ORGANIC FERTILIZER PRODUCT MARKETING STRATEGY AT CV PENDAWA KENCANA MULTI FARM

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ABSTRACT

Organic fertilizer industry is experiencing rapid growth due to the increasing awareness of sustainable agriculture. This condition requires companies to formulate appropriate marketing strategies to remain competitive. This study aims to analyze the marketing strategy of CV. Pendawa Kencana Multi Farm and determine the priority strategy for improving its marketing performance. The research employed a descriptive qualitative approach supported by qualitative data. Primary data were collected through interviews, observations, questionnaires, and documentation involving company management and key stakeholders. The analytical methods consisted of the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal-External (IE) Matrix, SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM). The results indicated that the company obtained an IFE score of 3.42, reflecting a strong internal condition, while the EFE score reached 3.51, indicating a high capability to respond to external opportunities and threats. The IE Matrix positioned the company in Cell I (Grow and Build), suggesting that growth-oriented strategies are appropriate. SWOT analysis generated several alternative marketing strategies, and the QSPM analysis identified the priority strategy as conducting education and practical demonstrations on the application of organic fertilizers to farmers, with the highest Total Attractiveness Score (TAS) of 6.28. This strategy is considered the most effective because it enhances farmers' understanding of product benefits, strengthens customer trust, expands market reach, and improves the company's competitiveness in the organic fertilizer industry.

KEYWORDS Marketing strategy, IFE, EFE, IE Matrix, SWOT, QSPM,

organic fertilizer

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INTRODUCTION

CV Pendawa Kencana Multi Farm is a company engaged in organic fertilizer production, with its primary products being liquid and solid organic fertilizers. The company possesses significant growth potential, driven by rising market demand for organic fertilizers. This increasing demand in Indonesia fueled by sustainable farming practices and growing environmental awareness has created substantial market opportunities while simultaneously intensifying competition among producers. Consequently, the company needs to develop effective marketing strategies to enhance its competitiveness and expand its market share. CV Pendawa Kencana Multi Farm is an organic fertilizer producer with several competitive advantages, including large-scale production capacity and high-quality products. However, the company still faces marketing challenges such as limited digital promotion, relatively higher product prices, and a limited sales workforce highlighting the need for an appropriate marketing strategy.

Previous studies have generally employed SWOT analysis or a combination of IFE and EFE matrices to formulate marketing strategies for agribusinesses. However, research that fully integrates these tools encompassing the IFE, EFE, IE, and SWOT matrices alongside the Quantitative Strategic Planning Matrix (QSPM) remains limited, particularly within the organic fertilizer industry. Therefore, this study aims to analyze the internal and external conditions of CV Pendawa Kencana Multi Farm, formulate alternative marketing strategies, and determine the priority strategy using an integrated IFE EFE IE SWOT QSPM approach.

RESEARCH METHOD

The This study was conducted at CV. Pendawa Kencana Multi Farm, Central Java, Indonesia, using a descriptive quantitative approach supported by qualitative data. Primary data were collected through observation, interviews, questionnaires, and documentation involving company management and key informants. Secondary data were obtained from company records, scientific journals, books, and other relevant literature.

The analysis in this study comprises six stages: SWOT Analysis, Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), the Internal-External (IE) Matrix, the SWOT Matrix, and the Quantitative Strategic Planning Matrix (QSPM). In the IFE and EFE matrices, each internal and external factor is assigned a weight (Wi) and a rating (Ri). The weighted score for each factor is calculated using the formula:

$$\text{Weighted Score} = Wi \times Ri$$

The total IFE and EFE scores were obtained by summing all weighted scores:

$$\text{Total Score} = \sum_{i=1}^{n} (WixRi)$$

The resulting IFE and EFE scores were then plotted into the Internal–External (IE) Matrix to determine the company's strategic position. Subsequently, the identified internal

and external factors were integrated using the SWOT Matrix to formulate alternative marketing strategies.

Finally, the alternative strategies were evaluated using the Quantitative Strategic Planning Matrix (QSPM). Each strategy was assigned an Attractiveness Score (AS) based on respondents' assessments, and the Total Attractiveness Score (TAS) was calculated as:

$$TAS=Wi\times ASi$$

The overall priority score for each strategy was determined by:

$$\text{Total TAS}=\sum_{i=1}^{n}(WixASi)$$

The strategy with the highest Total Attractiveness Score (TAS) was selected as the priority marketing strategy for CV. Pendawa Kencana Multi Farm. The collected data were analyzed using SWOT analysis, supported by IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation). IFE was used to identify and evaluate the company's internal factors specifically its strengths and weaknesses while EFE was used to assess external factors, namely the opportunities and threats affecting the company's marketing activities. Strategic alternatives derived from the SWOT analysis are subsequently evaluated using the Quantitative Strategic Planning Matrix (QSPM). This analysis involves assigning an Attractiveness Score (AS) to each strategic alternative and calculating the Total Attractiveness Score (TAS). The strategy with the highest TAS is considered the most attractive priority for the company's marketing strategy development.

RESULT AND DISCUSSION

SWOT Analysis

The identification of internal factors indicates that CV Pendawa Kencana Multi Farm possesses several strengths that support the marketing of its organic fertilizer products. A SWOT analysis was conducted to formulate alternative marketing strategies based on the internal and external conditions of CV Pendawa Kencana Multi Farm. The factors analyzed include strengths, weaknesses, opportunities, and threats. Identifying internal and external factors is crucial for formulating marketing strategies, as it enables the company to gain a comprehensive understanding of its business environment before determining appropriate strategic actions. These factors are integrated into a SWOT matrix to generate alternative marketing strategies suited to the company's situation. The identified SWOT factors are as follows:

1. Strength Analysis
    a. The company's production capacity is sufficient to meet market demand.
    b. The company utilizes a pre-order system.
    c. The products are of high quality and made from organic ingredients.
    d. The company offers price discounts during specific periods.
    e. The company implements a flexible payment system.
    f. The company has a loyal customer base.
2. Weakness Analysis
    a. Product prices are relatively higher compared to some competitors.
    b. Promotion is still dominated by direct (door-to-door) methods.
    c. Utilization of social media and digital marketing is not yet optimal.
    d. The number of marketing personnel is limited.
    e. The marketing office location is not strategic.

3. Opportunity Analysis
   a. Increasing demand for organic fertilizer in the agricultural sector.
   b. Price adjustments in line with market conditions.
   c. Public and government support for organic farming.
   d. Growth of marketplaces and social media as marketing channels.
   e. Advancements in information and communication technology for marketing.
4. Threat Analysis
   a. Government policies regarding increases in the minimum wage (UMK), taxes, and fuel prices.
   b. Consumers tend to choose lower-priced products.
   c. Increasing number of companies producing similar organic fertilizers.
   d. Competition from organic fertilizer companies or producers with greater business experience and larger market share.

Internal Factor Evaluation (IFE) Analysis

The Internal Factor Evaluation (IFE) matrix was used to evaluate the strengths and weaknesses of CV. Pendawa Kencana Multi Farm. The analysis identified six strengths and five weaknesses that influence the company's marketing activities. The summary of the IFE analysis is presented in Table.

Tabel 1. Summary of Internal Factor Evaluation (IFE) Analysis

Internal Factors	Weight	Weighted Score
Strengths	0.53	1.77
Weaknesses	0.47	1.65
Total	**1.00**	**3.42**

Source: Primary Data Analysis (2026).

Based on Table 1, the IFE matrix produced a total weighted score of 3.42, indicating that the internal condition of CV. Pendawa Kencana Multi Farm is categorized as strong. The company possesses competitive advantages, including large-scale production capacity, high-quality products, flexible payment systems, and loyal customers, enabling it to support business development. IFE score above 3.0 indicates that a company has strong internal capabilities for implementing competitive strategies. Similar findings were reported by Irzandi *et al*., (2024), who found that strong internal factors significantly support market expansion and competitive advantage.

External Factor Evaluation (EFE) Analysis

The External Factor Evaluation (EFE) matrix was applied to identify opportunities and threats affecting the company's marketing performance. The summary of the EFE analysis is presented in Table.

Table 2 Summary of External Factor Evaluation (EFE) Matrix

External Factors	Weight	Weighted Score
Opportunities	0.55	1.90
Threats	0.45	1.61
Total	**1.00**	**3.51**

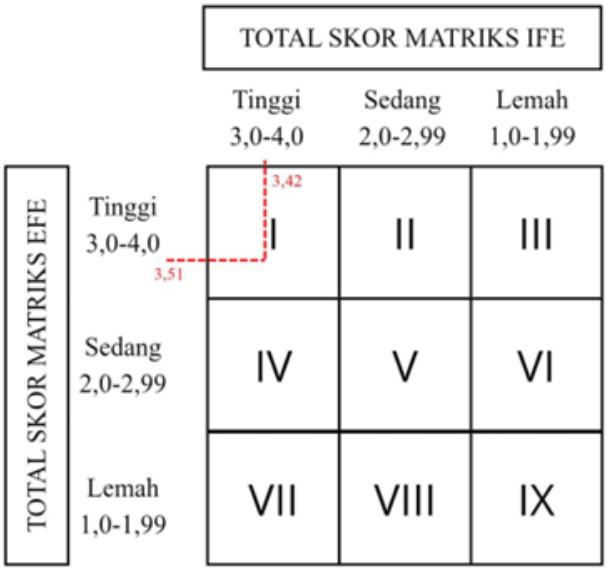
Source: Primary Data Analysis (2026).

Table 2 shows that The EFE matrix generated a total weighted score of 3.51, indicating that the company effectively responds to external opportunities and threats. Increasing demand for organic fertilizer, government support, and advances in digital technology provide opportunities for expanding market reach. Lestari *et al*., (2024) explained that increasing awareness of environmentally friendly agriculture has encouraged higher demand for organic fertilizer, creating opportunities for business growth. Furthermore, Sari *et al*., (2025) emphasized that technological development and effective marketing strategies are essential for improving the competitiveness of organic fertilizer products.

Internal–External (IE) Matrix Analysis

The total IFE score of **3.42** and EFE score of **3.51** were subsequently plotted into the Internal–External (IE) Matrix to determine the company's strategic position.

Figure 1. Internal–External (IE) Matrix Position of CV. Pendawa Kencana Multi Farm



Source: Primary Data Analysis (2026).

Based on the IFE score of **3.42** and the EFE score of **3.51**, CV. Pendawa Kencana Multi Farm is positioned in Cell I (Grow and Build) of the IE Matrix. This position indicates that the company should implement market penetration, market development, and product development strategies. stated that organizations located in Cell I are encouraged to pursue aggressive growth strategies. Likewise, Ramandha *et al*., (2023) concluded that companies in the Grow and Build position should prioritize expansion strategies supported by strong internal and external conditions.

SWOT Matrix Analysis

The SWOT analysis produced several alternative marketing strategies by integrating strengths, weaknesses, opportunities, and threats. The resulting strategies focus on market expansion, digital marketing, farmer education, strategic partnerships, and maintaining product quality. These findings are consistent with Purwadi *et al*., (2023), who reported that integrating SWOT and QSPM enables companies to formulate

more effective marketing strategies. Similarly, Ramandha *et al*., (2023) demonstrated that SWOT analysis provides a systematic basis for developing alternative strategies before determining strategic priorities.The resulting strategies are presented in Table.

Table 3. Summary of SWOT Matrix

Strategy	Alternative Strategy
SO	Expand market reach by leveraging production capacity and product quality
SO	Optimize digital marketing via social media and marketplaces, supported by customer loyalty
WO	Conduct education and mandate fertilizer usage in collaboration with farmer groups and agencies
WO	Expand the marketing network through partnerships with the government (relevant agencies) and farmer groups.
ST	Maintain product and service quality to enhance competitiveness
ST	Implement flexible payment systems and discount programs to remain competitive
WT	Enhance digital marketing and strengthen the marketing workforce to face competition

Source: Primary Data Analysis (2026).

Table 3 shows that seven strategic alternatives were generated from the SWOT analysis. Most of these strategies focus on utilizing the company's strengths to seize market opportunities while addressing internal weaknesses and external threats. These alternative strategies were further evaluated using the Quantitative Strategic Planning Matrix (QSPM).

Quantitative Strategic Planning Matrix (QSPM) Analysis

The QSPM analysis showed that the strategy of conducting education and practical application of organic fertilizer achieved the highest Total Attractiveness Score (TAS) of **6.28**, making it the highest-priority strategy. This strategy is expected to strengthen farmers' understanding of product benefits and increase customer confidence. Ramandha *et al*., (2023) explained that QSPM objectively ranks strategic alternatives based on their attractiveness scores. A similar conclusion was reached by Purwadi *et al*., (2023), who found that QSPM effectively identifies priority strategies after SWOT analysis by quantitatively evaluating each alternative. The ranking results are presented in Table.

Table 4. Priority Marketing Strategies Based on QSPM

Rank	Alternative Strategy	TAS
1	Implementation of flexible payment and discount programs	**4.07**
2	Maintaining product and service quality	**4.22**
3	Expanding market share through capacity and product quality	**4.25**
4	Expanding collaboration with the government and farmer groups	**4.49**
5	Enhancing digital marketing and strengthening the marketing workforce	**5.05**
6	Enhancing digital marketing via social media and marketplaces	**5.31**

7	Conducting education and practical training on organic fertilizer application for farmers	**6.28**

Source: Processed primary data, (2026)

Based on Table 4, the strategy "Conduct education and practical application of organic fertilizers" achieved the highest Total Attractiveness Score (TAS) of 6.28, making it the highest-priority strategy. This strategy is considered the most appropriate because it utilizes the company's product quality and strong relationships with stakeholders while enhancing farmers' understanding of the benefits and application of organic fertilizers. In addition, educational activities can strengthen customer trust, increase product adoption, and improve the company's competitiveness.

The second priority is enhancing digital marketing through social media and marketplaces (TAS = 5.31), followed by increasing digital marketing efforts and strengthening the marketing workforce (TAS = 5.05). These findings indicate that the integration of digital marketing and promotion is crucial for expanding market reach and improving marketing performance.

CONCLUSION

This study analyzed the marketing strategy of CV. Pendawa Kencana Multi Farm using the IFE, EFE, IE, SWOT, and QSPM approaches. The IFE and EFE analyses produced scores of **3.42** and **3.51**, respectively, indicating that the company possesses strong internal capabilities and effectively responds to external environmental conditions. The IE Matrix positioned the company in Cell I (Grow and Build), suggesting that growth-oriented strategies are appropriate.

The SWOT analysis generated seven alternative marketing strategies. Based on the QSPM analysis, the priority strategy was Conducting education and practical training on organic fertilizer application for farmers, which achieved the highest Total Attractiveness Score (TAS) of 6.28. This strategy is considered the most effective because it improves farmers' understanding of product benefits, strengthens customer relationships, expands market opportunities, and enhances the company's competitiveness in the organic fertilizer industry. Therefore, implementing educational marketing supported by digital promotion and strategic partnerships is expected to contribute significantly to sustainable business growth.

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