

The Development Strategy of Carrot Commodity Marketing with the SWOT Analysis Approach in Merdeka District, Karo Regency

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Abstract

The price of carrots from 2014-2016 did not increase, thus reducing carrot cultivation in Karo District, especially in Merdeka District. The cause of the decline in prices, one of the causes is a wrong marketing strategy, while the marketing strategy plays an important role in achieving business success. The purpose of this study was to identify the carrot marketing strategy by conducting a SWOT analysis. The results obtained through a SWOT analysis are as follows: Strengths of Carrot Farmers always produce quality products, their own agricultural land and marketing locations are close to agricultural land, while the weaknesses of promotional Carrot Farmers are not carried out, the sales system is too long, there is no agricultural consultant, the lack of cooperation with buyers and the workforce often shifts. SO's strategy is to utilize and improve the quality of carrots so that they can be exported, increase knowledge about carrots, increase promotion. The government's WO strategy is to participate in improving the carrot sales system, maintaining a reliable workforce with adequate salaries and facilities.

Keywords

marketing strategy, swot analysis, carrots



I. Introduction

Carrots are a short-term crop that is widely cultivated in Karo District. Carrots are included in the class of tubers that grow throughout the year, the dry season and the rainy season can grow well. The agricultural potential, according to the local government of Karo Regency, is that the carrot-producing areas are Simpang Empat, Naman Teran, Merdeka, Kabanjahe, Berastagi, Tiga Panah, Dolat Rayat, Brand and Barus Jahe. Carrot harvest area is 1,024 ha.

Karo carrots are very popular because they are superior in taste and color, so that they meet the standards to be marketed to domestic and international markets. Domestic markets such as Bandung, Jakarta, Semarang, Surabaya, Medan, Pekanbaru, Aceh, Rantau Parapat, Langkat, Siantar, Batam Island and Binjai.

The international market is exported to Malaysia, Singapore and Brunei Darussalam. Carrot cultivation includes easy farming, so farmers cultivate it a lot. Carrot-producing areas in Karo District, Simpang Empat, Naman Teran, Merdeka, Kabanjahe, Berastagi, Tiga Panah, Dolat Rayat, Brand and Barus Jahe districts. Carrot harvest area is 1,024 ha.

Table 1. Harvested Area, Production, Selling Price of Carrots in Merdeka District

Year	Harvested		Farmers Selling
	Area (Ha)	Production	Price per kg (Rp)
2014	175	4,042	2,500
2015	352	6,872	2,000
2016	665	15,349	2,000
2017	703	15. 458	2,000
2018	674	15,138	2,000

Source: BPS Karo Regency, 2018

In 2014 the demand for carrots was high seen from the selling price of farmers, but for 2015 the selling price of farmers decreased, it is very difficult for farmers because from 2016-2017 the price has not increased even though in fact carrot production has increased as well as the harvested area, the harvest area is increasingly wide because Farmers hope for an increase in prices so they compete to grow carrots. But that hope is gone because in 2018 prices are fixed, as well as decreased carrot production and the same harvest area, decreasing.

One of the reasons for the decline in prices is the wrong marketing strategy, while the marketing strategy plays an important role in achieving business success.

Based on research conducted by Mashuri (2020), examining the SWOT analysis strategy for increasing competitiveness. Muchamad, et., Al (2019) regarding the SWOT analysis in the marketing mix, obtained the results of the ST strategy of setting competitive prices, prioritizing product quality, increasing the variety of products offered, updating product models and designs regularly. The WO strategy is efficiency in capital turnover, utilizing social media as a product marketing medium, improving the quality of service through the existing workforce, adding payment options. And WT's strategy is to build good relationships with customers, pay attention to the safety and comfort of working for employees, learn more about the specific business world. And research by Agung. Based on the results of research and discussion, the following conclusions can be made as follows: the results of the SAP analysis of 4.10, it is known that the company is in a strong competitive position. ETOP analysis which analyzes the factors that can become opportunities and threats for the company obtained an opportunity value for the company of 4.09 and a threat of 3.90. From this value, it is known that the company's position in the ETOP matrix is in a speculative business position. The results of the SAP and ETOP analysis are implied in the SWOT matrix which shows that the company is in an invest position (I). This means that in this position the company needs to improve a little on the strategy that has been used and it needs improvement in its management function.

1.1 Research Urgency

The urgency of what will be studied is: to provide an overview of marketing strategies with SWOT analysis through taking advantage of opportunities to maintain strength, increasing sales and increasing business position.

1.2 Research Contribution

1. For Researchers, increasing knowledge and experience about analyzing strengths, weaknesses, opportunities and threats in carrot marketing strategies.
2. For carrot marketing, get input and solutions in overcoming carrot marketing problems, especially in analyzing the strengths, weaknesses, opportunities and threats in the carrot marketing strategy.

II. Review of Literature

Marketing strategy is a plan that outlines the company's expectations of the impact of various marketing activities or programs on the demand for products or product lines in certain target markets". According to Andrews in Alma's book (2009: 199) that: "Marketing strategy is a pattern of decisions in companies that determine and express goals, intentions or goals that produce the main policy and plan for the achievement of objectives and detail the range of business that will be pursued by the company. (Dianto et al, 2020).

Promotion strategy is a concept that is close to communication science. In the promotion, there are various forms of communication learned in communication science such as advertising, publicity, communication from mouth to mouth, personal sales, and direct marketing. (Amin and Priansa, 2019).

Evaluating the organization both internal and external factors results in organizational strengths and weaknesses, as well as results in opportunities and threats experienced by the organization. Kotler and Keller (2014: 55) describe an overall evaluation of a company's strengths, weaknesses, opportunities and threats called a SWOT analysis. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a way to observe the external and internal marketing environment. According to Assauri (2017: 71) SWOT analysis is an integrated analysis framework between the company's internal and external environment, by building a SWOT approach. The SWOT analysis is a summary of the company's strengths and weaknesses in relation to environmental opportunities and threats. From the results of the SWOT analysis,

SWOT analysis is a tool in development of new strategic plan in the organizations (Erwin, Paul, and Peter 2019). SWOT analysis has often been adopted in order to assess a given decision, project or policy directive in a systematic manner, and in order to get a realistic picture of a destination (Andermo in Karyono et al, 2019).

SWOT analysis compares external factors, opportunities and threats with internal factors, strengths and weaknesses. Internal factors are entered into a matrix called the Internal Strategic Factor Analysis Summary (IFAS) matrix. External factors are entered into a matrix called the External Strategic Factor Analysis Summary (EFAS) matrix. After the internal and external strategy factor matrices are completed, the results are included in a quantitative model, namely the SWOT matrix to formulate the company's competitive strategy.

The use of the SWOT matrix in a SWOT analysis is to describe how the opportunities and external threats faced by a particular company can be juxtaposed with the strengths and weaknesses of the company, resulting in possible alternative strategies that can be chosen to be determined.

Table 2. Classic SWOT Matrix Schematic

Environment Environment	Strength Of The Company	Weakness Company
Business Opportunities	SO strategy	WO strategy
Business Threat	ST strategy	WT strategy

Muhammad (2016: 186) explains that the Classic SWOT Matrix introduced by Weihrich has simplicity in the strategy formulation process. The matrix is a tool for connecting various critical variables that determine the company's success, namely threats and opportunities from the external business environment and the weaknesses and strengths built by management. From Muhammad's explanation, it can be seen that the use of the Classic SWOT matrix is used for simplification of a company's strategic planning. From this matrix, the right SWOT analysis combinations can be selected for a policy to be determined.

Research by Zefi (2018) which examines the analysis of marketing strategies using a SWOT analysis with the results of PT. The company's proderma has carried out the marketing strategy correctly and accurately seen from the calculation of the SWOT analysis as outlined in the cartesius diagram, the proderma is in quadrant 1, namely Growth. Where PT. Proderma can develop, maintain and improve product quality so that people continue to believe in Proderma products. The company has fulfilled the character and sharia marketing won mind share, market share and heart share.

The results of Muhammad's (2018) research on SWOT analysis as a strategy for developing red dragon fruit (*hylocereus costaricensis*) in East Wasile District, East Halmahera District, from the identification results of SWOT analysis of internal factors on five strengths and five weaknesses, while in external environmental factors there are five opportunities and five threats. The combination of the IFAS value of 2.94 and the EFAS value of 3.04. The SWOT diagram shows that the position of the erah dragon fruit farming development strategy is located in quadrant 1 or a strategy made by using all strengths to take advantage of aggressive strategy opportunities, namely this strategy shows a very favorable situation.

III. Research Methods

The population in the study amounted to 100 people, namely parties who are directly related to carrot marketing actors. The sample used was simple random sampling. Observation data collection techniques, interviews, library research and questionnaires. The data analysis technique used is data reduction analysis by summarizing and selecting important points, and the strategy formulation process through evaluation of external and internal factors, SWOT matrix analysis and the decision making stage.

3.1 Data Collection Technique

1. Observation is a technique of collecting data by systematically direct observation of what is actually happening in the field. According to Nazir (2017: 154) data collection by direct observation or by direct observation is data collection using the eye without the help of other standard tools for this purpose.
2. Interviews are data collection techniques by asking direct questions to respondents, so that researchers can get direct information needed for research. Nazir (2017: 170) defines interviewing as the process of obtaining information for research purposes by means of question and answer, face to face between the questioner or interviewer and the respondent or respondent using a tool called an interview guide.
3. Library research is conducted to obtain theoretical aspects by reading, collecting and taking notes and studying literature books, textbooks and other sources related to the problem to be studied.
4. The questionnaire is a technique or way of gathering data indirectly (the researcher did not directly ask the respondent). The author provides several questions that he has systematically prepared in a list of questions.

Table 3. Operational Definition of Research Variables

Variable	Definition	Indicator	Sub Indicator
SWOT Analysis (X)	According to Fahmi (2015: 252), SWOT stands for strengths, weaknesses, opportunities and threats, where SWOT is used as a	A. Strength (strength)	1) Product 2) <i>Price</i> 3) Promotion 4) Place

model in analyzing the state of the organization more comprehensively.	B. Weaknesses (Weakness)	1) Product 2) <i>Price</i> 3) Promotion 4) Place
	C. Opportunity (Opportunity)	1. Product 2. <i>Price</i> 3. Prom si 4. Place
	D. Threats (Threat)	1. Product 2. <i>Price</i> 3. Promotion 4. Place

3.2 Data Analysis Technique

The data analysis technique used is data reduction analysis by summarizing and selecting important points and focusing on important points, so the data that has been reduced will describe the data situation more clearly and make it easier for the author to collect data. Sugyono (2012: 431) defines "reducing data means summarizing, selecting main things, focusing on important things, looking for themes and patterns and removing unnecessary".

The process of formulating strategic planning goes through three stages of analysis, namely:

1. Data collection stage (evaluation of external and internal factors)
2. Data processing stages
 - SWOT matrix analysis
 - Data collection stage
3. Decision making stage

The data collection stage is a stage that is basically not just a data collection activity but also a classifying and pre-analysis activity where this stage the data is divided into two parts, namely internal data and external data. The analysis stage is after collecting all the information that affects the sustainability of the company, the next stage is the data processing stage, namely research shows that the company's performance can be determined by a combination of internal and external factors. These two factors must be considered in a SWOT analysis. SWOT stands for internal environmental strengths and weaknesses as well as external environment opportunities and threats facing the business world.



Source: Rangkuti (2018: 20)

Figure 1. SWOT analysis

- Quadrant 1: Is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in these circumstances is to support aggressive growth policies (*growth oriented strategy*).
- Quadrant 2: Despite facing various threats, this company still has strength from an internal perspective. The strategy that must be implemented is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product / market).
- Quadrant 3: The company faces enormous market opportunities, but on the other hand, it will face several internal constraints / weaknesses. The business conditions in quadrant 3 are similar to *Question Mark* on the BCG matrix. The focus of this corporate strategy is to minimize internal company problems so as to seize better market opportunities.
- Quadrant 4: This is a very unfavorable situation, the company is facing various threats and internal weaknesses. The stages of data collection carried out in this study were pre-analysis of external and internal data. External and internal data in one of the marketing strategies called the service marketing mix include: service products, service rates, promotion, place / service location, physical evidence (physical), and customer service (customer service).

3.3 External Strategy Factor Matrix

Table 4. EFAS

EXTERNAL STRATEGY FACTORS	WEIGHT	RATING	WEIGHT X RATING
Opportunities			
1.			
2.			
3.			
4.			
5.			
Threats			
1.			
2.			
3.			
4.			
5.			
Total			

Source: Ranguti (2016: 26)

The preparation of the external strategy factor matrix (EFAS) in this study is by following the steps below:

- Arrange them in column 1 (5 to 10 threat opportunities).
- Give weight to each factor in column 2, from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors.
- Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of these factors on the condition of the company concerned. The assignment of a rating for the opportunity factor is positive (the greater the opportunity, it is given a rating of +4, but if the opportunity is small, it is given

- a rating of +1). Threat rating is the opposite. For example, if the threat score is very large, the rating is 1. On the other hand, if the threat score is slightly, the rating is 4.
- d. Multiply the weight in column 2 by the rating in column 3, to get the weighting factor in column 4. The result is a weighted score for each factor whose value varies from 4.0 (outstanding) to 1.0 (poor).
 - e. Use column 5 to provide comments or notes on why certain factors were chosen and how their weighted scores were calculated
 - f. Total weighting score (in column 4), to obtain the total weighting score for the company in question. This total value shows how a particular company reacts to its external strategic factors. This total score can be used to compare this company with other companies in the same industry group.

3.4 Internal Strategy Factor Matrix

Table 5. IFAS

INTERNAL STRATEGY FACTORS	WEIGHT	RATING	WEIGHT X RATING
Strength (Strengths)			
1.			
2.			
3.			
4.			
5.			
Weaknesses			
1.			
2.			
3.			
4.			
5.			
Total			

Source: Rangkuti (2016: 27)

The preparation of the internal strategy factor matrix (IFAS) in this study by following the steps below:

- a. Determine the factors that are the company's strengths and weaknesses in column 1
- b. Give weight to each of these factors on a scale from 1.0 (most important) to 0.0 (not important), based on the influence of these factors on the company's strategic position. (all of these weights can total no more than a total score of 1.00).
- c. Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor), based on the influence of these factors on the condition of the company concerned. Positive variables (all variables that fall into the strength category) are assigned values ranging from +1 to +4 (very good) by comparing them with the industry average or with major competitors. Meanwhile, the negative variable is the opposite.
- d. Multiply the weight in column 2 by the rating in column 3, to get the weighting factor in column 4. The result is a weighted score for each factor whose values vary from 4.0 (outstanding) to 1.0 (poor).
- e. Use column 5 to provide comments or notes on why certain factors were chosen, and how their weighted scores were calculated.

f. The sum of the weighted scores (in column 4), to obtain this total, shows how a particular company reacts to its internal strategic factors. This total score can be used to compare this company with other companies in the same industry group.

Then from the results, the right decision making is determined. A study that shows that the company's sales performance as a result of the company's marketing strategy can be determined by a combination of internal and external factors. These two factors must be considered in a SWOT analysis. SWOT analysis compares internal and external factors.

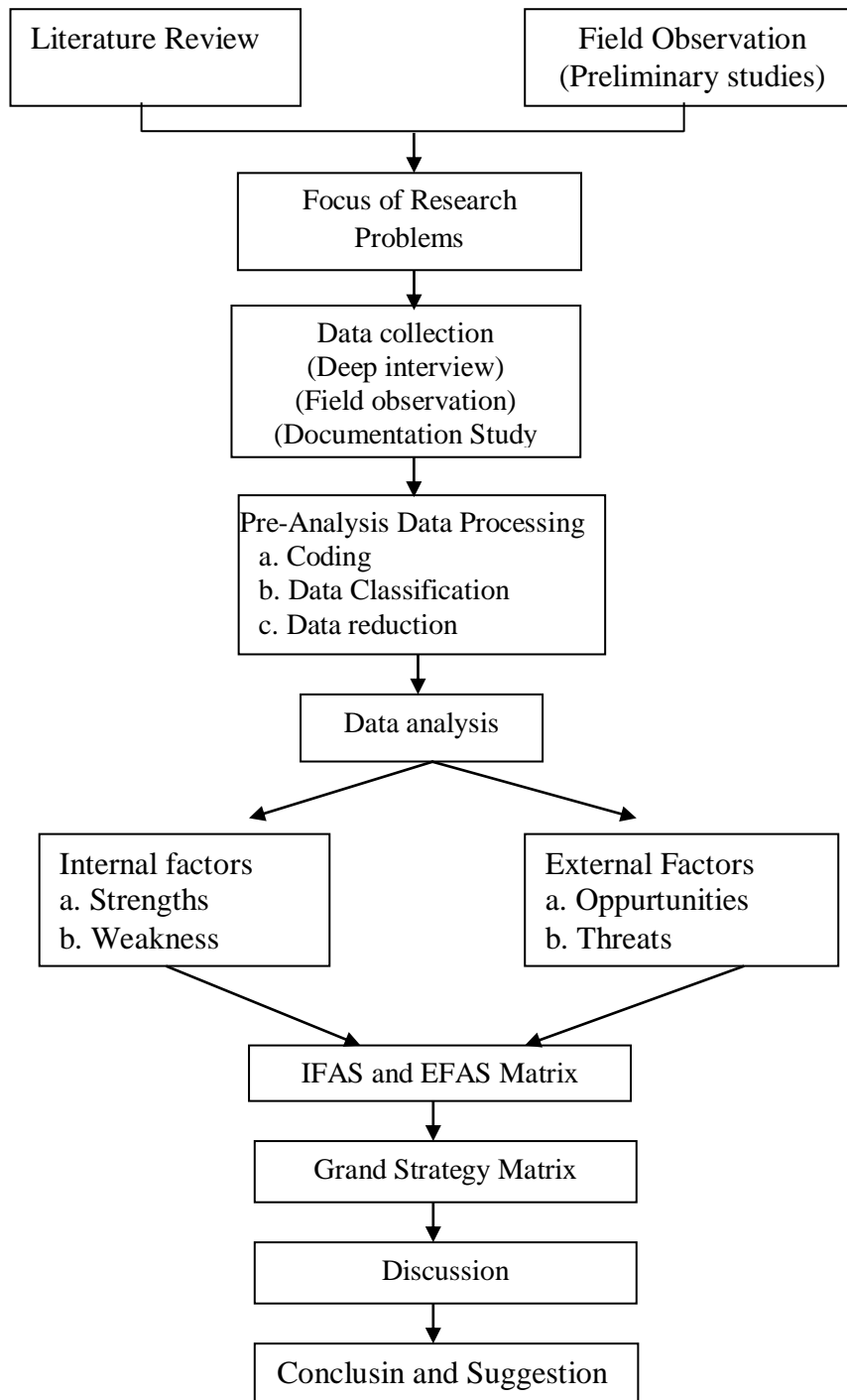


Figure 2. Flow Chart Format

IV. Result and Discussion

The number of respondents based on gender can be seen in table 1 below:

Table 6. Number of Respondents of Carrot Farmers by Gender

No.	Gender	Frequency	Percentage
1	Male	36	36%
2	Women	64	64 %
amount		100	100%

Source: Primary data processed, 2020

The number of respondents based on the largest is female carrot farmers.
The number of respondents based on gender can be seen in table 2 below:

Table 7. Number of Carrot Farmer Respondents by Age

No.	Age	Frequency	Percentage
1.	18-28 Years	12	12%
2.	29-39 Years	26	26%
3.	40-50 Years	36	36%
4.	51-61 years	18	18%
5.	62-72 Years	6	6%
5.	≥76 Years	2	2%
amount		100	100%

Source: Primary data processed, 2020

The number of respondents based on age shows that the most respondents are farmers aged 40-50 years.

4.1 SWOT Analysis

The strategy for developing carrot marketing with a SWOT analysis matrix approach has the following implications:

Table 8. SWOT Analysis

<i>Strength (S)</i>	<i>Weaknesses (W)</i>
The carrot products produced are all high quality	Lack of understanding of promotions carried out through social media, word of mouth
Owned agricultural land	The carrot sales system is too long
The location of agricultural land is close to sales / marketing	Has no agricultural partner for consultation
Have a reliable workforce	Lack of cooperation with buyers The workforce often changes

Opportunities (O)	SO strategy	WO strategy
The government supports carrot farming	Utilizing and improving the quality of carrots so they can be exported	The government is taking part in improving the carrot sales system
The high awareness among carrots to share knowledge	Increase knowledge about carrot crops so that all carrot farmers can minimize losses	Sharing land with the condition that there is a fair cooperation agreement
Technological advances can help farmers manage carrot cultivation	Increase promotion through social media, create a website about carrot plants.	Determine the right time to sell carrots
Bargaining price with buyers	take advantage of a location close to the market by improving the quality of good carrots, so that potential buyers do not bid low prices	Maintain a reliable workforce with adequate wages and facilities, so that the workforce remains sustainable and the quality of carrots remains the same.

Treats (T)	ST strategy	WT strategy
Prices of fertilizers and medicines always go up	Working closely with the government, so that the price of fertilizer can be stabilized	The government can work together to stabilize the price of fertilizer, so that the price of carrots offered is appropriate.
Weather affects whether carrots are good or not	Predicting the weather when to plant and harvest carrots so that carrot crops remain high quality	Sales of carrots are not carried out every day, so that the price of carrots can be stable
Many farmers grow carrots	Providing knowledge to carrot farmers, so that the carrots produced remain high quality	Record carrot farmer data so that other farmers do not easily switch crops
Young farmers are more familiar with cultivating carrots	Young farmers can embrace senior farmers to produce quality carrots together	Using agricultural land properly and adjusting nutrients, with what plants are suitable
There is a substitute or substitute item	Utilizing goods or substitutes when carrots are not suitable for planting in certain weather conditions	Provides opportunities for substitutes when carrots are not suitable for planting

V. Conclusion

The strengths of carrot farmers can cover their existing weaknesses, by taking advantage of opportunities through the SO and WO strategies, and by finding threats, they can be controlled through the ST and WT strategies.

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