



Analysis Of Marketing Strategies For Organic Vegetables At Himalaya Farm

Ari Ardiana Sapari¹⁾; Tara Anggoman²⁾; and Hamsinah³⁾

Pamulang University Postgraduate Program; E-mail: ¹⁾ ariardiana9@gmail.com;
²⁾ anggomantara98@gmail.com; and ³⁾ dosen00941@unpam.ac.id.

Abstract: Vegetables are a subsection of horticultural plants. Among organic products, vegetables are one of the organic products that consumers like most after rice. Himalaya Farm is a business that operates in the field of organic and non-organic vegetable production. However, with the increasing number of competitors, Himalaya Farm's income will decrease in 2023. The research stages are: (a) Study of literature; (b) Carry out data collection; (c) Formulation of the problem; (d) SAP analytics; (e) Etop analytics; (f) SWOT analysis; (f) Formulating a marketing strategy; and (f) Draw conclusion. The results of this research are Himalaya Farm's position based on SAP analysis is in a strong position, and based on ETOP analysis is in a speculative business position. Based on the SAP and ETOP analysis, the company strategy that can be pursued based on the SWOT matrix is an investment strategy. Himalaya Farm should focus on strategies to maintain its competitive advantage and capitalize on its strengths and opportunities. This may include investing in research and development, expanding into new markets, or developing new products or services.

Keywords: Organic, Vegetables, SWOT, Marketing, Strategy

INTRODUCTION

Vegetables are a subsection of horticultural plants. Vegetables are plants that can be consumed and contain sources of vitamins, minerals, etc. Vegetables have an important role in fulfilling human nutrition. Vegetables can be grown using conventional systems and non-conventional systems or what is often referred to as organic farming. Organic vegetables are vegetables that are cultivated with attention to the environment. The concept of organic vegetables is to grow them using as little chemical fertilizers and pesticides as possible (Supriyati and Herliana 2011).

According to Muljaningsih (2011), among organic products, vegetables are one of the organic products that consumers like most after rice. This shows that vegetables are considered one of the main needs as food. Consumers also have a preference for organic

products as a matter of prestige because the price of organic products is relatively more expensive than conventionally produced products.

Himalaya Farm is a business that operates in the field of organic and non-organic vegetable production. The types of vegetables produced are local vegetables. This business was founded in 2015. At its inception, Himalaya Farm produced healthy rice with pesticides and organic kale. Initially, Himalaya Farm only marketed its products around Bekasi City. However, over time, Himalaya Farm has marketed its products to various local supermarkets in Jabodetabek. However, with the increasing number of competitors, Himalaya Farm's income will decrease in 2023. Therefore, Himalaya Farm needs the right marketing strategy so that it can meet the increasing need for organic vegetables and win in business competition. Research on Himalaya Farm Farm's marketing strategy needs to be carried out to answer this.

LITERATURE REVIEW

Marketing Strategy

According to Peter & Olson (2010:12), a marketing strategy is the design, implementation, and control of a plan to influence exchanges to achieve organizational objectives. In consumer markets, marketing strategies are typically designed to increase the chances that consumers will have favorable thoughts and feelings about particular products, services, and brands. From a consumer analysis point of view, a marketing strategy is a set of stimuli placed in consumers' environments designed to influence their affect, cognition, and behavior. These stimuli include such things as products, brands, packaging advertisements, coupons, stores, credit cards, price tags, salespeople's communications, and, in some cases, sounds (music), smells (perfume), and other sensory cues.

The term 'marketing mix' is attributed to Neil H. Borden and refers to the set of marketing ingredients a company can use to achieve its objectives. Lancaster and Massingham (2011) suggest some of the factors that the detailed marketing mix plans as four Ps are Products (Quality, Features, Options, Style, Services, Installation, Warranty, Packaging, and New product development), Price (Pricing, Price changes, List prices, Discounts, Allowances, Payment, and Credit terms), Promotion (overall emphasis in promotional mix, objectives, strategies and plans), and the last is Place (Channel configuration/coverage/levels, Specific type of intermediaries, Terms and responsibilities of channel members, Order processing systems, Warehousing, storage, stocking and delivery policies)

Strategic Advantage Profile (SAP) Analytics

Strategic Advantage Profile (SAP) is a tool that businesses can use to assess their strengths and weaknesses relative to their competitors. It is a simple but effective way to identify the areas where a business has a competitive advantage and the areas where it needs to improve. The company position in the Strategic Advantage Profile (SAP) matrix can be categorized into six sections:

- a. Dominant: The company has a clear and significant advantage over its competitors in this area.
- b. Strong: The company has an advantage over its competitors in this area, but the advantage is not as clear or significant as a dominant advantage.
- c. Favorable: The company is performing at a level that is slightly better than its competitors in this area, or where the company is performing at a similar level to its competitors.

- d. Tenable: The company is performing at a level that is acceptable, but not outstanding, in this area.
- e. Weak: The company is performing at a level that is below its competitors in this area.
- f. Avoid: The company is performing at a level that is so poor that it is putting the company at risk in this area.

Environmental Threat Opportunity Profile (ETOP) Analytics

An Environmental Threat Opportunity Profile (ETOP) analysis is a tool that businesses can use to identify and assess the threats and opportunities that exist in their external environment. It is a simple but effective way to help businesses make better strategic decisions. To conduct an ETOP analysis, businesses typically start by identifying the key factors in their external environment that could have a significant impact on their business. These factors can be divided into two categories: threats and opportunities.

Based on ETOP analysis, four company positions can be known (Ferdinand, 1995), namely:

1. Speculative business
A business that has a chance for great success but the risks that must be faced are also great.
2. Ideal business
A business that has a great chance of success but relatively low risk. This business position is very profitable for the company.
3. Mature business
Businesses that have the same chance of success and risk are equally low so that if it fails it will not be fatal for the company.
4. Trouble business
Businesses that have a low chance of success but a high risk of failure. This position is very unfavorable for the company.

SWOT Analytics

Shinno et.al (2006) has conducted SWOT analysis to create effective industrial strategy planning for the machine tool industry which can be carried out by applying the proposed method. The SWOT key words were collected from the related research reports published on the machine tool industry in Japan. In order to proposed quantitative SWOT analysis, the AHP method is combined into weighted score stage in SWOT analysis.

Terblanche (2008) used SWOT analysis to provide an overview of the pressures experienced by the pharmaceutical industry in producing new drugs. SWOT analysis was used to analyze factors with regard to the ability of pharmaceutical industry to produce new drugs.

Milosevic (2010) has conducted SWOT analysis to identify potential risks for both the investor and the contractor that are facing current market economy, and when private interests provide significant financing, also time and budget limitation on construction. This research showed each SWOT Analysis components from the point of view of both investor and the contractor in the planning, contracting, and construction phases of a project.

METHODS

The research is located in Himalaya Farm, Bekasi City. A qualitative approach that allows a researcher to interpret and explain phenomena holistically using words, without having to rely on numbers (Moleong, 2013). The tendency of qualitative

research is more descriptive and emphasizes the completion process (Kurniawan & Haryati, 2017). The object studied was the implementation of SWOT analysis and marketing strategies in the development of Himalaya Farm businesses in Bekasi City. It is the unit under study which can be in the form of an individual, group, object or an event setting as the research subject.

The data source used is primary data and secondary data. Primary data is data that is directly obtained from interviews with informants. The informants in this study were the Himalaya Farm Owner and consumers who bought the products. Secondary data, namely data obtained from documents and written materials, literature and publication materials. The technique of selecting informants is purposive (deliberate) technique. According to Singarimbun and Sofyan Effendi, it is not random, in which research subjects are selected based on certain considerations. Based on prarisets, the informants in this study were five Tedungcraftsmen who had started a business for 20 years in Mengwi village (Singarimbun & Effendi, 2008).

The research stages are: (a) Study of literature; (b) Carry out data collection; (c) Formulation of the problem; (d) SAP analytics; (e) Etop analytics; (f) SWOT analysis; (f) Formulating a marketing strategy; and (f) Draw conclusion

RESULT AND DISCUSSION

Identify Internal Marketing Variables Using SAP (Strategic Advantages Profile) Analytics

Identification of internal marketing variables including industry strength and weakness factors is based on the results of analysis using SAP (Strategic Advantages Profile). This SAP analysis is used to get an overview of Himalaya Farm's strategic position from a competitive point of view with internal factors which include strengths and weaknesses. The results of weighting and assessment of internal marketing variables can be explained in the following table:

Table 1. SAP Matrix

No	Element	Score	Rating	Score x Rating
1	Quality	0,18	5	0,91
2	Promotion	0,14	5	0,68
3	Price	0,16	4	0,64
4	Employee	0,14	5	0,68
5	Market share	0,14	3	0,41
6	Place	0,11	4	0,45
7	Technology	0,14	3	0,41
		1,00		4,18

Information :

Score :	Competitive position :
1,00 – 1,66	Avoid
1,67 – 2,33	Weak
2,34 – 3,00	Tenable

3,01 – 3,67	Favorable
3,68 – 4,34	Strong
4,35 – 5,00	Dominant

Based on Table 1, SAP score of Himalaya Farm is 4,18, which means that Himalaya Farm in a strong competitive position. A strong competitive position is the ability of a company to differentiate itself from its competitors and attract and retain customers. It is achieved by identifying and leveraging a company's unique strengths and advantages, while also addressing its weaknesses and vulnerabilities. A strong competitive position can lead to a number of benefits, including: Increased market share, higher profits, improved brand reputation, and greater customer loyalty.

Identify Industry Opportunity and Threat Factors Using ETOP (Environmental Threat & Opportunity Profile) Analytics

Identifying industry opportunities and threats is a crucial aspect of strategic planning for businesses operating in dynamic and competitive environments. By understanding the external factors that can impact their operations, companies can proactively develop strategies to capitalize on opportunities and mitigate potential risks.

1. Opportunity Analysis

The results of weighting calculations and assessments of the external environment that constitute opportunities can be summarized as in Table 2.

Table 2. Calculation of the Number of Score Values of Opportunity Elements

No	Opportunity Element	Score	Rating	Score x Rating
1	People are increasingly aware of healthy food	0,22	5	1,09
2	Demand for organic vegetables increases	0,22	3	0,658
3	New partners	0,171	4	0,68
4	The business location is in the city center	0,195	4	0,78
5	An increasingly dynamic marketing model	0,195	3	0,58
		1		3,80

From the calculation results, the score value (score x rating) is obtained at 3.80 which means that Himalaya Farm has a fairly high business opportunity. Companies that are positioned to capitalize on high business opportunities are well-positioned for long-term success. They are able to identify and pursue new opportunities, adapt to changing market conditions, and generate significant profits for their shareholders.

2. Threat Analysis

The results of weighting calculations and external environmental assessment of threat aspects can be summarized in Table 3 below:

Table 3. Calculation of the Score Number of Threat Element Values

No	Threat Elements	Score	Rating	Score x Rating
1	Burdensome government regulations	0,18	3	0,538
2	Economic stability	0,18	3	0,538
3	There are many fake products on the market	0,21	4	0,821
4	Weather conditions	0,23	5	1,154
5	Many competitors	0,21	4	0,821
		1,00		3,872

As a result of identifying several threats, it can be concluded that Himalaya Farm has the biggest threat due to the large number of competitors. From the calculation results, the score value (score x rating) is obtained at 3.872 which means that Himalaya Farm has a fairly high business threat. Himalaya Farm must innovate to develop new products or services that meet customer needs and develop a strong brand that customers can trust and rely on.

ETOP (Environmental Threat and Opportunity Profile) Matrix

From the assessment of threat and opportunity elements that have been analyzed in the ETOP analysis above. Industry can determine its position in competition by using the ETOP matrix which can be seen as depicted in Figure 2 below.

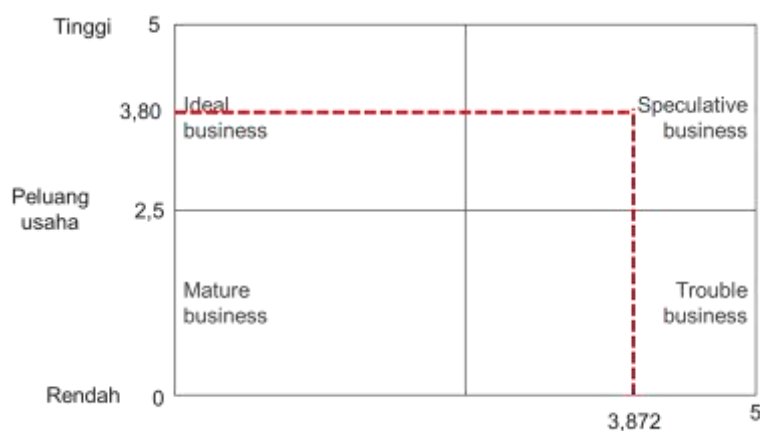


Figure 2. ETOP Matrix of Himalaya Farm

The ETOP matrix explains that the position of the Himalaya Farm is in a speculative business position. A speculative business position is an investment in an asset that is expected to rise in value in the future, but there is also a significant risk that the asset will lose value. These positions are typically taken in high-risk, high-reward industries, such as commodities trading, cryptocurrency trading, or venture capital. Investors who hold

speculative business positions are betting that the asset will appreciate in value, but they are also aware that there is a significant chance that they could lose money.

SWOT Analysis

The results of the SAP and ETOP analysis explain that Himalaya Farm's position in the SWOT analysis matrix is in position I or Investment. This is because the company has a number of strengths and opportunities that it can leverage to its advantage.

Tabel 4. SWOT Matrix Position of Himalaya Farm

SAP \ ETOP	Ideal Business	Mature Business	Speculative Business	Trouble Business
Dominant	I	I	I	I
Strong	I	I	I	I
Favourable	I	I	I	D
Tenable	I	I	D	D
Weak	I	D	D	D
Avoid	D	D	D	D

Information :

I = Invest D = Divest

Himalaya Farm may be in position I or Investment if it has a number of these strengths and opportunities. For example, Himalaya Farm may have a strong brand reputation for its organic and sustainable farming practices, a loyal customer base that is willing to pay premium prices for its products, and a unique selling proposition in the form of its direct-to-consumer sales model. Additionally, Himalaya Farm may be well-positioned to capitalize on emerging market trends, such as the growing demand for healthy and organic food.

Himalaya Farm should focus on strategies to maintain its competitive advantage and capitalize on its strengths and opportunities. This may include investing in research and development, expanding into new markets, or developing new products or services.

CONCLUSIONS

Himalaya Farm's position based on SAP analysis is in a strong position. A strong competitive position is the ability of a company to differentiate itself from its competitors and attract and retain customers. It is achieved by identifying and leveraging a company's unique strengths and advantages, while also addressing its weaknesses and vulnerabilities.

Himalaya Farm's position based on ETOP analysis is in a speculative business position. A speculative business position is an investment in an asset that is expected to rise in value in the future, but there is also a significant risk that the asset will lose value. These positions are typically taken in high-risk, high-reward industries, such as commodities trading, cryptocurrency trading, or venture capital.

Based on the SAP and ETOP analysis, the company strategy that can be pursued based on the SWOT matrix is an investment strategy. Himalaya Farm should focus on

strategies to maintain its competitive advantage and capitalize on its strengths and opportunities. This may include investing in research and development, expanding into new markets, or developing new products or services.

REFERENCE

- Husain, T., & Sunardi, N. (2020). Firm's Value Prediction Based on Profitability Ratios and Dividend Policy. *Finance & Economics Review*, 2(2), 13-26.
- Kadim, A., & Sunardi, N. (2022). Financial Management System (QRIS) based on UTAUT Model Approach in Jabodetabek. *International Journal of Artificial Intelligence Research*, 6(1).
- Kadim, A., Sunardi, N & Husain, T. (2020). The modeling firm's value based on financial ratios, intellectual capital and dividend policy. *Accounting*, 6(5), 859-870.
- Kurniawan, M., & Haryati, N. (2017). Analisis Strategi Pengembangan Usaha Minuman Sari Buah Sirsak. *Jurnal Teknologi dan Manajemen Agroindustri*, Vol. 6 No.2 97-102.
- Lancaster and Massingham. (2011). *Essentials of marketing management*. New York: Routledge
- Lesmana, R., Sunardi, N., Hastono, H., & Widodo, A. S. (2021). Perceived Quality Membentuk Customer Loyalty via Brand Equity pada Pengguna Smartphone Merek Xiaomi di Tangerang Selatan. *Jurnal Pemasaran Kompetitif*, 4(2), 157-167
- Lesmana, R., Sutarman, A., & Sunardi, N. Building A Customer Loyalty Through Service Quality Mediated by Customer Satisfaction. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(3), 38-45
- Milosevic, I., " Application of the risk analysis software package Pertmaster when managing a construction project." *Int. J. Applied Eng. Res.*, inpress, 2010. [http://ascelibrary.org/doi/full/10.1061/\(ASCE\)LM.1943-5630.0000041](http://ascelibrary.org/doi/full/10.1061/(ASCE)LM.1943-5630.0000041)
- Moleong, Lexy. 2013. "Metodologi Penelitian Kualitatif". Bandung: PT. Remaja Rosdakarya
- Muljaningsih. (2011). Preferensi Konsumen dan Produsen Produk Organik di Indonesia. *WACANA, Jurnal Sosial Humaniora*, 14(4), 1-5.
- Nardi Sunardi Et Al (2020). Determinants of Debt Policy and Company's Performance, *International Journal of Economics and Business Administration* Volume VIII Issue 4, 204-213
- Peter, J. P., & Olson, J. C. (2010). *Consumer Behavior & Marketing Strategy*, Ninth Edition. New York: McGraw Hill.
- Shinno, H., Yoshioka, H., Marpaung, S., and Hachiga, S. (2006) "Quantitative SWOT analysis on global competitiveness of machine tool industry", *Journal of Engineering Design*, Vol. 17, No. 3, June 2006, 251-258.
- Singarimbun, Masri & Sofian Effendi. 2008. *Metode Penelitian Survei*, Jakarta: LP3ES.
- Sunardi, N. (2017). Determinan Intellectual Capital dengan Pendekatan iB-VAIC™ Terhadap Efisiensi Biaya Implikasinya Pada Profitabilitas Perbankan Syariah di Indonesia. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 1(1).
- Sunardi, N. (2020). Penilaian Kinerja Keuangan menggunakan Economic Value Added (EVA) dan Market Value Added (MVA) dengan Time Series Approach pada Industri Semen di Indonesia. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 3(2).
- Sunardi, N. (2022). Liquidity and Asset Growth on Telecommunications Companies Value. *Jurnal SEKURITAS (Saham, Ekonomi, Keuangan dan Investasi)*, 5(3), 299-307.

- Sunardi, N., & Lesmana, R. (2020). Konsep Icepower (Wiramadu) sebagai Solusi Wirausaha menuju Desa Sejahtera Mandiri (DMS) pada Masa Pandemi Covid-19. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 4(1).
- Sunardi, N., & Tatariyanto, F. . (2023). The Impact of the Covid-19 Pandemic and Fintech Adoption on Financial Performance Moderating by Capital Adequacy . *International Journal of Islamic Business and Management Review*, 3(1), 102–118. <https://doi.org/10.54099/ijibmr.v3i1.620>
- Supriyati Y, Herliana E. 2011. Bertanam 15 Sayuran Organik dalam Pot. Depok (ID): Penebar Swadaya.
- Terblanche, F. 2003. “Building Organizational Culture That Stimulates Creativity and Innovation”, *European Journal of Innovation Management*, 6(1), pp 64 -74.
- Widarnaka, W., Sunardi, N., & Holiawati, H. (2022). Pengaruh Pertumbuhan Perusahaan, Ukuran Perusahaan Dan Likuiditas Terhadap Nilai Perusahaan Dengan Kebijakan Hutang Sebagai Variabel Moderasi. *Jurnal Syntax Admiration*, 3(10), 1341-1352.