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3. Have no conflict of interest with respect to this research or its funding.

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Marketing Strategies for Sweet Potato Chips: A Case Study of CV. Mitra Mandiri, Mojokerto"

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SUBMITTED : APR 14, 2024

ACCEPTED : JUN 03, 2024

PUBLISHED : JUN 28, 2024

ABSTRACT

After the Covid-19 pandemic, the marketing of sweet potato chips produced by CV Mitra Mandiri has become limited. The purpose of this research is to analyze the internal and external factors in the marketing of sweet potato chips, to develop alternative marketing strategies for sweet potato chips, and to determine the appropriate marketing strategy for sweet potato chips. This research utilizes the IE Matrix (Internal-External), SWOT Matrix (Strengths, Weaknesses, Opportunities, Threats), and QSPM (Quantitative Strategic Planning Matrix) analysis. The results of the IE Matrix analysis indicate that CV. Mitra Mandiri in cell V can implement strategies to survive and sustain itself. Based on alternative strategies, the priority strategy with the highest value of 7.57 is to enhance human resources for market control of sweet potato chips through digital marketing.

Keywords — Marketing Strategy, Sweet Potato Chips, SWOT, QSPM

1. Introduction

Economies around the world, including Indonesia, are experiencing changes due to the Covid-19 pandemic. Based on data from (BPS 2020), 67.77 percent of Micro and Small Enterprises (MSEs) experienced a decrease in revenue from July to September 2020 (third quarter), 5 out of 10 companies experienced problems in marketing their products. Constraints in marketing the products produced. Marketing is the main problem experienced by many companies at all business scales.

CV Mitra Mandiri is a company engaged in various snack foods, one of which is sweet potato chips. The snack food is used as a souvenir from Pacet - Mojokerto, so the target market for sweet potato chips products is tourists. The condition of CV Mitra Mandiri had stopped production for one year at the beginning of Covid19 in 2020 because various tourist destination areas were closed. Then started operating again in June 2021. The condition of CV. Mitra Mandiri after the

pandemic has decreased production from the previous 2,000 kg of sweet potatoes to 1,000 kg of sweet potatoes per one month.

Product marketing can be widely reached by utilizing digital marketing (Nugraha et al., 2022). CV. Mitra Mandiri has not been able to market sweet potato chips products optimally, which has an impact on not achieving market segmentation outside East Java.

Based on these problems, it is necessary to conduct research to determine marketing strategies using IE matrix analysis, SWOT and decision making with QSPM.

2. Method

This research design is intended to analyze internal and external factors in order to formulate strategies and determine marketing strategy priorities for sweet potato chips produced by CV. Mitra Mandiri. The research method used is a descriptive research method with a quantitative approach. Samples or respondents in the

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study were the owner of CV Mitra Mandiri and academic experts.

The sampling technique was carried out by using purposive sampling method. The research instruments used to collect data and information in this study are open questionnaires (interviews) and closed questionnaires. Furthermore, filling out the QSPM questionnaire to know the alternative strategies chosen.

Primary data is obtained directly from the results of direct interviews with related parties at CV. Mitra Mandiri. While secondary data is obtained from literacy about related to the marketing strategy of business products.

Data collection was carried out for the strengths, weaknesses, opportunities and threats variables. The analysis technique used uses three stages, the first is the Input Stage using IFE Matrix and EFE Matrix, then Matching Stage using IE Matrix and SWOT Matrix analysis, and decision making using QSPM analysis.

The first stage that is passed is the entry of data that is useful for assigning weights and ratings to external and internal analysis, matching is carried out to enter into the IE matrix and then in determining decision strategies, and decision making.

3. Discussion

Based on the results of the interviews conducted, it is known that Strengths, Weaknesses, Opportunities, and Threats as follows :

a. Strengths,

The strengths include quality sweet potato raw materials used, Sweet potato chip products can last for approximately 3 months, Sweet potato chip products do not use preservatives, The price of sweet potato chip products is affordable, The price of sweet potato chip products is diverse, The selling price is determined based on the target market and the prices of competing products, The location of CV. Mitra Mandiri is strategic, The location of CV. Mitra Mandiri is privately owned, There are sales or employees whose job is

to distribute products from producers to resellers / retailers, and Sweet potato chip products are distributed outside the production area.

Sweet potato chip products use quality raw materials and are obtained directly from farmers or pest attacks. The durability of sweet potato chips lasts after passing through the frying and packaging process. Conditions of sweet potato chips that exceed the 3-month time limit are handled by collecting the products and then burning them. CV Mitra Mandiri is committed to maintaining product quality by not using preservatives in its preparations. So that the sweet potato chip products produced are healthier and safer for consumption by customers, the selling price of sweet potato chips is IDR 4,000 to IDR 12,000 per package. The price variation of sweet potato chip products is due to the fact that the products sold by CV. Mitra Mandiri are generally purchased by resellers. The distribution channel for sweet potato chips products starts from producers → retailers (resellers) → consumers. The location of CV Mitra Mandiri is private ownership so that the manager or owner does not need to pay rent or contract fees and this is included in the strength of the company. The existence of sales or employees in charge of distributing products is the strength of the company in supporting the process of selling products to a wider audience.

b. Weaknesses

The weaknesses of this sweet potato chip product are that sweet potato chip products have no characteristics / uniqueness, promotion is still carried out traditionally, the promotional media carried out is still simple so that the reach of market segmentation is limited, the promotion carried out is not optimal and has not reached the company's target, there is no special budget for promotional activities, there is no special workforce that handles promotional activities, CV. Mitra Mandiri has not been able to adapt to digital marketing.



Sweet potato chips products produced by CV Mitra Mandiri currently have no characteristics or are no different from competitors' products. This makes competition between producers tighter. Promotional activities at CV Mitra Mandiri are still carried out traditionally or only through word of mouth. According to Wulandari et al., (2019), Word of Mouth (WOM) is an effort to promote products through oral to recommend and sell products to customers. The promotional media carried out by CV. Mitra Mandiri is only through employees in the marketing division and sales from outside the production area. CV. Mitra Mandiri also uses the WhatsApp Group application to coordinate between sales and employees. CV. Mitra Mandiri's workforce is small and does not understand how to promote sweet potato chips using digital marketing technology. This makes CV. Mitra Mandiri unable to keep up with the development of digital marketing technology.

c. Opportunities,

The opportunities that can be taken from this business are CV. Mitra Mandiri has a good relationship with the community in the company environment, The community has a consumptive culture towards sweet potato chips products, Sweet potato chips can be consumed for all groups (upper middle and lower middle class), The environment around CV. Mitra Mandiri Mojokerto supports the prerequisites for the production process and marketing of sweet potato chips products, CV. Mitra Mandiri gets business support from the Mojokerto Regency government, Keeps up with technological developments in the production process, Keeps up with the rapid development of marketing technology, and The application of payment installments for products offered in souvenir shops is appropriate for controlling the market.

The good relationship between the community and CV Mitra Mandiri makes all production activities easier. The consumptive culture of society is an opportunity for the company to attract

customers' interest in sweet potato chip products as daily snack food. Sweet potato chips are produced without preservative additives at an affordable price, making this product can be consumed by all groups, both upper middle class and lower middle class, and can also be consumed for all ages. The Mojokerto Regency Government is currently aggressively inaugurating several new tours in Pacet - Mojokerto. So that this is an opportunity for CV. Mitra Mandiri to participate in introducing sweet potato chip products to tourists. The application of payment installments applied by marketing and sales employees is an opportunity for CV. Mitra Mandiri to dominate the market because it can facilitate resellers / retailers in buying and maintaining the availability of sweet potato chip products.

d. Threats

The threats that can be posed by this business are The existence of inflation can affect the company, The economic conditions after the Covid-19 pandemic are not yet stable, The income of the people of Mojokerto affects the purchase of sweet potato chips products produced by CV. Mitra Mandiri, The existence of competitors, and Business ideas are easily copied by competitors.

The increase in raw material prices has a serious impact on CV. Mitra Mandiri. Every increase in the price of raw materials makes the company consider the benefits that will be obtained. Greater public income tends to affect greater consumption power, while smaller income will reduce people's consumption power or purchasing power. CV. Mitra Mandiri's competitors have grown into producers of various similar snack foods. The business idea of producing sweet potato chips with a simple manufacturing process poses a threat to CV. Mitra Mandiri because the business idea is easily copied by competitors.



The following are the results of analyzing the company's external factors using the EFE (External Factor Evaluation) and IFE Matrix analysis shown in Table 4.1 and Table 4.2

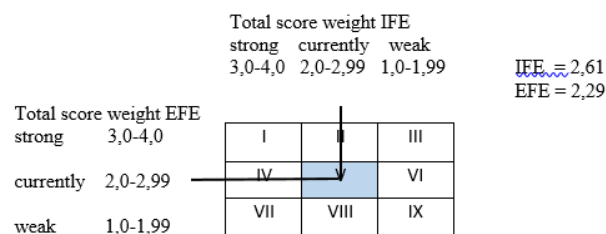
Strengths	weight	ranking	score weight
Quality sweet potato raw materials used	0,065	3	0,194
Sweet potato chip products can last for approximately 3 months,	0,048	3	0,145
Sweet potato chip products do not use preservatives,	0,048	3	0,145
The price of sweet potato chip products is affordable,	0,048	3	0,145
The price of sweet potato chip products is diverse,	0,065	4	0,258
Prices vary from Rp 4,000 to Rp 12,000 per package,	0,048	3	0,145
The selling price is determined based on the target market and the prices of competing products,	0,048	3	0,145
The location of CV. Mitra Mandiri is strategic,	0,048	3	0,145
The location of CV. Mitra Mandiri is privately owned,	0,065	4	0,258
There are sales or employees whose job is to distribute products from producers to resellers / retailers,	0,065	3	0,194
Sweet potato chip products are distributed outside the production area.	0,065	3	0,194
Total Strength Score			1,968
Weaknesses	weight	ranking	score weight
sweet potato chip products have no characteristics / uniqueness,	0,048	2	0,097
promotion is still carried out traditionally,	0,048	2	0,097
the promotional media carried out is still simple so that the reach of market segmentation is limited,	0,048	2	0,097
the promotion carried out is not optimal and has not reached the company's target,	0,065	2	0,129
there is no special budget for promotional activities,	0,048	2	0,097
there is no special workforce that handles promotional activities,	0,065	1	0,065
CV. Mitra Mandiri has not been able to adapt to digital marketing	0,065	1	0,065
Total Weaknesses Score			0,645
Total			2,613

Based on the analysis results of the IFE Matrix presented in Table 4.2, CV. Mitra Mandiri obtained a score of 2.61. This score indicates that the internal environment of CV. Mitra Mandiri is strong in addressing the company's weaknesses. The results of this research are supported by the statement made by David F. R (2009: 230) that a total weighted score on the Internal Factor Evaluation Matrix of more than 2.5 indicates a strong internal position. The main strength of CV. Mitra Mandiri is its affordable product prices and its own business location, valued at 0.258. The affordable product prices attract both resellers/retailers and consumers to purchase sweet potato chips in larger quantities. Then, owning one's own business location will be more advantageous for the company because it will not have to incur annual rental costs, making it easier for the company to sustain itself in facing competition from competitors. The main weakness of CV. Mitra Mandiri, with the smallest analysis score of 0.065, is the absence of specialized personnel for promotional activities, and CV. Mitra Mandiri has not yet been able to adapt to digital marketing.

Opportunities	weight	ranking	score weight
CV. Mitra Mandiri has a good relationship with the community in the company environment,	0,083	4	0,333
The community has a consumptive culture towards sweet potato chips products, Sweet potato chips can be consumed for all groups (upper middle and lower middle class),	0,063	2	0,125
The environment around CV. Mitra Mandiri.Mojokerto supports the prerequisites for the production process and marketing of sweet potato chips products,	0,083	4	0,333
CV. Mitra Mandiri gets business support from the Mojokerto Regency government,	0,083	1	0,083
Keeps up with technological developments in the production process,	0,083	2	0,167
Keeps up with the rapid development of marketing technology,	0,083	2	0,167
The application of payment installments for products offered in souvenir shops is appropriate for controlling the market	0,063	3	0,188
Total Opportunities Score			1,563
Threats	weight	ranking	score weight
The existence of inflation can affect the company,	0,083	2	0,167
The economic conditions after the Covid-19 pandemic are not yet stable,	0,083	1	0,083
The income of the people of Mojokerto affects the purchase of sweet potato chips products produced by CV. Mitra Mandiri,	0,063	2	0,125
The existence of competitors,	0,083	2	0,167
Business ideas are easily copied by competitors.	0,063	3	0,188
Total Threats Score			0,729
Total			2,292

Based on the analysis results of the EFE Matrix presented in Table 4.3, it shows that the main opportunity for CV. Mitra Mandiri is maintaining good relations with the community and the company's environment, which supports the prerequisites for the production and marketing processes of sweet potato chips, with a value of 0.33. The good relationship between CV. Mitra Mandiri and the surrounding community can facilitate the company in obtaining a supply of sweet potato raw materials. This is also supported by the environmental opportunities of CV. Mitra Mandiri that meet the prerequisites for the production and marketing processes of sweet potato chips. The threat to CV. Mitra Mandiri is the easily replicable business idea, with a value of 0.188. The ease of replicating this business idea intensifies the competition in the sale of sweet potato chips.

The results of the matching stage analysis involve combining internal factors (strengths and weaknesses) with external factors (opportunities and threats) to create a reasonable alternative strategy. Here are the results of the analysis using the IE Matrix and SWOT Matrix.



Based on the results of the IE (Internal External) matrix analysis presented in Figure 4.4, the average IFE value is 2.61, while the average EFE value is 2.29, indicating that



CV. Mitra Mandiri is positioned in quadrant V, which means it is more appropriately managed with a strategy of maintaining and preserving. Strategies that can be applied to CV. Mitra Mandiri are market penetration and product development strategies. CV. Mitra Mandiri can increase sales by promoting and expanding the reach of its products, maintaining quality and pricing, and innovating by adding various flavors such as savory, spicy, and others to attract consumers to purchase sweet potato chips.

Based on the results of the internal and external factor analysis of the company, several strategic alternatives have been formulated using the SWOT Matrix analysis.

Internal Factor Evaluation (IFE)	External Factor Evaluation (EFE)	Strengths	Weakness
		<ol style="list-style-type: none"> Quality sweet potato raw materials used Sweet potato chip products can last for approximately 3 months, Sweet potato chip products do not use preservatives, The price of sweet potato chip products is affordable, The price of sweet potato chip products is diverse, Prices vary from Rp 4,000 to Rp 12,000 per package, The selling price is determined based on the target market and the prices of competing products, The location of CV. Mitra Mandiri is strategic, The location of CV. Mitra Mandiri is privately owned, There are sales or employees whose job is to distribute products from producers to resellers / retailers, Sweet potato chip products are distributed outside the production area. 	<ol style="list-style-type: none"> sweet potato chip products have no characteristics / uniqueness, promotion is still carried out traditionally, the promotional media carried out is still simple so that the reach of market segmentation is limited, the promotion carried out is not optimal and has not reached the company's target, there is no special budget for promotional activities, there is no special workforce that handles promotional activities, CV. Mitra Mandiri has not been able to adapt to digital marketing
Opportunities		SO	WO
<ol style="list-style-type: none"> CV. Mitra Mandiri has a good relationship with the community in the company environment, The community has a consumptive culture towards sweet potato chips products, Sweet potato chips can be consumed for all groups (upper middle and lower middle class), The environment around CV. Mitra Mandiri Mojokerto supports the prerequisites for the production process and marketing of sweet potato chips products, CV. Mitra Mandiri gets business support from the Mojokerto Regency government, Keeps up with technological developments in the production process, Keeps up with the rapid development of marketing technology, The application of payment installments for products offered in souvenir shops is appropriate for controlling the market 		<ol style="list-style-type: none"> Maintaining product quality and ensuring customer loyalty: (S1, S2, S3, S4, S9, S10, O1, O2, O4, dan O5), Maintaining affordable prices and a variety of prices: (S1, S6, S7, O2, O3, O7, dan O8), Participating in various exhibitions/bazaars to introduce sweet potato chip products to new customers: (S1, S2, S3, S4, S10, S11, O2, O3, dan O5). 	<ol style="list-style-type: none"> Creating an innovation for sweet potato chips by adding various flavors (spicy, savory, salty, etc.) to increase customer interest in purchasing sweet potato chips: (W1, O2, O3, O4, O6, dan O7), Utilizing the advancements in digital marketing technology as a promotional medium and offering discounts to attract new customers through digital marketing (W2, W3, W4, W5, W6, W7, dan O4, O7, dan O8).
Threats		ST	WT
<ol style="list-style-type: none"> The existence of inflation can affect the company, The economic conditions after the Covid-19 pandemic are not very stable, The income of the people of Mojokerto affects the purchase of sweet potato chips products produced by CV. Mitra Mandiri, The existence of competitors, Business ideas are easily copied by competitors. 		<ol style="list-style-type: none"> Maintaining the selling price of the product while reducing the net weight of the sweet potato chips: (S1, S5, S6, S8, T1, T2, T3, T4, dan T5) 	<ol style="list-style-type: none"> Increasing the workforce focused on selling and promoting sweet potato chips through digital marketing to dominate the market: (W2, W3, W4, W5, W6, W7, T1, T2, T3, T4, dan T5).
Alternative Strategies		TAS score	Ranking
1. Maintaining product quality and ensuring customer loyalty.		6,976	2
2. Maintaining affordable prices and a variety of price points.		6,377	4
3. Participating in various exhibitions/bazaars to introduce sweet potato chip products to new customers.		6,939	3
4. Creating an innovation for sweet potato chips by adding various flavors (spicy, savory, salty, etc.) to increase customer interest in purchasing sweet potato chip products.		5,674	7
5. Utilizing the advancements in digital marketing technology as a promotional medium and offering discounts to attract new customers through digital marketing.		6,065	6
6. Maintaining the selling price of the product while reducing the net weight of the sweet potato chips		6,233	5
7. Increasing the workforce focused on selling and promoting sweet potato chips through digital marketing to dominate the market.		7,571	1

Based on the results of the QSPM analysis shown in Table 4.5, it indicates that the Total Attractiveness Score (TAS) prioritized for CV. Mitra Mandiri is to add workforce focused on selling and promoting sweet potato chip products through digital marketing to dominate the market, with a TAS score of 7.591. The results of this study

align with the research by (Wiguna et al. 2023), which states that the appropriate strategic priority for the Coffee and Bakery Teaching Factory at Jember State Polytechnic is to maximize promotion through social media and digital market technology intensively and effectively to reach a broader market.

The priority of this strategy aligns with one of the Missions of CV. Mitra Mandiri, which is to expand market reach with the hope of achieving the company's Vision of improving the welfare of families, communities, and farmers in the company's surroundings. Meanwhile, the alternative strategy with the lowest value is to create innovations for sweet potato chips, such as adding various flavors, with a TAS score of 5.674. This alternative strategy received the lowest score because the addition of flavor variants has not yet fully attracted customers and is still considered something new.

Conclusion

Based on the results and discussion of the research titled "Marketing Strategies for Sweet Potato Chips: A Case Study of CV. Mitra Mandiri," the following conclusions can be describe:

- The main internal factor is the affordable product price, and CV. Mitra Mandiri has not yet been able to adapt to the presence of digital marketing. Meanwhile, the main external factor is that the company environment supports the prerequisites for production and marketing of the product, but the business idea is easily imitated by competitors.
- Based on the SWOT analysis, seven alternative marketing strategies for sweet potato chips were identified: (1) Maintaining product quality and customer loyalty, (2) Keeping prices affordable and varied, (3) Participating in various exhibitions/bazaars, (4) Creating product innovations with diverse flavors, (5) Utilizing digital marketing as a promotional medium, (6) Maintaining selling prices while reducing the net weight of the product,



- (7) Increasing workforce for sales and promotion through digital marketing.
3. The marketing strategy priority for CV. Mitra Mandiri is to increase the workforce focused on selling and promoting sweet potato chip products through digital marketing to dominate the market with a total attractiveness score (TAS) of 7.57.

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