Marketing Strategy Of Tomatoes (Solanum Lycopersicum Mill) Using Soar And Qspm Methods In The Argoayuningtani Farmers Group, Senden Village, Selo District Boyolali District

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Abstract

This research aims to: (1) determine the internal factors that are the strengths and aspirations of tomatoes marketing in Senden Village, Selo District, Boyolali Regency. (2) knowing the external factors that become opportunities and results in tomato marketing in Senden Village, Selo District, Boyolali Regency. (3) knowing the marketing strategy for tomatoes in Senden Village, Selo District, Boyolali Regency. The method used in this research is quantitative descriptive. The selection of research locations was carried out purposively, namely Senden Village, Selo District, Boyolali Regency. Sampling with key informants. The types of data used are primary data and secondary data. Data collection techniques using observation, interviews and recording. The data analysis used is the SI and AI matrix, IE matrix and SOAR (*Strength, Opportunity, Aspiration, Result*) analysis. The IE matrix analysis is in cell I, meaning this strategy is to grow and build (*Hold and Maintain*) with an intensive strategy consisting of market penetration, development and product development that focuses on existing tomatoes. The results of the SOAR analysis show five alternative strategies.

Keywords: marketing , SOAR, strategy, tomatoes

Introduction

The development of the agricultural sector includes various subsectors, including the horticultural crops, food, fisheries, livestock, plantations and forestry subsectors (David, 2016). Horticulture is an agricultural subsector that occupies an important position in contributing to the Indonesian economy. Horticultural commodities (fruit plants, vegetables, ornamental plants and biopharmaceutical plants) have good market opportunities considering the potential for large domestic and international demand and high economic value. Horticultural plant commodities in Indonesia are very diverse and can be divided into four large groups, namely fruit plants, vegetable plants, biopharmaceutical plants and ornamental plants. Consumption of horticultural products continues to increase in line with increasing population, increasing income and increasing public knowledge about nutrition and health. This is the reason that it is time for horticultural agriculture to receive serious attention, especially regarding aspects of production and development of marketing systems. Horticulture as a food ingredient is quite important for people's food needs, so production needs to be increased for national needs.

Vegetable plants are a type of commodity that has high economic value and play an important role in meeting the various needs of farming families because they are short-lived so they produce quickly, the technology is easy and simple, the results can be absorbed by the market (Wijayanti and Susila, 2013). Boyolali Regency is a district in Central Java Province with high horticultural potential, one of which is in Selo District. Data from the Selo District Central Statistics Agency shows that in 2018 tomato production and productivity in Selo District was 1263.3 tons and productivity was 24.29 tons/ha with an area of 52 hectares. In the following year there was an increase, namely 1287.5 tonnes and productivity of 34.79 tonnes/ha and harvest area of 37 ha. Then in 2020 there was a decrease with a total of 555 tonnes and productivity of 14.23 tonnes/ha and a harvest area of 39 ha. The problem in the research area is that the yield and quality of tomatoes is not good, while the need for tomato plants increases from year to year, so serious treatment is needed and market expansion is needed. Marketing is an important part of developing tomato agribusiness in Boyolali Regency. According to Boone and Kurtz (2008) marketing strategy is the company's overall program in determining market targets and satisfying consumers by building a combination of elements from the marketing mix, product, distribution and price. Therefore, it is necessary to carry out research with the aim of finding out internal and external factors in marketing tomatoes in the Argoayuningtani Farmers Group, Senden Village, Selo District, Boyolali Regency.

Method

The selection of the research location was carried out purposively, that is, the area was determined deliberately based on certain considerations in accordance with the research objectives. This research was carried out in Senden Village, Selo District, Boyolali Regency. The data analysis used in this research is descriptive analysis, SI and AI analysis, SOAR analysis. Soar is a strategic tool that can be used to build and implement positive strategies. It involves identifying strengths, creating opportunities for creativity, encouraging people to share aspirations, and setting measurable and significant outcomes (Stavros and Cole, 2013). Compared to SWOT analysis, SOAR is more action-oriented and performance-based, and it effectively convenes partners to explore the organization's potential and provide insights (Bazina, 2021).

Descriptive analysis was used to determine the marketing management of tomatoes in Senden Village, namely product, price, place and promotion. SI and AI analysis are used to determine the internal and external factors of tomato plant marketing efforts and use the IE Matrix to determine the score for each factor. The weight of each variable is obtained by using the value of each variable against the total value of the variable using a formula. SOAR analysis is used to compare external factors of opportunity and results with internal factors of strength and aspirations so that new strategies can be obtained from each external and internal factor.

Result and Discussion

A. Respondent Characteristics

The characteristics of respondents describe the general situation of farmers and key informants related to tomato marketing strategies. The characteristics of respondents illustrate what important factors influence tomato marketing strategies in Senden Village, Selo District, Boyolali Regency. The characteristics of the

respondents in this research are key informants and farmers who play a role in agricultural activities, consisting of: Chair of the Food Crops and Horticulture division of the Boyolali District Agricultural Service, Chair of the Selo District Agricultural Extension Agency, Chair of the Selo District Argoayuningtani. Tomato traders and collectors in Selo District, as marketers of tomatoes, 5 tomato farmers in Selo District, Result or tomato farmers in the Selo area.

B. The Result of Internal Factor and External Factor
   1. Internal Factor
      The Strategic Inquiry (SI) Matrix is a formulation of internal environmental analysis. This matrix section provides a summary and evaluation of the main strengths and opportunities in various functional areas of a business unit. The chairman of the Argoayuningtani farmer group, traders and farmers obtained internal strategic factors which are strengths and aspirations in marketing tomatoes in Senden Village, Selo District, Boyolali Regency, which are as follows:

Table 1. The Result of Inquiry Strategy (IS) Matrix Analysis

Key Factors	Weight	Rating	Score
Strength			
1. Suitable geographic conditions	0.08	4	0.24
2. Farmer's willingness to do better	0.08	3	0.18
3. Good quality tomatoes	0.08	3	0.24
4. The organization structure works well	0.06	3	0.24
5. Good marketing distribution	0.08	4	0.24
Aspiration			
1. Solid and quality team	0.08	4	0.24
2. Promotional discount at certain time	0.06	3	0.24
3. Espanding partinership	0.07	3	0.24
4. Can compete with conventional retail	0.06	3	0.24
5. Online selling	0.07	3	0.18
Total	1	33	2.28

Source: Primary Data Analysis, 2024

As can be seen from the SI matrix analysis table above, it can be seen that the strengths and opportunities of each factor have the same weight with the difference in their influence for Senden Village. With the weights and ratings as above, the largest weight score is found for the strength factor, namely, the factor score. suitable geographical conditions. The score for this factor is 0.24, meaning that these strength factors greatly influence marketing in Senden Village. The factor that farmers have a high willingness to progress has a weight of 2.28. This

shows that this factor has an important impact on tomato marketing. The type of tomato that comes from Senden Village, Selo District, is the Blazer variety of tomato.

2. External Factor

SOAR is based on Appreciative Inquiry (AI) (Stavros et al, 2003). Organizations can benefit from an appreciative inquiry approach so that members can learn and appreciate the history and culture of the organization. Appreciative Intent (AI) is a method in change management (which turns into problem solving) to uncover previous events that were ignored in the development of an organization (Adi, 2020).

Appreciative Intent (AI) Matrix Analysis is a matrix used to evaluate how much influence external factors have in Senden Village in the form of opportunities and results faced by Senden Village for marketing tomatoes in Senden Village. External factors that influence tomato marketing in Senden Village, Selo District.

Table 2. The Result of Appreciative Intent (AI) Analysis

Key Factors	Weight	Rating	Score
Opportunity			
1. Profitable tomato prices	0.07	4	0.32
2. Tehnology, communication and information development	0.08	3	0.24
3. Support from agricultural extension centers and local government	0.08	4	0.32
4. Population increase and horticulture demand increase	0.08	3	0.24
5. Market demand increase	0.09	3	0.24
Result			
1. Consumer increase	0.08	4	0.32
2. Market expand	0.09	3	0.18
3. Social media increase	0.09	3	0.18
4. Discount or purchase bonus for some product	0.08	3	0.21
Total	1	28	2.31

Source: Primary Data Analysis, 2024

Based on the AI matrix calculation table above, it can be seen that the opportunity and highest weight score is having a solid and quality team. It is known that the external position shows a score value of 0.32. Aspirations that have a big influence on marketing activities, market demand increased with a total weight score of 2.31. Other factors such as profitable tomato prices, the price of tomatoes is one of the products of tomato farmers in Senden Village.

3. IE Matrix

An analysis used to map the position of a business unit in order to make it easier for the business unit to determine appropriate alternative development strategies to face competition and future business growth of a company is called Internal External (IE) material. The results obtained from the SI and AI matrices are used to compile the IE matrix (Dewi et al, 2019). The IE matrix is used to position the condition of Senden Village in a cell based on the results of the total weighted score on the SI matrix and AI matrix. Placing Senden Village in a cell is to find out what strategy is most appropriate for Senden Village to use.

Figure 1. The Result of Internal External (IE) Matrix

Total SI Matrix

Total AI Matrix		Strong 3.0-4.0	Moderate 2.0-2.99	Weak 1.0-1.99
	High 3.0-4.0	I	II	III
	Moderate 2.0-2.99	IV	V	VI
	Low 1.0-1.99	VII	VIII	IX

Based on Figure 1, it can be seen that the meeting of internal factors with a score of 2.28 and external factors with a score of 2.31 is in cell V. This shows that the position of Senden Village in Selo District in cell V can be interpreted as a growth and development strategy (Hold and maintain), so that the position of tomato farmers in Senden Village is in a position to maintain and maintain (Hold and Maintain).

4. SOAR

Strategy is important because strategy supports achieving a goal. Strategy supports something unique and different from the opponent. Strategy can also be because basically strategy can be said to be a plan for the long term (Mintzberg, 2007). This research uses SOAR to identify strategies. The results of the SOAR matrix analysis show that there are strength and opportunity factors. The SOAR matrix is used for the integration process between strengths, opportunities, aspirations and results. SOAR matrix analysis aims to determine which strategic alternative to choose. The results of the SOAR analysis can be seen in the table below.

Table 1. The Result of SOAR Matrix

SI / AI	Strength (S) 1. Suitable geographic conditions 2. Farmer's willingness to do better 3. Good quality tomatoes 4. The organization structure works well 5. Good marketing distribution	Opportunity (O) 1. Profitable tomato prices 2. Tehnology, communication and information development 3. Support from agricultural extension centers and local government 4. Population increase and horticulture demand increase 5. Market demand increase
Aspiration (A) 1. Solid and quality team 2. Promotional discount at certain time 3. Espanding partinership 4. Can compete with conventional retail 5. Online selling	Strategy S-A 1. Use online and offline media for promotion (S1, S3, S4, S5, A2, A4) 2. Provide special promos on certain days (S2, S3, S5, A1, A2, A3, A4) 3. Increase marketing reach to various outside regions (S1, S2, S3, A2, A4)	Strategy O-A 1. Provides the latest location with Google Maps to make finding locations easier (O1, O2, O3, O4, O5, A4) 2. Developing the quality and continuity of tomato harvests in order to compete in the market (O1, O3, O4, O5, A2, A3, A4)
Results (R) 1. Consumer increase 2. Market expand 3. Social media increase 4. Discount or purchase bonus for some product	Strategy S-R 1. Provide lower selling prices to the public (R3, R2, R4, R5, S2, S3, S4, S4, S5)	Strategy O-R 1. Optimize support from the agricultural department to hold promotions (R1, R2, R4, O1, O2, O3, O5)

Source: Primary Data Analysis, 2024

After identifying internal and external factors that become strengths and aspirations as well as opportunities and results. Then several alternative strategies are obtained for a certain day.

1. Strategy S-A (Strength – Aspiration)

   A strategy that uses internal strengths to take advantage of opportunities.

   The strategies used include:

   a. Using online and offline media for promotions. Promotions can be done offline and online. Offline promotions are carried out to reach consumers who are not used to using online media. Meanwhile, online media promotion is the process of selling tomatoes through e-commerce platforms or other online platforms. In this context, tomato sellers sell their products through websites, mobile applications or other online platforms to consumers who make purchases over the internet. Selling tomatoes online allows farmers or sellers to reach a wider market, increases product visibility, reduces operational costs, and provides convenience to consumers who can shop without needing to visit the sales place directly.

   b. Providing special promos on certain days. Discount promotions at certain moments will motivate customers to make purchases.because it will attract customer interest during moments such as New Year, state holidays, holidays, year-end discounts. Discount promotions at certain moments will provide benefits for the business because they can increase sales so that income will increase

2. Strategy O-A (Opportunity – Aspiration)

   Strategy that aims to find out the company's internal aspirations by taking advantage of opportunities:

   a. Utilizing good relationships with consumers to invite the public to market tomatoes. Good relationships with customers are important in managing marketing strategies. A good relationship between sellers and buyers will improve the experience of the product. The good relationship that exists will be beneficial for both parties. for the seller, profits can be seen from increased and sustainable sales, while from the consumer side they will feel satisfied because they are served well and have good interpersonal relationships.

   b. Providing the latest location using Google Maps to make location search easier. some customers may have difficulty reaching the location. With Google Maps, consumers can quickly get a valid location so that consumers don't waste a lot of time looking for it. Using location using Google Maps also reduces suspicion about the products being sold because the location really exists and can be reached, and can be investigated directly. this will increase customer confidence in buying tomato products.

3. Strategy S-R (Strength – Result)

Strategies used by power to overcome the results of power. Strategies used include:

Providing lower selling prices to the public. Price is one of the factors that influences consumer purchases of tomatoes, so price is an important thing that sellers need to pay attention to. Therefore, if the seller has a selling price that is lower than the general price, this will attract customers to buy. Determining the price must of course pay attention to the operational costs incurred, but the seller must be able to streamline costs so that he can determine a lower price.

4. Strategy O-R (Opportunity – Result)

Strategies used to minimize opportunities. Strategies used include: Optimizing support from the agricultural department to hold promotions. The government plays an important role in marketing tomato products. This is due to the existence of policies and activities that support improving the welfare of farmers. Therefore, several government institutions such as the agricultural department carry out promotional activities with bazaars so that sellers can take advantage of this moment to increase promotions so that marketing reach will be wider, more and more new customers will know about the existence of tomato sellers.

Conclusion

Based on the results of the analysis of tomato marketing strategies in Senden Village, Selo District, Boyolali Regency, it can be concluded :

1. The internal factors of Senden Village, Selo District, which are strengths are suitable geographical conditions, farmers have a high desire to progress, good quality tomatoes, the organizational structure runs well, has clear marketing distribution. Meanwhile, the aspirations are to have a solid and quality team, get discount promos for certain moments, expand partnerships, make online sales, be able to compete with conventional retail.

2. External factors from Senden Village, Selo District which are opportunities for profitable tomato prices, Development of communication and information technology, BPP and Regional Government supporting tomato farming businesses, Increase in population and increase in demand for vegetables, Increase in market demand. Meanwhile, the results are an increase in the number of consumers, wider marketing reach, increased use of social media, providing discounts or purchase bonuses for several products.

3. The IE matrix in the tomato marketing strategy of Senden Village, Selo District is in cell V which is growth and development (Hold and Maintain) with an intensive strategy (market penetration, market development and product development). The market penetration strategy includes improving the marketing system, increasing

the number of workers and increasing product marketing. Meanwhile, the product development strategy involves improving existing products.

4. The results of the SOAR analysis are Using online and offline media for promotions, Providing special promos on certain days, Optimizing support from the agricultural department to hold promotions, Providing special promos on certain days, Utilizing good relationships with consumers to invite the public to market tomatoes, Providing the latest location using Google Maps to make it easier to search for locations, Improving the quality of human resources through intensive training and coaching for new Selo tomato farming actors, especially in terms of farming and marketing.

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