000	Valid
	Focus on producing at a low cost	0.000	Valid
	The product is easily accessible by the market and is flexible in delivery	0.000	Valid
	The product has a reasonable price	0.000	Valid

Source: Data Processing Results

Reliability Test

The reliability test aims to measure whether the research instrument is consistent or not to continue research (Gozali, 2016 in Suryaningsih, 2020)

The method used to carry out the reliability test is Cronbach Alpha, where the variable is said

to be reliable if the CA value is more than 0.60. The analysis results show that all variables X1, X2, X3, and Y have CA values of more than 0.60, so it can be concluded that all research indicators are reliable.

Table 3: Reliability Test

Variable	Cronbach Alpha	Exp.
Product Innovation		
Human resource development	0,786	Reliable
Product Uniqueness		
Product Competitiveness		

Source: Results of Data Processing

Multiple Regression

Analysis Multiple Regression Analysis was carried out to determine the interest between variables. The conclusions are shown in table 4:

Table 4: Results of Multiple Regression Analysis

	B	S.E	sig	t	VIF
Constanta	0,582		0,000	1.467	
X1	0,146	.069	0,036	2.125	1.053
X2	0,253	.064	0,000	3.967	1.591
X3	0,509	.039	0,000	12.911	1.563
F.			0,000		
R	0,890				
R Square	0,792				

Based on table 4, the equation is obtained:

$$Y = 0.582 + 0.146 X1 + 0.253X2 + 0.509X3 + e$$

The results of the analysis show that partially all variables have a positive effect on the competitiveness of moringa tea products. Product innovation variable (X1), product innovation variable (X2), and product uniqueness variable (X3) have a significant positive effect on the competitiveness of moringa tea products. The analysis results also show that all variables simultaneously affect determining the competitiveness of moringa tea products.

Based on the R test, it shows that the correlation between variables X and Y is powerful, where the R-value is only 89%, and R square shows a value of only 79.2%, which means that there are still other variables of 20.8% which can affect the competitiveness of moringa tea products.

Thus, the ability of creative economy products from Makassar, South Sulawesi, in the form of moringa tea, has competitiveness if it can innovate products, has reliable and competent human resources, and its products are unique.

DISCUSSION

1. Product Innovation as a Strategy to Increase the Competitiveness of Moringa Tea Products

The analysis results show that product innovation has a significant positive effect on increasing competitiveness. Better companies innovate their products. Product competitiveness will increase.

Innovation is one of the determining and essential factors for a product's competitiveness in the market. This is because innovation makes our products different from similar products created by competitors so that they can excel in the market. Innovation is an activity related to ideas, processes, products or procedures that are new to what has been done so far. Innovation can be in the form of small innovations or done as a whole. Product innovation needs to be done by focusing on consumer needs. It can also be done by creating more efficient and cost-efficient procedures and applying the latest technology in the product creation process.

According to Sobirin et al. (2020), innovation can be interpreted as an organization's ability to apply new ideas to processes, products and other parts related to activities within the organization. Process-focused innovation aims to transform or express ideas into values. Thus, for the production of moringa tea by Wasilah Cooperative artisans to excel in the market, it is necessary to innovate, especially in technology-based packaging and processes. These findings are in line with research (Sutarto, 2020), (Lasalewo, 2012), (Siswati & Alfiansyah, 2020), (Alwi & Handayani, 2018), which essentially illustrates the importance of innovation, especially in terms of technology in increasing the competitiveness of local products. However, from the results of interviews related to product innovation, consumers stated that there were deficiencies in the packaging, where the labels on the packages still needed more information. Consumers have yet to receive complete information on content and nutritional value, consumer services, and other information.

2. Human Resources as a Key Strategy to Increase the Competitiveness of Moringa Tea Products

The results of the analysis show that the quality of human resources owned by Cooperatives/MSMEs has a significant positive effect on the products' competitiveness. The higher the quality of human resources, the higher the competitiveness of Moringa tea products. To increase the competitiveness of moringa tea, the results of the analysis show that human resources are needed who can be creative and innovative, human resources who can seek and disseminate information, human resources who are skilled and disciplined in work, and human resources who know the function and can work together in product creation. This also follows Hasibuan's statement (in Deli Gayo, 2017) that good quality human resources must have broad academic knowledge and reliable skills because knowledge and skills are the primary keys to a quality human resource. Development of knowledge and skills must be carried out so that service to customers can be improved. Knowledge and insight are essential factors in the quality of an HR. The service provided by an HR is the quality of the HR itself, the service provided from one party to another. Good service is carried out in a friendly, fair, fast, and

precise manner, and with good ethics to meet the customers' needs and satisfaction.

Based on the results of the interviews, it was found that there were still areas for improvement in human resources, where there needed to be adequate competence in marketing products. Thus, HR is a factor that plays an essential role in the company because they drive and control the running of the company. Thus, the management of human resources must be ensured to have been carried out optimally so that the company's goals can be achieved. The results of this study are in line with research from (Sutarto, 2020), (Sobirin et al., 2020) and (Deli Gayo, 2017), which states that HR plays an essential role in determining the competitive advantage of products from MSMEs.

3. Product Uniqueness as a Strategy to Increase the Competitiveness of Moringa Tea Products

Uniqueness is the uniqueness of the products produced by the company so that they can be differentiated from competing products or similar products on the market. Uniqueness is created from the existence of ideas that are poured into creating different products and can become an attraction for customers. (Fatah, 2013).

The analysis results related to the effect of product uniqueness show a positive and significant influence. The more unique a product is, the more it will increase its competitiveness in the market. Products that are made differently in shape, packaging, taste, or other attributes that are owned, will be able to attract customers' attention to try them. The average respondent stated that herbal tea products must have a uniqueness in terms of products that are easy to recognize among the many other tea products, having different tastes and properties from similar products, have benefits other than as a drink in the afternoon. Namely, they can be used as herbal medicine and have unique and different packaging.

Thus the variables that can be proposed to become a strategy for increasing the competitiveness of innovative economy-based products are increasing the ability of human resources and carrying out product innovation. Based on the analysis results, these two variables can increase product competitiveness.

The results of this study support several previous studies, namely (Sutarto, 2020), which examined the competitiveness of Banyumasan batik and that batik motifs must be distinctive as a substantial factor in marketing so that they are easy to distinguish from another batik. Meanwhile, (Poli et al., 2015) state that one way is to create a unique product to avoid price wars. This unique product will be difficult to compare directly with products made by competitors. Competitors imitate the difficulty of uniqueness because they need help accessing knowledge sources to create unique products.

CONCLUSIONS

1. Product innovation variables significantly positively affect the competitiveness of moringa tea products. Product innovation can be a strategy to increase the competitiveness of moringa tea products.

2. The human resource variable has a significant positive effect on the competitiveness of moringa tea products. Thus, quality human resources can be a strategy for increasing the competitiveness of moringa tea products.
3. The product uniqueness variable positively affects the competitiveness of moringa tea products. Thus, this variable can also be a strategy for increasing the competitiveness of moringa tea products.

SUGGESTION

1. Moringa tea MSMEs need to improve HR capabilities related to their competence in working and marketing.
2. It is necessary to innovate products, especially in packaging and labels containing complete information about product content and safety.

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