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# The red onion (Allium ascatonicum L.) marketing strategy is based in the Rejoso District, Mojorembaun Village, and Nganjuk Regency.

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**ABSTRACT**
Shallots (Allium ascalonicum L) are annual plants and one of the high-value horticultural commodities. As the harvest season approaches, farmers often face the issue of price declines due to simultaneous harvests in other regions. Given this situation, it is necessary to formulate marketing strategies to ensure that farmers continue to earn a fair income. This study aims to identify external factors (opportunities and threats) and internal factors (strengths and weaknesses), determine appropriate alternative marketing strategies, and set marketing strategy priorities. The data processing and analysis methods used include SWOT analysis, which covers IFE, EFE, and IE matrices, further developed using the SWOT Matrix, and strategy priority determination using QSPM analysis. Based on the QSPM analysis results, the top-priority marketing strategy for shallots in Mojorembun Village is to set clear objectives for shallot cultivation by implementing standard operating procedures (SOP) for shallot farming in order to compete with competitors, with a TAS score of 7.409.

**Keywords —** red onion, QSPM, SWOT

## 1. Introduction

Shallots (Allium ascalonicum L.), an annual plant, are highly valued horticultural commodities in high demand daily and significantly impact farmers' well-being. One of East Java's biggest producers of red onions is Nganjuk Regency, according to the [1]. 2020 saw Nganjuk emerge as East Java's top producer of red onions, with a harvest that covered 14,505 hectares and 1,730,608 quintals. Not only is Nganjuk Regency one of the areas that grow red onions, but Sukomoro District is home to a sizable red onion market. Nganjuk Regency's Rejoso District is one of the regions where red onions are grown. Between 2019 and 2021, the Rejoso District's red onion harvest area grew. 4,730 hectares of red onions were harvested in 2019 and 5,318 hectares in 2020 [2].

Price drops are one of the challenges red onion farmers face during harvest; in 2021, prices significantly dropped from Rp 20,000 per kilogram to Rp 12,000 per kilogram. This is because a lot of red onions are harvested and sent from outside Nganjuk to the Sukomoro market, and the harvest schedule coincides with these areas. Thus far, growers have sold red onions to middlemen during harvest season. Some of the issues experienced by farmers include the dropping price of red onions, selling red onions to middlemen, and the impact of heavy rainfall, which causes the quality of the produced red onions to diminish. Marketing or cultivation-related management must be done to attain a higher selling value.

Previous research evaluating horticulture marketing includes [3], titled "Marketing Strategy for Siam Orange Seedlings (Citrus Nobilis) at UD. Mapan Hortikultura, Yosomulyo Village, Gambiran District, Banyuwangi." The purpose of this study is to examine QSPM and SWOT. The study's findings are used to rank the

importance of several marketing approaches for Siam orange seedlings. The research results reveal that the company is in cell I of the IE matrix, which signifies a stage of growth and development. The key objective in QSPM is to expand the product's market reach or add new markets, with a score of 7.61. They leveraged cash and human resources to build agreements with seed providers in closer places, rating 7.60, renting a more strategic sales location, and maximizing promotions, scoring 7.55.

[4] in the paper titled "Marketing Strategies for Horticultural Plant Seeds at PT Wira Agro Nusantara Sejahtera." This research intends to analyze marketing tactics and examine the marketing mix at PT. Wiranusa. The result of this research is a strategy that should be used, notably the SO strategy, which has the most expansive coordinate area: 1.1. Increasing the number of discoveries from research on excellent seeds from many types for each product; 2. It was expanding, expanding, and preserving the commitment of partner farmers; 3. Meeting market demand targets by increasing production capacity. Market segmentation includes Distributor (R0), Dealer (R1), Agent (R2), and Retailer (R3) with options for packaged or bulk products. Targeting covers all vegetable producers in Indonesia using seeds from PT Wira Agro Nusa, and its positioning is centred on sustainable seed product innovation in generating superior seeds. Companies are recommended to establish a website that merges information and marketing and boosts finance assets to match the production capacity expected by the market.

[5] in the research titled "Analysis of Marketing Strategies to Increase the Sales Volume of Red Onions in Harapan Masa Village, South Tapin District, Tapin Regency." The study's findings show that (1) The Harapan Masa I farmer group appropriately and accurately implements segmentation, targeting, and positioning when implementing marketing tactics. Proderma then uses the four Ps of the Marketing Mix: pricing, location, promotion, and product strategy. (2) The primary strategy of the Harapan Masa I farmer group is a growth plan, according to the company's internal and external analyses. To keep the community's trust in the group's products, the Hope for the Future farmer group must continue to maintain and enhance the quality of its output.

Based on earlier research studies, this study intends to identify alternative marketing approaches and the right priorities for the development of red onions in Mojorembun Village, Rejoso District, Nganjuk Regency.

## 2. Method

Contains an explanation of the experimental design and the research parameters used. This method is written briefly (no more than 600 words) but detailed enough to allow the method to be repeated or used by other researchers. The research procedures were written in detail with reference to the original or modified published procedures. Methods and specifications of equipment/materials used such as chemicals, microbial strains, plant species, mutants, etc. are written in full. Each method is written using sub-sections (sub-chapters). The use of units of measure follows the international system of writing.

Purposive sampling is the technique employed. The village chief who chairs the Red Onion Association in Nganjuk Regency and the traditional leader who chairs the Red Onion Association in East Java comprise the sample used in this study. This study is located in Mojorembun Village, Rejoso District, Nganjuk Regency. Mojorembun Village has a large number of shallot farmers, which is why this place was selected. This research was carried out from February 2023 to the end of March 2023.

Three steps comprise the analytical technique utilized to examine the data in this study: the input stage, the matching stage (which creates alternative strategies), and the decision stage (which establishes the strategies' priority) [6]. [7] states that identifying internal and external elements is a part of the input stage. Internal factors can be identified by assessing the internal components that affect the business—human resources, products, promotions, pricing, and distribution. Analyzing market share, buyer or consumer factors, technological advancements, societal issues, economic situations, and competition is how external factors are evaluated.

The IFE and EFE matrices aim to analyze the company's external and internal environmental elements. The IFE matrix categorizes the company's strengths and weaknesses, and the EFE matrix examines external factors by classifying them as opportunities or dangers to the business.

The following are the steps involved in constructing the IFE and EFE matrices:

a. Enumerate the primary internal and external elements discussed in the internal and external audit processes
b. Assign a weight to every factor on a scale of 0.0 (not necessary) to 1.0 (extremely significant). Each factor's weights added together must equal 1.0
c. Rate each internal component in the IFE matrix from 1 to 4, designating it as very weak (rank = 1), weak (rank = 2), vital (rank = 3), or very strong (rank = 4). Remember that while weaknesses should be rated at 1 or 2, strengths should be ranked at 3 or 4
d. The EFE matrix rates each central external element from 1 (the response is below average) to 4 (the firm's perfect reaction), with 3 (the response is above average) and 2 (the response is average) representing how well the company is currently reacting to these variables.
e. To get the weight score, multiply each factor's weight by its rating.
f. To get the overall weight score, add the weight scores of all the variables.

The IFE matrix indicates that the overall weighted score varies from 1.0 to 4.0, with a mean value 2.5. A score below 2.5 signifies internal weakness within the organization, whilst a score above 2.5 denotes a robust internal position. A total score of 4.0 demonstrates the company's ability to leverage its strengths to foresee vulnerabilities, while a score of 1.0 signifies its inability to anticipate flaws through its strengths.

Table 1. IFE and EFE Matrix Models

| Internal Factor | Ranking Weight Value | | |
|---|---|---|---|
| | a | b | c |
| A.Strengh/Weakness | | | |
| 1. | | | |
| 2. | | | |
| n. | | | |
| Total | 1.0 | | |
| Eksternal Factor | Ranking Weight Value | | |
| | a | b | c |
| 1. | | | |
| 2. | | | |
| 3. | | | |
| n | | | |
| Total | 1.0 | | |

*Source: David (2009)*

The matching phase utilizes the IE matrix to chart the company's aggregate scores. The IFE and EFE matrices are derived from the company's internal and external evaluations. The IE matrix comprises two dimensions: the cumulative score from the IFE matrix and the cumulative score from the EFE matrix. The cumulative score of the IFE matrix is represented on the X-axis, where scores ranging from 1.0 to 1.99 denote a weak internal position, scores from 2.0 to 2.99 signify an average position, and scores between 3.0 and 4.0 indicate a superior position. The cumulative score of the EFE matrix is represented on the Y-axis, with scores ranging from 1.0 to 1.99 classified as low, values from 2.0 to 2.99 as moderate, and scores from 3.0 to 4.0 as high.

[6] elucidates that this matrix is crucial in assessing a company's position, comprising nine cells, although it is generally categorized into three principal segments that exert distinct strategic influences. The growth and build approach encompasses cells I, II, or IV, with appropriate implementation techniques comprising intense strategies (market penetration, market development, and product creation) and integration strategies (backwards, forward, and horizontal integration). Management of maintenance and sustainability, encompassing cells II, V, or VII, can be achieved by market penetration and product development methods. Harvesting or divestiture encompasses sections VI, VIII, and IX.

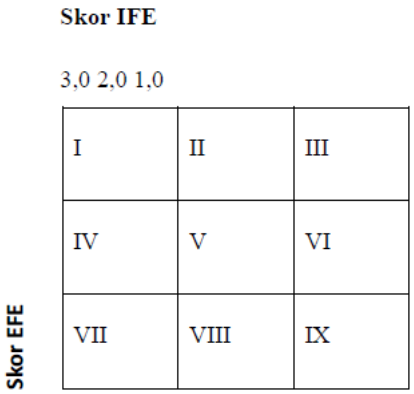


Figure 1. Matriks IE

*Source: David (2009:344)*

| IFE<br>EFE | STRENGTHS (S)<br>Menentukan faktor-faktor kekuatan internal | WEAKNESSES (W)<br>Menentukan faktor- faktor kelemahan internal |
|---|---|---|
| OPPORTUNITIES (O)<br>Menentukan faktor- faktor peluang eksternal | STRATEGI SO<br>Menciptkan strategi menggunakan kekuatan untuk memanfaatkan Peluang | STRATEGI WO<br>Menciptakan strategi yang meminimalkan kelemahan untuk memanfaatkan peluang |
| THREATS (T)<br>Menentukan faktor- faktor ancaman eksternal | STRATEGI ST<br>Menciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman | STRATEGI WT<br>Menciptakan strategi yang meminimalkan kelemahan dan menghindari ancaman |

Figure 2. Matriks SWOT

*Source: David (2009:328-329)*

The SWOT matrix is a technique for developing diverse alternative plans for implementation. This study distinctly delineates the organization's external opportunities and challenges, which can be correlated with its strengths and weaknesses. [6]. This matrix generates four categories of potential alternative strategies:

a. SO denotes a strategy that utilizes strengths to capitalize on opportunities.
b. ST employs strengths to mitigate the effects of threats.
c. WO seeks to enhance weaknesses by harnessing opportunities and reducing vulnerabilities.
d. WT concentrates on minimizing current weaknesses while evading threats.

Figure 2 illustrates the interplay between internal and external factors within the SWOT matrix.

The decision-making phase employs the quantitative strategic planning matrix (QSPM), which consists of six processes for matrix construction as outlined below:

a. Compile a list of external opportunities or threats and internal strengths or weaknesses of the organization in the left column of the QSPM. This information is derived from the IFE and EFE matrices
b. Allocate weights to each internal and external component using the same weights as those in the IFE and EFE matrices
c. Assess the matching stage matrix and determine alternative tactics the company should contemplate for execution
d. Calculate the Attractive Scores (AS) as numerical values that signify the relative appeal of each technique within each unique possibility
e. Compute the Total appealing Score (TAS) by multiplying the weights with the appealing ratings
f. Compute the aggregate of the appealing scores. The most excellent TAS value signifies that the plan should be prioritized.

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## 3. Discussion

The IFE matrix delineates intrinsic components encompassing,

Table 2. Outcomes of IFE Matrix Analysis

| No | Internal Factor | Weight | Ratings | Mark |
|---|---|---|---|---|
| | **Strengh** | | | |
| 1. | Agriculturists possess expertise in shallot cultivation | 0,114 | 4 | 0,457 |
| 2. | Farmers comprehend shallot marketing | 0,114 | 4 | 0,457 |
| 3. | The products were acquired at a reasonable price | 0,057 | 2 | 0,114 |
| 4. | Efficiently delineating the market | 0,114 | 3 | 0,343 |
| 5. | The market is optimally situated | 0,114 | 4 | 0,457 |
| 6. | The cultivation produces red onions effectively. | 0,114 | 3 | 0,343 |
| | **Weakness** | | | |
| 1. | Farmers have not properly defined their objectives for planting red onions | 0,114 | 1 | 0,114 |
| 2. | Farmers have yet to implement the standard operating procedures for shallot growing | 0,114 | 2 | 0,343 |
| 3. | Farmers have inadequately executed financial reporting | 0,114 | 3 | 0,286 |
| | **Total** | 1 | | 2,914 |

*Source: The data has been processed*

The analysis presented in Table 2 utilizing the IFE matrix determined that the marketing of red onions in Mojorembun village achieved a score of 2.914, signifying a robust internal stance in mitigating the company's vulnerabilities. [6] asserted that an overall average score exceeding 2.5 signifies a robust internal position, consistent with the findings of [8] and [4]. The primary advantage in marketing red onions in Mojorembun Village is the farmers' expertise in cultivation and their comprehension of red onion marketing, along with a strategically positioned market, yielding a value of 0.457. Typically, farmers possess storage facilities, allowing them to store their products in the warehouse when sales are postponed. For farmers to successfully market their products, the location and convenient access to the road leading to the market are crucial. The deficiency in the marketing of red onions in Mojorembun Village lies in the fact that products have been acquired at suitable rates, and farmers have yet to define explicit objectives for farming red onions, with a value of 0.114, as indicated by [5]. The absence of an independent assessment of the profitability or loss from cultivation lacks market orientation.

The EFE matrix delineates the external elements encompassing possibilities and dangers in marketing red onions in Mojorembun Village.

Table 3 delineates the primary opportunities for selling red onions in Mojorembun Village. It highlights government support for production facilities and farmers' adoption of technology for product marketing, with a value of 0.484, consistent with [5] research. Access to support for infrastructure and production helps mitigate farmers' costs, hence preventing substantial losses during the sale process in the event of low prices. Farmers employing technology and social media generate several prospects for selling red onion products, as indicated by [3].

Price inflation jeopardizes the marketing of red onions in Mojorembun Village, impacting sales with an estimated value of 0.258. Inflation diminishes consumers' purchasing power as the rupiah's exchange rate fails to align with the value of acquired goods. This finding aligns with the studies undertaken by [8].

Table 3. Results of the EFE Matrix Analysis

| No | Eksternal Factor | Weight | Ratings | Mark |
|---|---|---|---|---|
| | **Opportunity** | | | |
| 1 | The community's income influences the acquisition of red onions | 0,097 | 3 | 0,290 |
| 2 | The government offers assistance for manufacturing facilities | 0,161 | 3 | 0,484 |
| 3 | Agriculturists are employing technology to promote red onion goods | 0,161 | 3 | 0,484 |
| 4 | Farmers have already embraced the current technology | 0,129 | 2 | 0,258 |
| | **Thread** | | | |
| 1 | The government has not engaged substantially in the marketing process | 0,097 | 3 | 0,290 |
| 2 | Price inflation significantly impacts the sales of red onions. | 0,065 | 4 | 0,258 |
| 3 | Numerous competitors are also farming red onions | 0,129 | 3 | 0,387 |
| 4 | Market competition influences the pricing of red onions. | 0,161 | 2 | 0,323 |
| | **Total** | 1 | | 2,774 |

*Source: The data has been processed*

The outcomes derived from the IFE matrix and the EFE matrix will subsequently facilitate the formulation of the IE matrix (Internal-External). The IE matrix is employed to thoroughly assess the company's position and identify the most suitable solutions for implementation. Figure 3 presents the IE matrix for marketing red onions in Mojorembun Village.

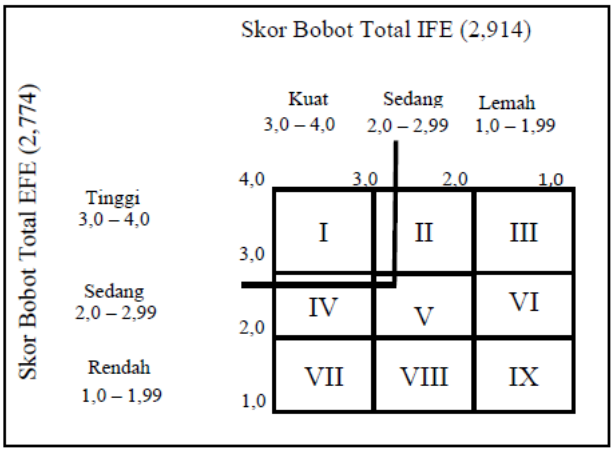


Figure 3. Matriks IE

*Source: The data has been processed*

The average IFE value of 2.914 and the average EFE value of 2.774 show that red onions' marketing position in Mojorembun village is in cell V. This role can be viewed as a plan for maintenance and sustainability, wherein the applicable marketing tactics for red onions include market penetration and product development. [9] asserts that the strategy of maintenance and sustainability encompasses cells II, V, or VII, which can be administered through market penetration and product development methods.

Market penetration is a technique used to enhance market share for existing items inside the present market by intensifying marketing activities. The market penetration plan can be executed by optimizing social media technology to engage or reach clients. Product development is a strategy aimed at enhancing sales while preserving product quality. The proposed invention involves labelling red onions to inform consumers of their origin from a specific place in Nganjuk Regency. This outcome corresponds with the study performed by [5].

Several alternative strategies can be developed by examining internal and external elements using the SWOT matrix.

a. SO Strategy (Strengths-Opportunities)

- Farmers proficient in red onion cultivation can provide high-quality products, employing advanced production techniques and marketing technologies.

- Farmers comprehend using social media technologies (WhatsApp and Facebook) to access the market for red onion sales.

b. ST Strategy (Strengths-Threats)

Farmers can efficiently cultivate red onions to maintain competitiveness.

c. WO Strategy (Weaknesses-Opportunities)

They are establishing objectives for efficient cultivation to guarantee suitable pricing throughout production.

d. WT Strategy (Weakness-Threats)

They are establishing cultivation objectives for red onions by implementing standard operating procedures (SOP) to enhance competitiveness.

The QSPM (Quantitative Strategic Planning Matrix) analysis represents the concluding phase in developing strategic alternatives. The results of the calculations for the marketing strategy of red onions in Mojorembun Village are presented here.

Table 4. Evaluation of alternative marketing tactics

| No | Alternative Strategies | TAS Score | Ranking |
|---|---|---|---|
| 1. | Proficient agriculturists in red onion cultivation to provide superior products | 6,358 | 3 |
| 2. | Farmers employ production facilities and marketing technologies. | 5,158 | 4 |
| 3. | Farmers comprehend the utilization of social media platforms (WhatsApp and Facebook) for marketing red onions to access the market | 5,114 | 5 |
| 4 | Farmers can effectively cultivate red onions to compete with their competitors | 5,021 | 6 |
| 5 | Establishing cultivation objectives effectively to ensure that prices remain suitable during production. | 6,821 | 2 |
| 6 | Establishing objectives for shallot cultivation through the implementation of standard operating procedures (SOP) to enhance competitiveness | 7,409 | 1 |

*Source: The data has been processed*

The total Attraction Score (TAS) calculation for marketing red onions in Mojorembun village suggests formulating cultivation objectives by implementing standard operating procedures (SOP) to enhance competitiveness, resulting in a TAS score of 7.409. This outcome corresponds with [8]. By establishing objectives at the onset of the planting process and focusing on the desired market orientation, the goal is to attain profit margins from the cultivation of red onions during the marketing phase. Establishing effective standard operating procedures for red onion production through meticulous preparation and care will result in substantial harvests, enabling competitive market positioning against rivals. This result corresponds with [3].

The most advantageous technique for farmers is cultivating red onions to remain competitive against rivals efficiently. This alternate technique is less preferred since it will not operate appropriately without alignment to market orientation objectives even if production is realised.

## 4. Conclusion

The research findings about alternate marketing tactics for red onions in Mojorembun Village, Rejoso District, Nganjuk Regency are as follows:

a. Farmers possess expertise in the cultivation of red onions to yield high-quality products.
b. Farmers employ production facilities and marketing technologies.
c. Farmers comprehend using social media technologies (WhatsApp and Facebook) to sell red onions.
d. Farmers can efficiently cultivate red onions to maintain competitiveness.
e. Establishing explicit objectives for cultivation to guarantee suitable pricing throughout output.

f. Setting agricultural objectives for red onions through implementing standard operating procedures (SOP) to enhance competitiveness.

The primary plan for red onion farming in Mojorembun Village, Rejoso District, Nganjuk Regency, is to set cultivation objectives by executing standard operating procedures (SOP) to enhance competitiveness, attaining a TAS score of 7.409.

The research recommends that farmers establish goals for farming red onions from the beginning to maintain a market-oriented focus. They should consistently uphold the quality and volume of production to prevail in the current competition and leverage available social media platforms, such as establishing WhatsApp and Facebook groups, to facilitate the marketing of red onions.

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