

## APPLICATION OF SWOT ANALYSIS TO THE MARKETING STRATEGY OF CV. MULYO TANI MAKMUR FERTILIZER PRODUCTS IN THE INDONESIAN AGRICULTURAL INDUSTRY

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### ABSTRACT

This research aims to develop a marketing strategy for CV. Mulyo Tani Makmur's fertilizer product, "Bapak Ibu Tani," within the agricultural industry using SWOT matrix analysis. The analysis reveals three main strategies: 1) Utilizing product quality and good reputation to expand into new agricultural markets, 2) Technology-based innovation to adopt modern agribusiness trends in organic fertilizer development, and 3) Increasing distribution through an already strong infrastructure to reach untapped areas. These strategies aim to strengthen the company's market presence and enhance its product positioning. The research adopts a descriptive qualitative method, utilizing case study analysis. Data will be collected through interviews, observations, and focus group discussions (FGD) involving the company's management, marketing experts, and customers. The population includes key internal stakeholders and external customers using the fertilizer. Tools like SWOT and QSPM matrices will be employed for analysis, supported by structured interviews and questionnaires. Managerial implications suggest focusing on product quality, enhancing digital marketing, and expanding distribution networks to improve market reach and customer satisfaction. The research recommends that CV. Mulyo Tani Makmur invest in innovative technologies and strengthen its brand presence through digital platforms. By implementing these strategies, the company can boost its competitiveness in the fertilizer industry, capitalize on growth opportunities, and ensure long-term sustainability in the agricultural market.

**Keywords:** SWOT, IFE & IFA matrix, Marketing Strategy, Fertilizer Products, CV. Mulyo Tani Makmur

### INTRODUCTION

Indonesia is an archipelagic country comprising more than 17,000 islands and home to approximately 270 million inhabitants, distinguished by its rich diversity in culture, ethnicity, language, and religion (Hidayah, 2020). Furthermore, the agricultural sector employs the majority of Indonesia's population, establishing it as an agrarian nation. Agriculture constitutes one of the fundamental pillars of the national economy, contributing significantly to the Gross Domestic Product (GDP) (Dina, 2024). The progress of this sector is fundamental to fulfilling the population's food requirements and significantly influences overall societal welfare. As such, the development of the agricultural industry constitutes a vital component of national economic growth. This industry comprises diverse activities, ranging from the production and processing to the distribution of agricultural commodities. In response to rising market demand and heightened competition, the agricultural sector has undergone rapid expansion. Moreover, in the era of the Fourth Industrial Revolution, marketing strategies have become increasingly sophisticated due to the integration of digital technologies and social media. Consequently, agricultural enterprises are compelled to formulate comprehensive marketing strategies to enhance product visibility and market absorption. The adoption of innovative marketing approaches enables agricultural products to reach a wider and more diverse consumer base.

One of the critical aspects of the agricultural industry is the availability of fertilizers, which serve as the primary source of nutrients for crops (Halawa, 2024). Fertilizers are generally classified into two categories: subsidized

fertilizers, which are produced by state-owned enterprises, and non-subsidized fertilizers, which are manufactured by private companies. CV. Mulyo Tani Makmur is a privately owned company engaged in the production of organic and inorganic fertilizers. Operating under the tagline “Cap Bapak Ibu Tani,” the firm emphasizes the production of high-quality fertilizers and serves as a supplier of fertilizer raw materials in Indonesia. The company has established a broad distribution network, with its primary markets concentrated in Sumatra and Java. Nevertheless, competition within the fertilizer industry remains highly competitive, as numerous firms offer comparable products at varying price levels. A major challenge faced by the company is limited brand awareness among farmers, along with fertilizer sales that have yet to meet targeted levels, which constrains its overall competitiveness. Consequently, the adoption of more effective marketing strategies is essential to expand market penetration and enhance sales performance.

Competing fertilizer companies employ more aggressive marketing strategies, including extensive distribution networks and wholesale systems (Assigaf & Nirawati, 2023). They also enjoy greater brand recognition among customers due to their stronger marketing networks. CV. Mulyo Tani Makmur continues to face challenges in increasing brand awareness among farmers. Insufficient promotional activities have contributed to the limited market recognition of the company’s products. Accordingly, the firm needs to strengthen its marketing efforts by adopting digital strategies and utilizing social media platforms. To address these challenges, CV. Mulyo Tani Makmur can employ a SWOT analysis to assess its internal strengths and weaknesses as well as external opportunities and threats. This approach enables the company to formulate more effective and adaptive marketing strategies in response to dynamic market conditions. By gaining a clearer understanding of both its competitive advantages and constraints, the firm can make more informed strategic decisions. Furthermore, the integration of technology into marketing activities is essential for enhancing overall competitiveness.

The agricultural industry in Indonesia plays a significant role in the national economy, and the demand for fertilizers continues to rise, driven by increasing agricultural activities to meet the growing food needs of the population (Syuaib, 2016). Fertilizer products, particularly those manufactured by private firms such as CV. Mulyo Tani Makmur, play an important role in supporting agricultural productivity and improving soil fertility. The company is positioned as a significant provider of both organic and inorganic fertilizers for farmers and contributes to the distribution of these products to regions with high agricultural demand. However, within the competitive landscape of the fertilizer industry, CV. Mulyo Tani Makmur encounters several challenges, including the dominance of state-owned enterprises in the subsidized fertilizer market, which is widely preferred by farmers due to lower prices. Moreover, limited farmer awareness of the quality and advantages of non-subsidized fertilizers produced by private companies like CV. Mulyo Tani Makmur constitutes a barrier to expanding market penetration. However, the company’s focus on high-quality products and its ability to penetrate markets in Sumatra and Java provide an opportunity for growth.

The ongoing challenge for CV. Mulyo Tani Makmur is to find effective ways to market its products in an increasingly competitive market. The implementation of advanced marketing strategies, leveraging digital technologies and social media, could help bridge the gap in brand awareness. By applying SWOT analysis, the company can gain a deeper understanding of its internal strengths and weaknesses and external opportunities and threats, which will assist in shaping its marketing strategies. Through these efforts, CV. Mulyo Tani Makmur can improve its market position, increase sales, and contribute to the national agricultural industry’s growth.

## **LITERATURE REVIEW**

A marketing strategy is a framework or sequence of coordinated and comprehensive plans aimed at controlling, organizing, and managing promotional activities for a product or service. The concept of marketing strategy comprises several core elements, including market segmentation, product positioning, target market selection, and the marketing mix. Through these components, firms can develop assumptions about the potential effects of promotional activities, with the expectation that an effective marketing strategy will increase consumers’ perceived

value of a product (Maharani, 2024). According to Artika (2024), determining the appropriate marketing strategy for a company or business requires several key steps. The initial stage entails conducting a market analysis to identify current conditions, trends, and the competitive environment within the relevant industry. This is followed by market segmentation, which classifies consumers into groups based on specific characteristics to enable more focused marketing efforts. The company then determines its targeting strategy by selecting the most attractive market segments to serve. The final stage involves product positioning, which aims to build a distinct competitive advantage and a clear, favorable image in the minds of consumers. Finally, the company develops the marketing mix, which covers various elements such as product, price, distribution, and promotion, to ensure the effective implementation of its marketing strategy.

SWOT analysis is an evaluative activity aimed at identifying the opportunities, threats, strengths, and weaknesses of a company. This analysis is considered essential for the advancement and success of a business. SWOT analysis is based on a logical framework that seeks to maximize the assessment of strengths and opportunities while simultaneously minimizing the weaknesses and threats present within a company or organization (Freddy, 2013). SWOT analysis enables the evaluation of two key factors: external factors (opportunities and threats) and internal factors (strengths and weaknesses). Internal factors can be assessed using a matrix known as the Internal Strategic Factor Analysis Summary (IFAS), while external factors can be evaluated through the External Strategic Factor Analysis Summary (EFAS). The steps in formulating a strategy involve examining and comparing the results of the IFAS and EFAS matrices by mapping internal and external strategic factors onto the SWOT matrix. This process produces four strategic alternatives, as presented in Table 1.

**Table 1. IFAS and EFAS Matrix Table**

IFAS	STRENGTHS	WEAKNESSES
EFAS	Determine 5–10 factors that constitute internal strengths	Determine 5–10 factors that constitute internal weaknesses
<b>OPPORTUNITIES</b>	<b>SO Strategies</b>	<b>WO Strategies</b>
Determine 5–10 factors that constitute external opportunities	Create strategies that use strengths to capitalize on opportunities	Create strategies that minimize weaknesses to capitalize on opportunities
<b>THREATS</b>	<b>ST Strategies</b>	<b>WT Strategies</b>
Determine 5–10 factors that constitute external threats	Create strategies that use strengths to overcome threats	Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti 2019

In this table, the EFAS (External Factors Analysis Summary) encompasses external factors in the form of opportunities and threats, while the IFAS (Internal Factors Analysis Summary) covers internal factors such as strengths and weaknesses. The SO and ST strategies are developed based on combinations of strengths with opportunities and threats, respectively, whereas the WO and WT strategies result from combining weaknesses with opportunities and threats. Rangkuti (2009) identifies four alternative strategies that organizations can adopt. The first is the SO strategy, which emphasizes maximizing internal strengths to exploit available opportunities. The second is the ST strategy, which utilizes organizational strengths to mitigate and overcome external threats. The third is the WO strategy, which seeks to take advantage of opportunities by reducing or compensating for internal weaknesses. Fourth, the WT strategy is defensive in nature, seeking to reduce weaknesses while simultaneously avoiding threats that could potentially harm the company.



**Figure 1. SWOT Analysis Quadrant**

Source: Astutri & Ratnawati, 2020

The diagram above illustrates the various possible positions a company may occupy, along with the recommended strategies based on the appropriate quadrant (Astuti & Ratnawati, 2020). In Quadrant I (positive–positive), the company occupies a strong position while encountering substantial opportunities. Under these conditions, a progressive strategy is recommended, focusing on expansion and the optimization of growth potential. Meanwhile, Quadrant II (positive–negative) indicates that the firm possesses strong internal capabilities but faces significant external challenges; therefore, a diversification strategy is suggested to broaden strategic options and enhance organizational resilience. Quadrant III (negative, positive) indicates a weak company that nevertheless has substantial opportunities. In this scenario, a turnaround strategy is suitable by revising previous approaches to capture available opportunities and improve performance. Meanwhile, Quadrant IV (negative, negative) reflects a company that is both weak and facing serious challenges. In this situation, a defensive strategy is advised, emphasizing business sustainability and internal improvements to prevent further deterioration. SWOT analysis serves as a highly effective tool for developing marketing strategies, as it enables firms to identify their strengths, weaknesses, opportunities, and threats. Through this understanding, companies can make more informed decisions, strengthen their competitiveness, and more effectively achieve their business objectives. Additionally, SWOT analysis is used to systematically identify various factors to develop appropriate marketing strategies (Andriani, 2021).

## RESEARCH METHODS

This study employs a descriptive method with a qualitative case study approach at CV. Mulyo Tani Makmur, located in Mojokerto. The study focuses on analyzing fertilizer quality at the warehouse level and the associated quality control processes, as well as comparing subsidized and non-subsidized fertilizers in field applications. Data were collected through interviews with six informants representing both management and consumers, complemented by direct observations. The data sources included primary data obtained from interviews and observations, along with secondary data derived from documents, academic journals, and relevant reports. Furthermore, the Focus Group Discussion (FGD) method was used for the SWOT analysis, with participants drawn from both internal and external stakeholders in order to identify the strengths, weaknesses, opportunities, and threats faced by CV. Mulyo Tani Makmur.

To ensure the credibility of the qualitative data, this study applies source triangulation as a validation technique, whereby information obtained from multiple sources is cross-verified to assess consistency and reliability. This process involves comparing data collected from various informants, including management personnel, marketing staff, consumers, and agricultural experts. The selection of informants is based on their direct involvement in the company's operations and their expertise. Informants were chosen based on their role in strategy formulation, marketing activities, and understanding of the fertilizer industry. Criteria for selection included active participation

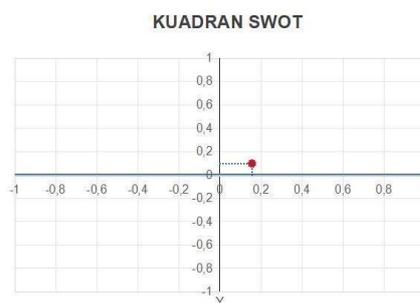
in company decision-making, experience in the agricultural sector, and their ability to provide detailed, accurate insights into the company's strengths, weaknesses, opportunities, and threats. The validity of the research findings is further ensured through careful triangulation and comparison of data from multiple sources, which helps to build a comprehensive and accurate understanding of CV. Mulyo Tani Makmur's marketing strategy and the fertilizer market.

## RESULT AND DISCUSSION

CV Mulyo Tani Makmur focuses on marketing high-quality fertilizers to farmers in Indonesia, with its primary market coverage in Sumatra, East Java, and Central Java. The company implements a range of marketing strategies, including business-to-business (B2B), business-to-government (B2G), and direct marketing approaches targeting both farmers and non-farmers. It utilizes multiple sales channels, such as its main office, social media platforms (Facebook, Instagram, and WhatsApp), as well as online marketplaces including Shopee and the E-Catalog in support of government programs. Nevertheless, the use of social media has not yet been fully optimized and requires further development to expand market reach and strengthen customer engagement. Internal and external environmental analyses are conducted to identify the strengths, weaknesses, opportunities, and threats faced by the company.

From the analysis of internal factors, CV Mulyo Tani Makmur possesses several strengths that have been identified through interviews with key informants. The company demonstrates broad market coverage, with a primary focus on Sumatra, East Java, and Central Java, in line with government policies promoting national food self-sufficiency. Informants, including M3 (Marketing), noted that the company is also expanding its operations into regions such as Merauke in South Papua to support the development of new agricultural commodities. East Java and Central Java are seen as key regions for marketing due to their agricultural significance, with M2 (Manager) emphasizing that these areas are open to innovations in farming. Additionally, CV Mulyo Tani Makmur's high-quality fertilizers made from premium raw materials were praised by consumers K1 (Palembang) and K2 (Jember), who noted significant increases in crop yields after using the products. The company also uses durable packaging to prevent spillage, adding value to their offerings. Furthermore, the company uses a Purchase Order (PO)-based sales system to streamline production and align output with market demand, which was acknowledged by M2 (Manager) as an effective approach to reducing operational costs.

However, despite these strengths, the company faces several weaknesses. One major challenge, as noted by K1 (Palembang) and K2 (Jember), is the relatively higher price of its products compared to competitors. While the products are of high quality, their higher cost may deter price-sensitive customers. The marketing team is small, with M2 (Manager) pointing out the need for more staff, including social media specialists and content creators, to enhance digital marketing efforts. Although social media could be a powerful tool for marketing, M1 (Director) and M3 (Marketing) mentioned that CV Mulyo Tani Makmur has not fully utilized these platforms to boost brand awareness. Promotion is still heavily reliant on traditional methods like brochures and direct selling, which, according to M2 (Manager), slows brand development and increases costs. Additionally, the lack of an efficient distribution system, as pointed out by M1 (Director) and K1 (Palembang), leads to delays in delivering products, especially outside Java. This has caused some farmers to turn to other, more accessible brands. Strengthening the distribution network is essential for the company to ensure product availability and expand its market share.



**Figure 2. SWOT Analysis Quadrants**

Based on the SWOT quadrant depicted in Figure 2, the marketing strategy of CV Mulyo Tani Makmur is positioned in Quadrant I. This quadrant indicates that the company should adopt a progressive strategy. According to Rangkuti (2014), this is because Quadrant I represents a highly favorable situation for the company and supports the implementation of rapid growth policies. External factors in the company's marketing activities can represent both opportunities and threats that influence business strategies. As a producer of organic and inorganic fertilizers, CV Mulyo Tani Makmur must contend with various external environmental dynamics, including demographic, economic, sociocultural, technological, and political-legal aspects. Analyzing these factors is essential to understand how the company can leverage available opportunities while anticipating potential threats. One of the main threats faced by the company is the prevailing consumer culture, which often prioritizes low prices over product quality. Many farmers remain resistant to new innovations and tend to prefer chemical fertilizers, which are typically more affordable. This presents a significant challenge for CV Mulyo Tani Makmur, which offers higher-priced products that, despite being superior in quality and offering long-term benefits, may be less attractive to price-sensitive customers.

In addition, dependence on imported raw materials constitutes another external risk factor for the company. Fluctuations in foreign exchange rates, particularly the US dollar, can directly affect the prices of raw materials used. As production costs increase due to more expensive raw materials, the company must seek efficiency strategies in order to remain competitive in the market. Competition within the fertilizer industry in Indonesia is also becoming increasingly intense. Both established players and new entrants are continually emerging, offering products at lower prices or employing more aggressive marketing strategies. Furthermore, some competitors hold a larger market share and have greater experience, giving them advantages in distribution and brand recognition.

On the other hand, there are several external opportunities that can be leveraged by CV Mulyo Tani Makmur. One such opportunity is the advancement of information and communication technology, which enables the company to expand its digital marketing efforts. Through the use of digital platforms such as websites, social media, and online marketplaces, the company can expand its market reach and strengthen brand awareness. Changes in farmers' preferences regarding fertilizer usage also present significant opportunities, as an increasing number are shifting from subsidized fertilizers to higher-quality non-subsidized products. Furthermore, the growing adoption of agricultural technologies, including drone-assisted fertilization, enables CV. Mulyo Tani Makmur to adapt to these developments and further enhance its competitive advantage.

Government policies regarding the restriction of imported fertilizers and the provision of subsidies also present significant opportunities for local companies. With regulations in place to reduce dependence on imported fertilizers, local fertilizer products such as those offered by CV Mulyo Tani Makmur have greater opportunities to penetrate the food crop and plantation markets. In order to address various threats and capitalize on available opportunities, CV Mulyo Tani Makmur can implement several strategies formulated through SWOT analysis. The Strength–Opportunity (SO) strategy may involve improving product quality, innovating in fertilizer technology, and expanding distribution to new regions.

On the other hand, the Strength–Threat (ST) strategy can assist the company in overcoming competitive threats by increasing operational efficiency and developing products that are better aligned with market needs. In addition,

an aggressive digital marketing strategy can help the company strengthen its brand and attract more customers. Through the implementation of appropriate strategic approaches, CV Mulyo Tani Makmur can maintain its competitiveness within the fertilizer industry. By leveraging available opportunities and anticipating external threats, the company can continue to grow and expand its market presence in the Indonesian agricultural sector. QSPM (Quantitative Strategic Planning Matrix). Table QSPM (Quantitative Strategic Matrix Planning) Matrix:

**Table 4.1 Alternative Ranking Strategy**

No	STRENGTH	AX	BAG	AXL	BAG	AXLE	BAG	LE
1	Fertilizer products are proven to be good and effective in increasing crop yields	0.16	4	0.63	3	0.47	3	0.47
2	Slow release premium fertilizer products where fertilizers are more durable and efficient to use	0.13	3	0.40	3	0.40	4	0.05
3	farmers who use the product are satisfied with the results	0.16	4	0.63	3	0.47	3	0.07
4	company has a clear target market, namely farmers throughout Indonesia	0.13	4	0.51	3	0.38	4	0.05
5	The company has a strong commitment to maintain product quality	0.12	3	0.36	4	0.48	4	0.06
6	The product has a wide market potential, due to the company's location near the agricultural sector	0.15	3	0.45	2	0.30	2	0.30
7	The shape of the fertilizer is very attractive in contrast to other products, the shape is dense and round	0.15	2	0.31	3	0.46	3	0.46
No	WEAKNESS							
1	The price of the product is still considered too high compared to competitor products	0.15	3	0.45	2	0.30	2	0.30
2	Don't have an official distributor from the company yet	0.15	2	0.31	3	0.46	3	0.46
3	Farmers find it difficult to get products, especially in large quantities or in a short time because they do not have a retail store	0.15	2	0.31	2	0.31	2	0.31
4	Lack of education to farmers about the benefits of the product and direct introduction of the product	0.15	2	0.30	2	0.30	2	0.30
5	Marketing focus for a specific segment is not yet there	0.13	1	0.13	1	0.13	1	0.13
6	Fertilizer products have not yet entered the agricultural tender	0.13	1	0.13	1	0.13	1	0.13
7	Brand image is not well known by farmers	0.14	1	0.14	1	0.14	1	0.14
No	OPPORTUNITY							
1	The number of farmers who still do not use subsidized fertilizers	0.17	3	0.52	4	0.70	4	0.70
2	The government increases the agricultural category in food self-sufficiency	0.17	4	0.68	3	0.51	4	0.68
3	Government programs encourage a lot of agricultural production in Indonesia	0.15	4	0.61	4	0.61	3	0.46
4	Restrictions on imported fertilizers entering Indonesia	0.17	4	0.68	3	0.51	4	0.68
5	Partnerships with farmer groups in several agricultural areas	0.17	4	0.66	4	0.66	4	0.66
6	Restrictions on subsidized fertilizers distributed by the government	0.17	4	0.67	4	0.67	4	0.67
No	THREAT							

1	There is a possibility of product sabotage or other unfair actions of competitors	0.17	4	0.68	4	0.68	4	0.68
2	Competition from imported fertilizers that may have more competitive prices or perceived better quality	0.17	2	0.34	3	0.50	3	0.50
3	The existence of many competitor products at lower prices or more attractive offers	0.17	3	0.50	4	0.66	2	0.33
4	Consumers are more familiar with fertilizer brands that have been on the market for a long time	0.17	3	0.51	2	0.34	4	0.69
5	Competitors have a wider distribution network and are easily accessible to farmers.	0.17	3	0.52	4	0.69	3	0.52
6	Kiosk sellers manipulate the market such as selling fake products or imitating product brands to make a profit	0.15	4	0.61	3	0.46	3	0.46
<b>Total SCORE</b>			<b>12.33</b>		<b>11.87</b>		<b>9.62</b>	

Source: Data processed 2025

From the results of the calculation in table 4.10 above, it is found that the order of priority alternative strategies for CV companies is found. Mulyo Tani Makmur is as follows:

**Table 2. Alternative Ranking Strategy**

No	Rank	Alternatives Strategy	Total Score
1	SO1	Improve Product Quality and Good Reputation Improve the quality of fertilizers that are the company's superior and reputation to expand the market into new agrarian areas with high potential. (S1S2- O1)	12,33
2	SO2	Technology-Based Innovation Using experts to adopt new technologies in the development of organic fertilizer products that are in line with modern agribusiness trends. (S2-O2O3)	11,87
3	SO3	Increased Distribution through Infrastructure	9,62

Source: Data processed 2025

Based on the results of the QSPM matrix analysis, the highest TAS value of 12.33 ranks first for the strategy that focuses on utilizing product quality and a good reputation. The company's owner prioritizes product quality in alignment with the company's vision and mission. CV Mulyo Tani Makmur places a strong emphasis on ensuring the production of high-quality fertilizers that meet rigorous quality assurance standards. This commitment has resulted in the company and its products being recognized for their superior quality and unique product shape. Therefore, maintaining product quality and a strong reputation is crucial. To achieve this, the company must continue innovating its products in line with developments in the agricultural industry while preserving the high standards that customers associate with its brand.

The qualitative foundation for this strategic direction comes from the insights gained during the Focus Group Discussion (FGD), which helped identify alternative strategies that align with the company's current strengths, weaknesses, opportunities, and threats. As shown in the SWOT analysis, the company has significant strengths in product quality and a commitment to maintaining high standards. However, it also faces weaknesses such as the lack of an official distributor network and limited brand recognition among farmers. Opportunities, including a growing demand for fertilizers due to government support for agricultural development and the restriction of fertilizer imports, align well with the company's strengths. Conversely, threats such as competition from lower-priced imported fertilizers and the lack of a distribution network pose challenges. The FGD results provided an objective view of the company's strategic options, enabling the development of strategies like enhancing product quality, utilizing technology, and strengthening distribution systems. These strategies will help CV Mulyo Tani Makmur leverage its strengths to address external opportunities while mitigating weaknesses and threats.

## CONCLUSIONS AND PRACTICAL IMPLICATION

Based on the interview analysis, data findings, and previous discussions, CV Mulyo Tani Makmur's marketing strategy can be summarized by evaluating the company's internal and external factors. The company has identified 14 internal factors and 12 external factors, with the IFE matrix showing strength and weakness scores of 3.31 and 3.22, respectively, while the EFE matrix shows opportunity and threat scores of 3.35 and 3.21. This positions the company in quadrant I of the SWOT matrix, indicating an aggressive diversification strategy by leveraging strengths and opportunities. To enhance marketing effectiveness, CV Mulyo Tani Makmur can implement strategies such as brand building through personal selling, online promotions, utilizing social media and marketplaces, expanding the marketing team, innovating products, establishing partnerships with farmer groups and agricultural stalls, and providing employee training. The primary strategy, based on the QSPM matrix, focuses on expanding markets into high-potential agrarian areas by emphasizing product quality and reputation, applying new technologies for organic fertilizer development, and optimizing distribution networks to meet high demand.

The managerial implications suggest that the company must focus on promoting its high-quality fertilizers and competitive pricing, leveraging its strengths to strengthen the brand. Addressing distribution weaknesses requires improving the distribution network and expanding the marketing team to target agricultural regions. Additionally, the company should capitalize on market opportunities by diversifying product lines and exploring organic and inorganic fertilizers. Enhancing marketing through social media and digital platforms will increase brand awareness, while keeping an eye on regulatory changes and competitors will ensure the company adapts to external threats. Future research can combine SWOT with TOWS matrices and use quantitative methods like AHP or SMART to further prioritize strategies. By implementing these strategies, CV Mulyo Tani Makmur can effectively compete in the fertilizer market and achieve its long-term goals.

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