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Optimization Strategy of Competitive Advantage and Sustainable Corporate Performance

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Abstract

Cooperatives are a sector that has an important role in the national economy. The existence of cooperatives must continue to be improved and preserved, one of which is the Dukuhseti Indonesian Farmer Producer Cooperative (KPPI). Therefore, a business strategy is needed with integrated, integrated and sustainable implementation of competitive advantage and sustainable corporate performance. This research aims to analyze the role of competitive advantage and sustainable corporate performance at KPPI Dukuhseti, analyze the roles and interactions of actors/stakeholders and develop strategic priorities. The research method used is mixed method with analysis using qualitative descriptive, Matrix of Alliance, Conflicts, Tactics, Objectives and Recommendations (MACTOR) and Analytic Network Process (ANP). The research results show that there is a large contribution/role of competitive advantage in corporate sustainable performance. The competitive advantage strategy used focuses on differentiation. Apart from that, in the MACTOR analysis there are 4 main actors, namely KPPI Dukuhseti, the Cooperatives and MSMEs Service, the Food Security Service and Academics. There are also 2 significant goals, namely increasing digital literacy and synergistic development of cooperatives. Meanwhile, ANP analysis shows that environmental criteria and then technology are the main priorities. Regarding alternative policies that are also a priority is increasing digital literacy.

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INTRODUCTION

Cooperatives are a sector that has an important role in the national economy (Gunardi et al, 2022). According to Law of the Republic of Indonesia Number 25 of 1992 concerning Cooperatives, cooperatives are business entities consisting of individuals or cooperative legal entities that base their activities on cooperative principles as well as being a people's economic movement based on the principle of kinship. Apart from that, the high level of trust or trust of the Indonesian people has made cooperatives continue to grow and develop to this day (Amrita & Yasa, 2022). Therefore, efforts to optimize the role, contribution and appropriate empowerment of cooperatives are one of the keys to national economic development (Sujarwo & Listiawati, 2018; Chalim et al, 2022; Lipatova et al, 2021).

Based on a report from the Central Statistics Agency (2021), the number of active cooperatives in Indonesia reached 127,846 units in 2021. This condition has increased by 1.05% compared to the previous year. In 2020, the number of cooperatives in Indonesia only reached 127,124 units. The province with the highest number of cooperatives in Indonesia is East Java, reaching 22,845, followed by West Java with 15,621 units. Central Java Province is also ranked third with the largest number of cooperatives, reaching 10,270 units. One cooperative that needs attention is the Koperasi Produsen Petani Indonesia (KPPI) located in Pati Regency. Cooperatives based on the agricultural sector and the abundant availability of raw materials are an opportunity in their own right as a role model for cooperative development.

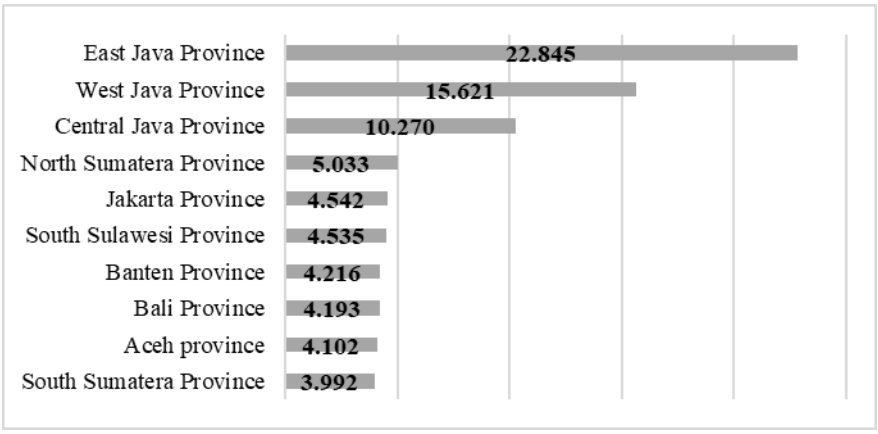

Figure 1. 10 Province with the Largest Number of Cooperatives in Indonesia

Source: Central Statistics Agency (2021)

The fairly high growth and development of cooperatives should be a challenge and opportunity in itself (Pereira et al, 2020). Moreover, because cooperatives have become the embodiment of the identity of the Indonesian nation's economic sovereignty. Besides that, in the era of industrial revolution 4.0 or what is often known as the all-digital era, it also requires all economic actors to be more adaptable, dynamic and continue to grow and develop, including cooperatives (Van et al, 2006). Adoption of technology and information can be one of the efforts to develop cooperatives in the current digital era (Falatehan et al, 2021; Ciruela-Lorenzo et al, 2020). However, in the continuity of businesses run by cooperatives there are various problems and obstacles, one of which is related to the implementation of technology and information (Sujarwo & Listiawati, 2018). Chalim et al (2022) explain that the lack of preparedness of economic actors, including the cooperative sector, in adopting technology and information will give rise to various problems. The lack of adoption of information technology has resulted in several problems, including low levels of productivity (Lipatova et al, 2021). Cooperative operations that still use simple and traditional methods, for example regarding bookkeeping, marketing, production and so on, are proven to experience low levels of productivity compared to cooperatives that have gone digital (Jumaevich & Abdullajonovna, 2021).

Apart from having an impact on business productivity, the minimal adoption of information technology will also affect other aspects, for example related to low innovation/novelty power, not achieving optimal competitive advantage, cooperative performance experiencing the risk of decline and many more (Payong, 2021; Al Zahra et al, 2019). In the current digital era, human behavior patterns have also changed to prioritize the principles of effectiveness, efficiency, productivity, speed and accuracy (Abdullah & Suliyantini, 2021; Zakka & Rizaldi, 2022). This is synonymous with the optimization of information technology that is integrated, integrated, sustainable and continuous (Pundziene et al, 2022). Facing this, cooperatives must have a high level of adoption of information technology and digital literacy skills.

The strategy for optimizing digital literacy is one of the key factors for success in every organization, company or agency, including cooperatives (Avriyanti, 2021). This effort can also bring business actors, including cooperatives, closer to their consumers, because it is in line with the transformation of the existing business climate (Andriani et al, 2020; Sriyono, 2018). The acceleration of digital literacy is not only limited to one aspect, for example marketing, but also various other things such as finance, production, logistics, procurement, banking access and so on. Appropriate adoption of digital literacy can increase competitive advantage and influence sustainable company performance, including KPPI Dukuhseti as one of the representative cooperatives in Indonesia.

RESEARCH METHODS

This research uses mixed methods which combine quantitative and qualitative. This research method aims to obtain data that is more comprehensive, valid, reliable and objective. Sugiyono (2017) also added that in mixed methods research, researchers must also understand the characteristics of the two methods. Researchers are required to understand quantitative research with deductive models such as hypothesis and theory testing, data analysis and prediction, data collection and statistical analysis design. The type used in this research is to adopt a sequential exploratory design model, namely collecting quantitative and qualitative data in stages. The first stage was carried out using qualitative methods and the second stage used quantitative methods (Sugiyono, 2017).

Research subjects are individuals, objects or organisms that are used as information in the data collection process. Arikunto (2016) added that the subject of research is to provide boundaries as differences, things, people or data places for variables that are inherent and at issue. The research subjects included several parties, namely cooperative administrators, academics, business people, society, government and the media.

The techniques used in collecting data required in research using qualitative methods are interviews, observation and documentation. Data collection techniques are something that must be considered in every research implementation because data is required that is complete, correct, factual and accountable. Without knowing data collection techniques, researchers will not get data that meets the established data standards (Sugiyono, 2017). The data collection techniques in this research are through several methods, namely interviews, observation and documentation.

Quantitative research is a knowledge discovery process that uses numbers as a tool to analyze the information you want to know. Jailani (2023) added that in quantitative research, the data collection technique that is often used is questionnaires. A questionnaire is a tool used to collect data through a series of questions that have been designed and aim to measure research variables (Sekaran & Bougie, 2016).

In this research, data validity was carried out using source triangulation and technical triangulation techniques. Source triangulation, namely comparing and counter-checking the degree of trustworthiness of information obtained through different times and tools in qualitative research. This can be achieved one way by comparing the results of interviews with one source or informant with another research source/informant (Moleong, 2007). Data analysis

in this research uses the Miles & Huberman model which consists of data reduction, data presentation and drawing conclusions/verification.

One important aspect in implementing sustainable development, including cooperative empowerment, is the role of actors. Actors or actors are an important component because they not only determine how sustainability goals can be achieved. Actors will also determine indicators that will become a sustainable basis (Bryant & Bousbaine, 2014; Zahradnik et al, 2014; Hermans, 2005). One analytical tool that is suitable for knowing and understanding the role of these factors is to use MACTOR. MACTOR is an abbreviation for Matrix of Alliance, Conflicts, Tactics, Objectives and Recommendations. MACTOR was developed by Michel Godet in 1999 which was a development of the previous model, namely in 1979. The way MACTOR works is based on the influence between actors (inter-actor influence).

Data analysis using the Analytic Network Process or often known as ANP is a method that is able to analyze influences using an assumption approach to solve a problem (Surarso & Amien, 2016). This method is used in the form of a solution by considering adjustments to the complexity of the problem along with a priority scale that produces the greatest priority effect. ANP is a generalization of the Analytic Hierarchy Process, taking into account the dependencies between the elements of the hierarchy.

RESULTS AND DISCUSSION

The Role of Competitive Advantage in Sustainable Corporate Performance at the Koperasi Produsen Petani Indonesia (KPPI) Dukuhseti

Competitive advantage is a company's ability in terms of intellectual capital, competitiveness, human resources and others which aims to achieve optimum performance. Competitive advantage is also identified with the distinctiveness or characteristics or uniqueness of a product, service or company compared to its competitors. Every company must always have a competitive advantage strategy, including the Koperasi Produsen Petani Indonesia (KPPI) Dukuhseti. In line with this statement, Ahmad Fatoni, when met on November 17 2023, stated the important role of innovation and competitive advantage in business.

Yes, that's it, bro. In line with our vision, mission and goals, we continue to carry out sustainable innovation. We continue to coordinate with all parties. For what, for us to create strengths or advantages that are unique to us. We are confident that with our internal provisions, innovation capabilities, our human resources will be able to create a business that can compete in the future like that.

Ahmad Fatoni as Chairman of KPPI Dukuhseti is also committed to developing a sustainable business strategy by optimizing the agricultural sector. Rice, corn and coffee commodities are the business fields he is involved in. When interviewed on November 15 2023, he stated that:

Oh yes, sir, that's right. We at KPPI have various products, but basically we operate in the agricultural and vegetable sectors, horticulture like that. With us, there are types of fragrant red rice, pearl mentik, japonica, basmati, and IR types. Our product is also coconut kopyor which we continue to develop until now.

Ahmad Fatoni, who was accompanied by Wawan Hariono (Secretary) and Agus Riyanto (Treasurer) were committed to maintaining the quality of their products. They believe that these efforts can increase competitive advantage so that their products and cooperatives can compete with competitors.

So like this, rice first. Our rice brings out the flavour. Our rice, especially red rice, tastes better. Yes... we get this from the taste too and the people of Dukuhseti, Pati, Central Java admit it. If the taste is good, then we are one step ahead in being able to compete with market conditions. We strive to create differences and characteristics between our rice and others. That has become a market secret. The most delicious rice is found in 5 sub-districts, namely in Pati, Dukuhseti, Tayu, Cluwak, Margoyoso, Gunungwungkal.

Optimizing competitive advantage carried out by KPPI Dukuhseti certainly requires synergy

from various parties, especially the role of regional governments such as the District Cooperatives and MSMEs Service. Pati, District Food Security Service. Pati and the District Agriculture Service. Starch. Ahmad Fatoni on November 17 2023 also explained this.

We created this competitive advantage for our rice thanks to support from all parties, including the government, especially Pati Regency. This is from the Cooperative Unit and SMEs and the Food Security Unit and the Agriculture Unit. The fields are certainly different. If from the Cooperative Unit and SMEs is more concerned with improving the quality of human resources, if the Agriculture Unit is more concerned with coordination in relation to the Warehouse Receipt System (SRG), if the Food Security Unit is more concerned with quality control, for example PSAT permits and so on.

Apart from upholding quality and quality aspects, the cooperative management's efforts in legally registering the Pulen Leh product brand with the Directorate General of Intellectual Property of the Indonesian Ministry of Law and Human Rights also made a significant contribution. This brand has been registered with announcement number BRM2145A dated 03 September 2021 and the brand protection period is until 22 July 2031. The security and legality of this brand makes the public and consumers more comfortable and calm when consuming this product. This effort is also a competitive advantage for KPPI Dukuhseti, so that its products cannot be imitated or plagiarized by its competitors.

Even though it was only founded in 2021, KPPI Dukuhseti's business expansion continues to grow rapidly, none other than because of the competitive advantage that is always maintained and even continues to be developed. The grain production produced in 2021 is ± 47 tons of grain and 60% of it can be made into rice products. This condition cannot be separated from the role of cooperative managers and stakeholders involved in creating competitive advantage, especially with a differentiation strategy, namely creating distinctiveness, differentiation, and uniqueness between their products and those of competitors. Grain and rice production capacity is projected to continue to increase in line with efforts to accelerate competitive advantage. This condition will certainly also make the cooperative's performance trend continue to increase both in terms of finance, human resources, profits and other aspects. Initiating collaboration with various stakeholders, including regional government, village government, agents/distributors and others, also helps to encourage increasingly optimal cooperative performance.

The Role and Interaction of Actors/Stakeholders in increasing Competitive Advantage and Sustainable Corporate Performance at the Koperasi Produsen Petani Indonesia (KPPI) Dukuhseti

After data collection and analysis, it was found that several actors were involved, both directly and indirectly, in the context of developing cooperatives, especially KPPI Dukuhseti. In this research, actor-factors are also written with codes, related abbreviations/keywords to facilitate the data analysis process. The actor involved is the Food Security Unit of Pati Regency with code DINKETPANG, Cooperative and SMEs Unit of Pati Regency (DINKOPUMKM), Agriculture Unit of Pati Regency (DINPERTAN), KPPI Dukuhseti (KPPI), Local Government (PEMDES), Local Society (MASY), NGO/Community (KOMUNITAS), University/Academics (AKADEMISI), Agent/Distributor (AGEN) and Media (MEDIA). Apart from actors, the MACTOR method also analyzes the role of related factors. This research has 7 actors with their respective codes to simplify the results of data analysis. These factors are: 1) Increasing Digital Literacy (LITDIG), 2) Ability to Innovate and Competitiveness (INOVASI), 3) HR Capabilities and Competencies (KOMPETENSI), 4) Company performance (KINERJA), 5) Natural Balance, Production and Sustainability (3P), 6) Production Sustainability (PRODUKSI) and 7) Cooperative Development Synergy (SINERGITAS).

The first step taken in analyzing the role of actors/stakeholders in MACTOR is to identify the actors involved through the accumulation of scores on the MDI (Matrix of Direct Influence) table. The

MDI table describes the influence between actors on other actors which is indicated by a score of 0-4. A score of 0 means there is no influence, 1 means the actor influences operational procedures, 2 means it influences the work, 3 means it influences the actor's mission and finally, a score of 4 is the existence of an influential actor.

Table 1. Matrix of Direct Influence (MDII)

MDI	DINKETPANG	DINKOPUMKM	DINPERTAN	KPPI	PEMDES	MASY	KOMUNITAS	AKADEMISI	AGEN	MEDIA
DINKETPANG	0	3	3	3	2	1	1	3	2	1
DINKOPUMKM	3	0	4	3	2	2	2	2	2	3
DINPERTAN	2	3	0	2	1	2	1	3	2	1
KPPI	3	4	2	0	2	3	2	3	3	2
PEMDES	1	2	1	2	0	2	1	3	1	2
MASY	1	2	2	2	2	0	1	1	1	1
KOMUNITAS	1	1	1	1	1	1	0	1	1	1
AKADEMISI	3	4	3	3	2	2	2	0	2	2
AGEN	1	2	1	2	1	1	2	1	0	2
MEDIA	1	2	3	2	2	1	1	2	2	0

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Source: MACTOR (2023)

After completing and identifying the MDI, the next step is to assess or give a score on the perceptions of stakeholders/actors regarding the goals/objectives that have been set. Filling in the Matrix of Actor Objective (MAO) also has the same scoring as the MDI, namely a value range of 0-4. In more detail, a score of 0 indicates that the goal has an uncertain outcome, a score of 1 means the goal interferes with the actor's operational procedures, then a score of 2 means the goal interferes with the actor's success at work. Meanwhile, a score of 3 means that the goal interferes with the actor's mission achievement/cannot be ignored, and a score of 4 means that the goal interferes with the actor's existence/cannot be ignored as an effort for the actor's existence.

Table 2. Matrix of Actor Objectives (MAO)

2MAO	LITDIG	INOVASI	KOMPETENSI	KINERJA	3P	PRODUKSI	SINERGITAS
DINKETPANG	2	3	3	3	3	3	3
DINKOPUMKM	4	4	3	3	2	2	3
DINPERTAN	3	3	3	3	3	2	3
KPPI	3	3	3	3	3	3	4
PEMDES	3	2	3	2	3	2	3
MASY	3	3	3	2	2	3	3
KOMUNITAS	2	2	2	2	2	2	2
AKADEMISI	3	3	3	2	2	2	3
AGEN	2	2	2	2	2	2	2
MEDIA	3	2	2	2	2	2	2

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Source: MACTOR (2023)

After knowing MDI and 2MAO, to understand the level of influence and dependence between actors you can use the Matrix of Direct and Indirect Influences (MDII). The MDII matrix determines the direct or indirect influence of order 2 between actors. The usefulness of this matrix is its more complete vision of the game of competitiveness (one can reduce the number of

other parties' choices by influencing them through intermediary actors). MDII has 2 important indicators, namely Li (showing direct and indirect influence) and Di (showing the level of dependence).

Table 3. *Matrix of Direct and Indirect Influences* (MDII)

MDII	DINKETPANG	DINKOPUMKM	DINPERTAN	KPPI	PEMDES	MASY	KOMUNITAS	AKADEMISI	AGEN	MEDIA	Ii
DINKETPANG	16	19	16	18	13	15	13	17	15	15	141
DINKOPUMKM	15	20	19	19	15	15	13	18	16	15	145
DINPERTAN	15	17	16	17	14	13	13	14	14	14	131
KPPI	16	21	19	20	15	15	13	17	16	15	147
PEMDES	13	15	15	15	14	13	12	14	13	13	123
MASY	12	13	12	13	12	13	11	13	12	12	110
KOMUNITAS	9	9	9	9	9	9	9	9	9	9	81
AKADEMISI	16	22	19	20	15	15	13	18	16	15	151
AGEN	11	12	12	12	12	11	12	12	12	12	106
MEDIA	13	16	14	15	13	14	13	15	14	14	127
Di	120	144	135	138	118	120	113	129	125	120	1262

Source: MACTOR (2023)

In the MDII table, even though KPPI Dukuhseti (KPPI) is the main actor in research activities, Li's score (direct and indirect influence) is in second place, namely 147. Meanwhile, in first place with the largest Li score is Academics. This indicates that there is a high role, influence and dependence on academic elements in cooperative development efforts, especially at KPPI Dukuhseti. The lowest Li score is Community, which is only 81. Apart from that, the level of dependency can also be measured by the Di score. The lowest score was the Community actor with a score of 113, while the one with the highest level of dependency was the Cooperative and SMEs Unit of Pati Regency (DINKOPUMKM) which is a value of 144.

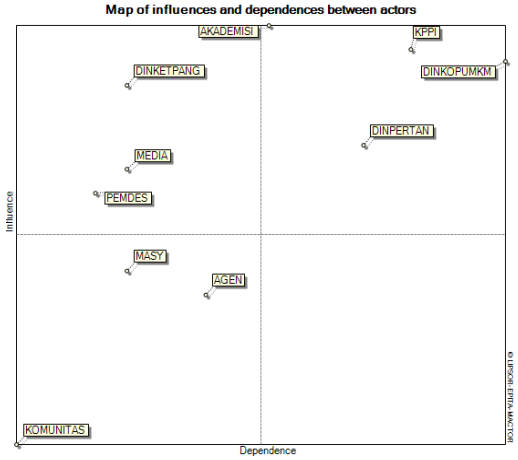

Figure 4. Influence and Dependency Map between Actors
Source: MACTOR (2023)

The map of influence and dependence between actors is a graphic depiction of the position of actors regarding the influence and dependence (direct or indirect: Di and Ii) between each other. Position is calculated automatically by MACTOR software. In the picture above, it shows that the Food Security Unit of Pati Regency, Media and Local Government are in Quadrant 1 (top left). Stakeholders in Quadrant 1 have great influence and low dependence. Meanwhile, KPPI Dukuhseti, Academics, Cooperatives and SMEs Unit of Pati Regency and the Agriculture Unit of

Pati Regency occupies Quadrant 2 (top right). This means that these stakeholders are the main elements. These stakeholders are driven by Quadrant 1, but Quadrant 2 has a very significant influence. Quadrant 3 (bottom right) with details of a high level of dependency and very little influence on cooperative development is not filled by stakeholders. Meanwhile, Quadrant 4 (bottom left) is filled with Society, Agents and Communities. These stakeholder elements are considered as actors who do not have an impact function.

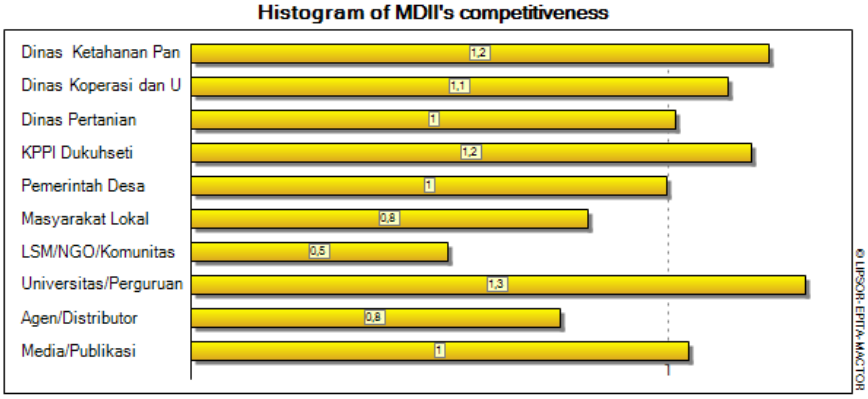

Figure 5. Actor Competitiveness Diagram
Source: MACTOR (2023)

The picture above shows the competitiveness of actors which is directed by the level of direct and indirect influence of actors on other actors. The actors who play important roles based on this image are Academics, KPPI Dukuhseti, Food Security Unit of Pati Regency, Cooperatives and SMEs Unit of Pati Regency, Media and Agriculture Unit of Pati Regency. Meanwhile, other actors such as communities, agents/distributors, local communities and local governments have low scores in cooperative development, especially in KPPI Dukuhseti.

Table 4. 3MAO Matrix Position of Each Actor towards the Goal

3MAO	LITDIG	INOVASI	KOMPETENSI	KINERJA	3P	PRODUKSI	SINERGITAS	Mobilisation
DINKETPANG	2,4	3,6	3,6	3,6	3,6	3,6	3,6	24,2
DINKOPUMKM	4,5	4,5	3,4	3,4	2,3	2,3	3,4	23,6
DINPERTAN	3,0	3,0	3,0	3,0	3,0	2,0	3,0	20,3
KPPI	3,5	3,5	3,5	3,5	3,5	3,5	4,7	25,9
PEMDES	3,0	2,0	3,0	2,0	3,0	2,0	3,0	18,0
MASY	2,5	2,5	2,5	1,7	1,7	2,5	2,5	15,8
KOMUNITAS	1,1	1,1	1,1	1,1	1,1	1,1	1,1	7,6
AKADEMISI	3,9	3,9	3,9	2,6	2,6	2,6	3,9	23,2
AGEN	1,5	1,5	1,5	1,5	1,5	1,5	1,5	10,8
MEDIA	3,1	2,1	2,1	2,1	2,1	2,1	2,1	15,6
Number of agreements	28,6	27,8	27,6	24,5	24,4	23,2	28,8	
Number of disagreements	0,0	0,0	0,0	0,0	0,0	0,0	0,0	
Degree of mobilisation	28,6	27,8	27,6	24,5	24,4	23,2	28,8	

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Source: MACTOR (2023)

The table above explains the 3MAO matrix which shows the position of each actor towards each goal or strategy in cooperative development efforts. The values in this matrix take into account the level of competence between the actors, the hierarchy of goals and the degree of opinion of each actor regarding the goals in cooperative development. A positive value indicates the actor's

support for the goal. The greater the value, the higher the actor's support for the goal. Vice versa, a negative value indicates an actor's conflict with the goal/objective. The greater the value, the higher the actor's rejection of the goal. The 3MAO matrix above shows that cooperative development synergy has the highest degree of mobility, namely 28.8, followed by an increase in digital literacy of 28.6. These two goals have a difference in numbers of only 0.2, which means they are related and influence each other. The value of this goal means that the synergy of cooperative development is elaborated by increasing digital literacy as the goal that activates the most actors/stakeholders.

Meanwhile, the actor with the highest mobility was KPPI Dukuhseti with a score of 25.9, followed by the Food Security Unit with 24.2 and the Cooperatives and MSMEs Unit with 23.6. This is in line with the research objective that the main actor is KPPI Dukuhseti with synergy and collaboration between various parties such as the Food Security Unit and the Cooperatives and MSMEs Unit in increasing competitive advantage and sustainable corporate performance at KPPI Dukuhseti. Apart from that, the 3MAO matrix table also shows that the number of disagreements is in a neutral position with a value of 0. This means that all actors/stakeholders agree on all the objectives for efforts to develop the cooperative. The convergence matrix which is given a weighted value or Convergences Actors-Actors (3CAA) is related to the position matrix which is given the weighted value of the Actors-Objectives Matrix (3MAO). This identifies several actors regarding the number of shared opinions they have on a goal (pro or con). This will identify the number of possible alliances by considering actors' preferences in terms of their goals and competitiveness. 3CAA is a symmetric matrix.

Table 5. *Convergences Actors-Actors* (3CAA) Matrix

3CAA	DINKETPANG	DINKOPUMKM	DINPERTAN	KPPI	PEMDES	MASY	KOMUNITAS	AKADEMISI	AGEN	MEDIA
DINKETPANG	0,0	23,9	22,3	25,0	21,1	20,0	15,9	23,7	17,5	19,9
DINKOPUMKM	23,9	0,0	22,0	24,7	20,8	19,7	15,6	23,4	17,2	19,6
DINPERTAN	22,3	22,0	0,0	23,1	19,1	18,1	13,9	21,7	15,6	18,0
KPPI	25,0	24,7	23,1	0,0	21,9	20,8	16,7	24,5	18,3	20,7
PEMDES	21,1	20,8	19,1	21,9	0,0	16,9	12,8	20,6	14,4	16,8
MASY	20,0	19,7	18,1	20,8	16,9	0,0	11,7	19,5	13,3	15,7
KOMUNITAS	15,9	15,6	13,9	16,7	12,8	11,7	0,0	15,4	9,2	11,6
AKADEMISI	23,7	23,4	21,7	24,5	20,6	19,5	15,4	0,0	17,0	19,4
AGEN	17,5	17,2	15,6	18,3	14,4	13,3	9,2	17,0	0,0	13,2
MEDIA	19,9	19,6	18,0	20,7	16,8	15,7	11,6	19,4	13,2	0,0
Number of convergences	189,4	187,0	173,8	195,9	164,3	155,7	122,7	185,1	135,8	155,0
Degree of convergence (%)	0,0									

Source: MACTOR (2023)

The values in the 3CAA matrix represent the degree of convergence between one actor and another. The higher the value, the greater the similarity of interests or goals of the actors. From this convergence analysis, it can be seen that there are a number of possibilities for the formation of alliances between the actors. In the 3CAA table, it can be seen that KPPI Dukuhseti (KPPI) and the Food Security Unit (DINKETPANG) are the actors who have the highest interest correlation with a convergence coefficient of 25.0. Then, next is the collaboration between KPPI Dukuhseti (KPPI) and the Cooperatives and SMEs Unit (DINKOPUMKM). The convergence value of both reached 24.7.

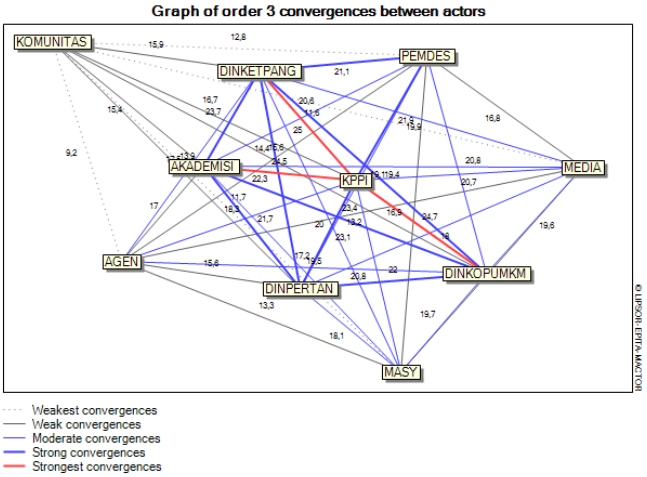

Figure 6. Convergence (3CAA) between Actors in Cooperative Development Strategy
Source: MACTOR (2023)

The actor's position in relation to convergence towards other actors will be explained visually by the image above. The figure shows that the greater the value in the matrix, the thicker the connection lines on the map will be. This means that the higher the level of convergence between these actors. The red color means the strongest/highest convergence on the map which connects the influence of KPPI Dukuhseti with related actors such as Academics, the Cooperatives and MSMEs Unit and the Food Security Unit. The four actors are committed, synergize and collaborate in efforts to develop cooperatives, especially at KPPI Dukuhseti. Collaboration between these actors is also expected to support the success of the program, problem formulation and research objectives as previously determined.

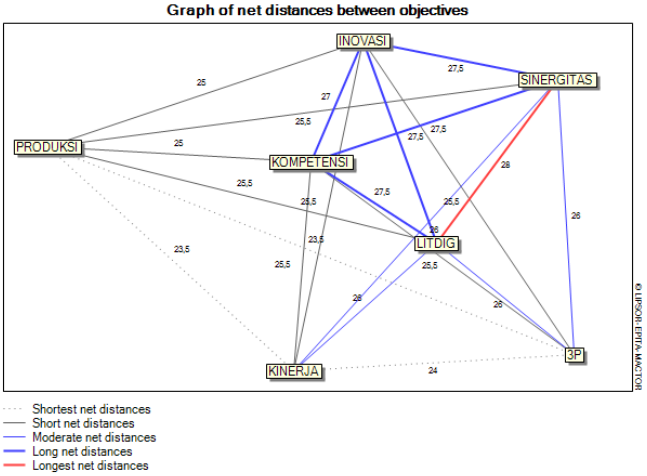

Figure 7. Clear Distance Between Targets Graph
Source: MACTOR (2023)

The graphic image above is used to identify the goals of actors who have the same position (pro or con). The stronger the connection between goals, the higher the convergence of actors' opinions towards these goals. In the picture, it is explained that the efforts to develop cooperatives are mainly carried out by increasing digital literacy (LITDIG) and cooperative development synergy (SINERGITAS). Next, there are supporting indicators such as the ability to innovate and have competitiveness (INOVASI) and HR capabilities and competencies (SDM).

Priority Strategy for Optimizing Competitive Advantage and Sustainable Corporate Performance in Koperasi Produsen Petani Indonesia (KPPI) Dukuhseti

The research carried out was using Analytic Network Process (ANP) with Super Decision software. ANP is a development method of AHP, which is more comprehensive in explaining the relationship between criteria (Saaty, 2003). ANP also allows for more complex relationships between these criteria. ANP is also known for its model not only top-down but also bottom-up. The ANP method is often used to determine the magnitude of a company's performance based on the model/criteria applied so that it can formulate a policy/strategy to achieve a company goal.

The first step to take is to determine goals. The main objective in the expected alternative strategy is cooperative development efforts. Then, each criterion is determined which consists of 10 types, namely: 1) Technology, 2) Environment/Sustainability, 3) Human Resources (HR), 4) Facilities, Infrastructure and Infrastructure, 5) Profits, 6) Institutions, 7) Intellectual Capital, 8) Business Competition, 9) Natural Resources, and 10) Synergy between Actors. After determining the criteria, the next step is to determine several policy alternatives consisting of: 1) Digital Literacy, 2) Competitive Advantage, and 3) Sustainable Company Performance.

For each criterion and policy alternative prepared in the ANP method, the level of influence in achieving the main goals of the company/organization will be assessed. Therefore, determining strategic priorities must be carried out precisely, comprehensively and complexly. This effort can be made by creating a comparison matrix between criteria which functions to assess the level of importance or influence. Not only the criteria, the policy alternatives that are prepared must also be tested for the level of ratio consistency in the context of formulating the company's business strategy. Each criterion or policy alternative is said to be consistent if the Consistency Ratio (CR) is <0.1. If the CR value is >0.1, it is considered inconsistent, so this has implications for the formulation of subsequent business strategy priorities. Each criterion or policy alternative in the ANP must meet the CR requirements and if not, re-research must be carried out.

Table 6 Inconsistency Value per Criteria

No	Criteria	Inconsistency
1	Institutional	0.05156
2	Profit	0.07721
3	Environment	0.01211
4	Intellectual Capital	0.05156
5	Business competition	0.05156
6	Facilities, Infrastructure and Infrastructure	0.05156
7	SDA	0.00885
8	HR	0.09040
9	Synergy between Actors	0.07721
10	Technology	0.01759

Source: ANP (2023)

Table 7. Inconsistency Value per Policy Alternative

No	Criteria	Inconsistency
1	Competitive advantage	0.09744
2	Sustainable Company Performance	0.09263
3	Digital Literacy	0.08267

Source: ANP (2023)

The next stage after achieving a consistent CR value is to create a supermatrix. This supermatrix is divided into 3 types, namely: 1) Unweighted Super Matrix, 2) Weighted Super Matrix and 3) Limit Matrix. Each column in the unweighted super matrix contains one eigenvector in each cluster, so that in total one column will have an eigenvector sum of more than 1. The value in the unweighted super matrix shows the higher/lower a criterion or alternative being tested against the goal. The higher the value on the unweighted super matrix, the greater the consistency of the ratio or influence compared to the other criteria tested. The unweighted super matrix is obtained from matrix calculation processing between elements, namely alternative policies and criteria.

The next stage is to carry out weighted super matrix analysis. This matrix is made to be stochastic by multiplying the values in the unweighted super matrix by the eigenvector of the criteria weights. Then the results of each row are divided by the total results. A stochastic matrix is one whose column value is equal to one. After analyzing the weighted super matrix data, the next step is the super matrix limit. At this stage, the process of increasing the weighted super matrix is carried out continuously until the numbers in each column in one row are the same. The results of this super matrix limit will also provide weights for each existing criterion. After that, normalization of the super matrix limit results is carried out.

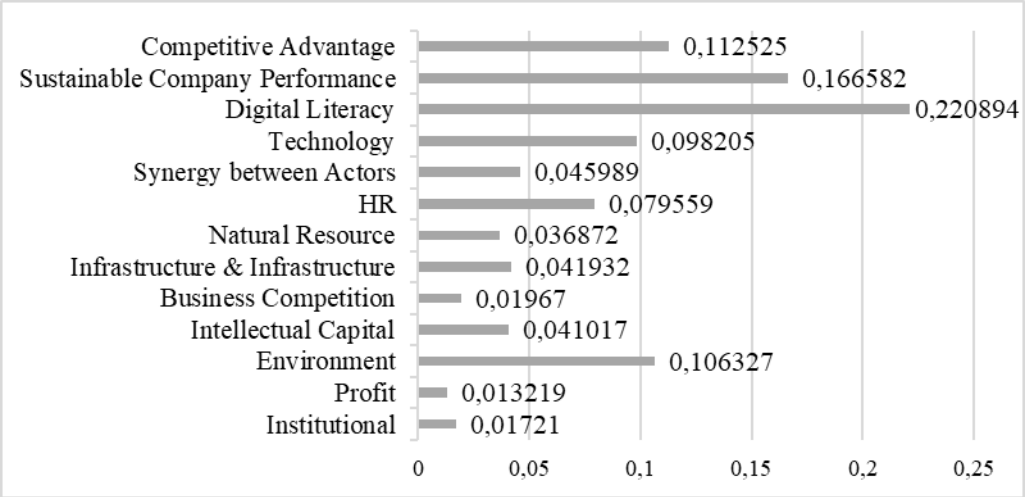

Figure 8. *Limit Super Matrix*
Source: ANP (2023)

In the super matrix limit image, it is known that the 10 criteria and 3 policy alternatives that have been prepared have different values/scores. The criterion with the highest score is the environment with a score of 0.106327. Then, followed by the second highest score is technology with a value of 0.098205. The lowest value is the profit criterion with a score of only 0.013219. Meanwhile, in the policy alternative position with the highest score is digital literacy, the total value is 0.220894, then sustainable company performance is 0.166582 and finally competitive advantage with a score of 0.112525. However, after carrying out a super matrix analysis consisting of unweighted super matrix, weighted matrix and limit matrix, the next step is to determine the best strategic priority.

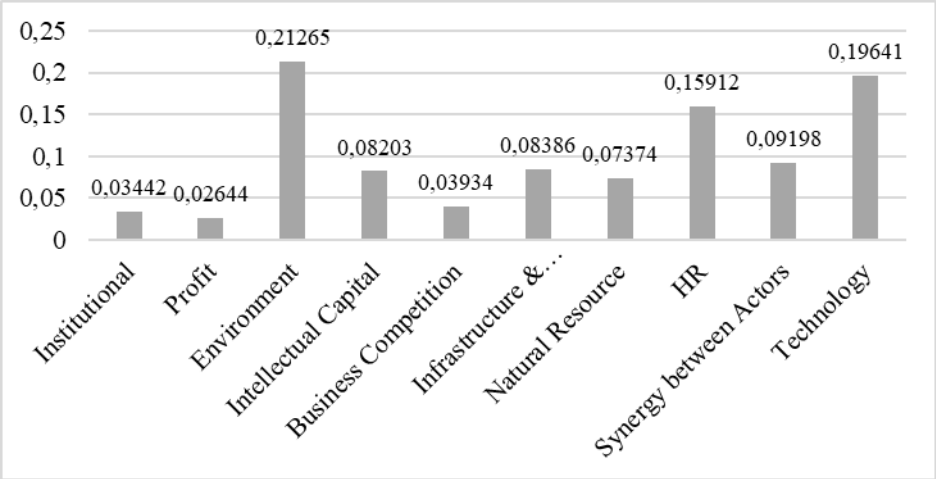

Figure 9. Priority for Each Criteria
Source: ANP (2023)

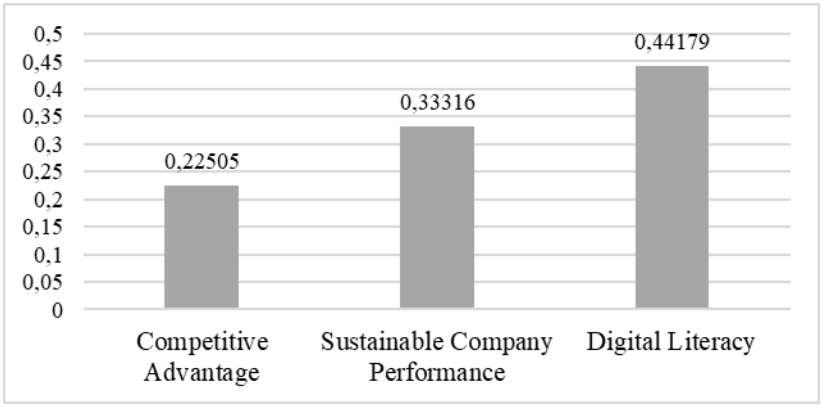

Figure 10. Priority for Each Policy Alternative
Source: ANP (2023)

Based on the picture above, it shows that each priority criterion and alternative policy has different results. The main priority criterion is the environment with a score of 0.21265, followed by technology with a score of 0.19641. Meanwhile, the policy alternative that is most prioritized is increasing digital literacy with the highest score reaching 0.44179. The higher the score obtained for both criteria and policy alternatives indicates the more important or increasingly priority it is in achieving a predetermined goal, namely the development of cooperatives).

CONCLUSION

Based on the results of the research and discussion, several conclusions were obtained. First, the results of the descriptive analysis of competitive advantage have a large role and contribution in increasing sustainable corporate performance at KPPI Dukuhseti. The element of competitive advantage that is the main priority is carrying out a differentiation strategy. The analysis results were obtained from the responses of the key informants. Second, the results of the Matric of Alliance, Conflicts, Tactics, Objectives and Recommendation (MACTOR) analysis state that there are 10 actors and 7 objectives that have a role in the development efforts of KPPI Dukuhseti. Based on this, the 4 most influential actors are KPPI Dukuhseti, Academics, the Food Security Unit and the Cooperatives and MSMEs Unit. Meanwhile, there are 2 most significant goals, namely increasing digital literacy and synergistic development of cooperatives. Third, the results of the Analytic Network Process (ANP) analysis show that of the 10 criteria, the main priority is the environment with a score of 0.21265, followed by

technology with 0.19641. Meanwhile, of the 3 policy alternatives, the main priority is increasing digital literacy with a score of 0.44179.

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