
ORGANIC RICE BUSINESS DEVELOPMENT STRATEGY THROUGH MARKETING NETWORK EXPANSION (A CASE STUDY OF PT AGRIWIRA MANDIRI SEJAHTERA)

Ayyasy Ahmad Ar Royhan^{1*}, Rahmawati Setiyani², Annisa Nugraheni Afridhianika³

Agribusiness Departement, Faculty of Science and Technology, Universitas Duta Bangsa Surakarta ^{1,2,3}

*Correspondence Email : ahmadarroyhan@email.com

ABSTRACT

Determining priority strategies is a crucial step in developing an organic rice business, enabling the company to increase competitiveness and strengthen its marketing network. This study aims to determine priority strategies for developing an organic rice business by strengthening its marketing network at PT Agriwira Mandiri Sejahtera using the Quantitative Strategic Planning Matrix (QSPM). The study employed a case study with a quantitative descriptive approach. Data were obtained through observation, interviews, documentation, and questionnaires distributed to key informants, namely the Owner and Marketing of PT Agriwira Mandiri Sejahtera. The QSPM analysis was conducted based on alternative strategies formulated through a SWOT analysis. The results showed that the priority strategy with the highest Total Attractiveness Score (TAS) was optimizing digital marketing and social media to increase brand awareness and reach a wider market. This strategy was deemed the most effective because it expanded the marketing network, increased brand recognition, and reached a wider consumer base through the use of digital platforms. The implementation of this strategy is expected to enhance the company's competitiveness and support the sustainable development of the organic rice business.

KEYWORDS

QSPM, priority strategy, business development, marketing network, organic rice.



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

Organic agriculture is one of the agribusiness sectors that continues to develop along with increasing public awareness of the importance of consuming healthy, safe, and environmentally friendly food. Organic rice is one of the commodities with promising market prospects because it is produced without the use of synthetic chemicals and provides added value compared to conventional rice. This condition encourages business actors to continuously improve their competitiveness through business development strategies that are able to adapt to market dynamics and consumer needs.

PT Agriwira Mandiri Sejahtera is a company engaged in the production and marketing of organic rice, offering various product variants that have obtained organic and halal certifications. Despite these advantages, the company still faces several challenges, including low brand awareness, suboptimal utilization of digital media as a promotional tool, and intense competition from conventional rice products as well as similar products. These conditions indicate that the company requires appropriate strategies to improve its competitiveness while strengthening its marketing network in order to reach a broader market.

Strengthening the marketing network is an important aspect of business development because it not only plays a role in expanding product distribution but also improves the company's access to consumers, business partners, distributors, and various other marketing channels. According to Kotler and Keller (2022), marketing strategies supported by the utilization of digital technology can increase market reach, strengthen relationships with consumers, and create competitive advantages amid increasingly competitive business conditions. Therefore, the company needs to determine strategies that are not only aligned with its internal and external conditions but also have the highest priority for implementation.

One method that can be used to determine strategic priorities is the Quantitative Strategic Planning Matrix (QSPM). This method enables companies to objectively evaluate various alternative strategies based on previously identified strategic factors, thereby determining the most attractive and feasible strategies to implement. The advantage of QSPM lies in its ability to establish strategic priorities through the calculation of the Total Attractiveness Score (TAS), thereby supporting more effective and measurable decision-making. Based on the foregoing, this study aims to determine the priority strategies for organic rice business development through the strengthening of the marketing network at PT Agriwira Mandiri Sejahtera using the Quantitative Strategic Planning Matrix (QSPM) method. The results of this study are expected to provide recommendations for the company in determining effective business development strategies, improving competitiveness, and strengthening the marketing network sustainably.

RESEARCH METHOD

This research was conducted at PT Agriwira Mandiri Sejahtera, Bantul Regency, Special Region of Yogyakarta, using a case study method and a descriptive quantitative approach. The data used consisted of primary and secondary data. Primary data were obtained through observation, interviews, documentation, and questionnaires distributed to the company's Owner and Marketing personnel, who were purposively selected as key informants because of their roles in strategic decision-making. Secondary data were obtained from company documents and relevant literature.

The determination of priority strategies was carried out using the Quantitative Strategic Planning Matrix (QSPM) method. The alternative strategies analyzed were

derived from the results of the SWOT analysis, and each strategy was assigned an Attractiveness Score (AS) based on its level of attractiveness to the company's strategic factors. Subsequently, the AS value was multiplied by the weight of each factor to obtain the Total Attractiveness Score (TAS). The strategy with the highest TAS value was determined as the priority strategy for developing the organic rice business through strengthening the marketing network at PT Agriwira Mandiri Sejahtera.

RESULT AND DISCUSSION

Determining priority strategies is carried out using the Quantitative Strategic Planning Matrix (QSPM) method based on alternative strategies that have been formulated through SWOT analysis. This method is used to determine the most attractive and feasible strategies to implement based on the internal and external conditions of PT Agriwira Mandiri Sejahtera. Each strategic alternative is given an Attractiveness Score (AS) value according to its level of attractiveness to the company's strategic factors, then multiplied by the weight of each factor to obtain the Total Attractiveness Score (TAS) value.

Based on the results of the QSPM analysis, the strategy that received the highest TAS score was optimizing digital marketing and social media to increase brand awareness and reach a wider market. These results show that this strategy is the most effective alternative in supporting the development of the organic rice business through strengthening the marketing network at PT Agriwira Mandiri Sejahtera. This strategy was chosen because it is able to utilize the company's strengths, such as product quality that has been certified organic and halal, experienced human resources, and good service to consumers. On the other hand, this strategy is also able to overcome the company's weaknesses, especially the lack of optimal use of digital media in marketing activities and the low level of brand recognition in the community.

Alternative strategies for developing the organic rice business at PT Agriwira Mandiri Sejahtera were derived from a SWOT analysis combining internal and external factors. This analysis yielded several alternative strategies that can be implemented to support business development by strengthening the marketing network. All alternative strategies were then used as the basis for developing a Quantitative Strategic Planning Matrix (QSPM) to determine the highest priority strategy. The alternative strategies resulting from the SWOT analysis are presented in Table 1.

Table 1. Alternative Strategies from SWOT Analysis Results

Strategy Code	Strategy Alternative
SO1	Leverage organic and halal certification and product quality to expand the market through strategic partnerships and meet the growing demand for organic rice.
SO2	Improve service quality and maintain good relationships with farmer groups to maintain customer loyalty and increase consumer satisfaction.
SO3	Optimize human resource competencies in developing marketing strategies to leverage government support and increasing public awareness of healthy lifestyles.
WO1	Optimize digital marketing and social media to increase brand awareness and reach a wider market.
WO2	Utilize government programs to improve production technology and expand organic farming areas.
WO3	Improve bookkeeping and business management systems to be more professional in supporting marketing network expansion.
ST1	Utilize organic and halal certification as an educational tool to increase public understanding of the benefits of organic rice.
ST2	Maintain product quality, competitive pricing, and excellent service to compete with similar products and conventional rice.

Strategy Code	Strategy Alternative
ST3	Strengthen collaboration with farmer groups and improve human resource competency to adapt to changing government policies.
WT1	Increase digital promotion and public education to increase brand recognition and address market competition
WT2	Increase the application of production technology to reduce production fluctuations and increase company competitiveness.
WT3	Develop a business management system and expand collaboration with organic farmers to reduce land constraints and address changing government policies.

Source: Processed primary data, 2026

Based on Table 1, the SWOT analysis results in 12 alternative business development strategies consisting of 3 Strengths-Opportunities (SO) strategies, 3 Weaknesses-Opportunities (WO) strategies, 3 Strengths-Threats (ST) strategies, and 3 Weaknesses-Threats (WT) strategies. These alternative strategies are formulated based on a combination of the company's internal and external factors with the aim of utilizing strengths and opportunities, overcoming weaknesses, and anticipating various threats faced by PT Agriwira Mandiri Sejahtera. All of these alternative strategies are then used as the basis for the Quantitative Strategic Planning Matrix (QSPM) analysis to determine the most appropriate priority strategies to support business development by strengthening the marketing network.

After obtaining alternative strategies from the SWOT analysis, the next stage is to determine the priority strategy using the Quantitative Strategic Planning Matrix (QSPM) method. This method is used to evaluate the level of attractiveness of each alternative strategy based on the company's strategic factors, so that the most appropriate strategy is obtained to support the development of the organic rice business through strengthening the marketing network. The results of the QSPM analysis are presented in Table 2.

Table 2. QSPM Calculation Results

Rating	Strategy Alternative	TAS Value
1	Optimize digital marketing and social media to increase brand awareness and reach a wider market.	6,58
2	Leverage organic and halal certification and product quality to expand the market through strategic partnerships and meet the growing demand for organic rice.	5,89
3	Increase the application of production technology to reduce production fluctuations and increase the company's competitiveness.	5,81

Data Source: Processed primary data, 2026

Based on the QSPM analysis results in Table 2, three strategies with the highest Total Attractiveness Score (TAS) were identified. The first-ranked strategy was optimizing digital marketing and social media to increase brand awareness and reach a wider market, with a TAS score of 6.58. These results indicate that this strategy is the most prioritized alternative because it is considered capable of addressing the company's weaknesses in utilizing digital media while simultaneously capitalizing on opportunities arising from the increasing use of information technology and public awareness of healthy lifestyles (Pratama et al., 2021). Implementing this strategy is expected to expand marketing reach, increase brand recognition, and strengthen PT Agriwira Mandiri Sejahtera's marketing network through various digital platforms.

The second-ranked strategy was utilizing organic certification, halal certification, and product quality to expand the market through strategic partnerships, with a TAS score of 5.89. This strategy demonstrates the importance of leveraging the company's competitive advantages in building collaborations with various marketing partners to increase consumer

trust and expand market access (Febriani et al., 2022). Meanwhile, the third-ranked strategy was improving the application of production technology to reduce production fluctuations and enhance the company's competitiveness, with a TAS score of 5.81. This strategy plays a role in increasing production process efficiency, maintaining stable production output, and strengthening the company's competitiveness in meeting market demand. Based on these results, the recommended priority strategy for PT Agriwira Mandiri Sejahtera is optimizing digital marketing and social media (Putra et al., 2024). This strategy is considered the most effective because it not only increases brand awareness and expands market reach, but also supports the strengthening of the marketing network through increased consumer interaction, expanding business partnerships, and enhancing the company's competitiveness in developing the organic rice business.

CONCLUSION

Based on the results of the Quantitative Strategic Planning Matrix (QSPM) analysis, the priority strategy for developing the organic rice business through strengthening the marketing network at PT Agriwira Mandiri Sejahtera is to optimize digital marketing and social media to increase brand awareness and reach a wider market with a Total Attractiveness Score (TAS) of 6.58. This strategy is expected to expand the marketing network, increase the company's competitiveness, and support the sustainable development of the organic rice business.

REFERENCES

- Ida Bagus Damar Putra. (2024). Utilization and Effectiveness of Agro-industrial Digital Marketing in Malang Raya. *Journal of Agricultural Socioeconomics and Business*, 7(02), 118–128.
- Muhamad Albiansyah Pratama, A. K. (2021). The Influence Of Digital Marketing On Brand Equity Mediating By Brand Awareness. *Diponegoro Journal Of Management* [Http://Ejournal-S1.Undip.Ac.Id/Index.Php/Dbr](http://ejournal-s1.undip.ac.id/index.php/dbr), 10(2337–3792), 1–6.
- Teradijah Febriani, A. N., & Rahmanto, A. M. (2022). Pengaruh Kredibilitas Social Media Influencer (SMI) terhadap Kesadaran Merek Produk Pangan Olahan: Studi pada Produk Beras “Fortivit” Perum BULOG. *JURNAL PANGAN*, Vol. 31 No, 233–248.

Author's short biography

Authors Name:

Name : Ayyasy Ahmad Ar Royhan

Affiliation : Duta Bangsa University of Surakarta

Phone Number : 082143762359

Email : ayyasyarrooyhan@gmail.com

Let people know you and your contribution in the area. A short biography of author. Font size 10pt, Cambria, Justified alignment. Write here mainly about research interest. It should be about authors academic degree, Research area, and Years of experience

Authors Name:

Name : Rahmawati Setiyani, S.Hut., M.Sc.

Affiliation : Duta Bangsa University of Surakarta

Phone Number : 082133422087

Email : rahmawati_setiyani@udb.ac.id

Let people know you and your contribution in the area. A short biography of author. Font size 10pt, Cambria, Justified alignment. Write here mainly about research interest. It should be about authors academic degree, Research area, and Years of experience

Authors Name:

Name : Annisa Nugraheni Afridhianika, S.P.,M.P

Affiliation : Duta Bangsa University of Surakarta

Phone Number : 082137983569

Email : annisa_nugraheni@udb.ac.id

Let people know you and your contribution in the area. A short biography of author. Font size 10pt, Cambria, Justified alignment. Write here mainly about research interest. It should be about authors academic degree, Research area, and Years of experience
