

## **Effective Marketing Strategy Model for Agricultural Products in Oeltua Village with a Combination of SWOT and AHP Methods to Increase Sales Volume**

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### **Abstrak**

Desa Oeltua memiliki potensi produk pertanian yang melimpah, seperti tomat, sawi, dan jagung, tetapi menghadapi keterbatasan akses pasar, rantai pemasaran yang panjang, ketergantungan pada tengkulak, dan rendahnya posisi tawar petani. Kondisi tersebut berdampak pada tidak optimalnya volume penjualan dan pendapatan petani. Penelitian ini bertujuan mengidentifikasi faktor internal dan eksternal serta menentukan prioritas strategi pemasaran produk pertanian Desa Oeltua untuk meningkatkan volume penjualan. Penelitian menggunakan metode **Hybrid SWOT-AHP**, dengan SWOT digunakan untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman, sedangkan AHP digunakan untuk menentukan prioritas strategi berdasarkan penilaian para pakar. Hasil analisis menunjukkan nilai **Consistency Ratio (CR) sebesar 0,02%**, yang mengindikasikan tingkat konsistensi penilaian yang sangat baik. Strategi prioritas utama adalah **menjaga kualitas dan merawat produk pertanian (ST2)** dengan bobot **0,197**, diikuti **membangun jaringan dengan agensi lokal dan penduduk (WT2)** sebesar **0,159**, dan **meningkatkan kualitas produk (WT1)** sebesar **0,157**. Temuan ini menunjukkan bahwa penguatan kualitas produk, perluasan jaringan pasar, inovasi produk, dan pemanfaatan e-commerce menjadi strategi penting untuk meningkatkan daya saing dan volume penjualan produk pertanian Desa Oeltua.

**Kata Kunci:** *Strategi Pemasaran; AHP; SWOT; Volume Penjualan*

### **Abstract**

Oeltua Village has abundant agricultural products, including tomatoes, mustard greens, and corn, but faces limited market access, long marketing chains, dependence on middlemen, and weak bargaining power among farmers. These conditions have constrained sales volume and farmer income. This study aims to identify internal and external factors and determine the priority marketing strategies for agricultural products in Oeltua Village to increase sales volume. The study employs a **Hybrid SWOT-AHP** approach, in which SWOT is used to identify strengths, weaknesses, opportunities, and threats, while AHP is applied to prioritize alternative marketing strategies based on expert judgments. The results indicate a **Consistency Ratio (CR) of 0.02%**, demonstrating a very high level of consistency in the assessments. The highest-priority strategy is **maintaining product quality and proper agricultural product care (ST2)** with a weight of **0.197**, followed by **building networks with local agencies and residents (WT2)** with a weight of **0.159**, and **improving product quality (WT1)** with a weight of **0.157**. These findings indicate that strengthening product quality, expanding market networks, developing product innovations, and utilizing e-commerce are

essential strategies for improving the competitiveness and sales volume of agricultural products in Oeltua Village.

**Keywords:** *Marketing Strategy; AHP; SWOT; Sales Volume*

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## INTRODUCTION

The agricultural sector remains one of the main pillars of Indonesia's economy, absorbing approximately 41.61 million workers, equivalent to 28.54% of the national workforce (Roch Widaningsih et al., 2025). Despite its substantial contribution to employment, the agricultural sector continues to face persistent welfare challenges. According to data from the Central Statistics Agency (BPS), the average monthly income of agricultural workers is approximately IDR 2.25 million, which is considerably lower than the national average income of IDR 3.09 million (Taufiq, 2025). For farming households with several dependents, this limited income creates significant economic vulnerability and increases the risk of poverty, particularly when compared with the poverty-line expenditure threshold of IDR 609,160 per capita per month (Bona Tua et al., 2026).

This condition is also reflected in Oeltua Village, Taebenu District, East Nusa Tenggara (NTT), where agriculture constitutes one of the primary sources of community livelihood (Oeltua, 2025). The village has considerable agricultural potential, particularly through the cultivation of horticultural commodities such as mustard greens and tomatoes. These agricultural activities play an important role in supporting household income and the local rural economy.



Figure 1. Mustard Plants in Oeltua Village



Figure 2. Tomato Plants in Oeltua Village



Figure 3. Harvest Activities in Oeltua Village

Despite this agricultural potential, farmers in Oeltua Village continue to face considerable challenges in marketing their products. Agricultural commodities are generally distributed through relatively long supply chains, limiting farmers' direct access to broader markets and reducing the economic value they receive from their products (Da-Lopez, 2024). Farmer groups in the village remain highly dependent on intermediaries or middlemen because they have limited capacity to independently manage the distribution and marketing of agricultural products (Megasari, 2025).

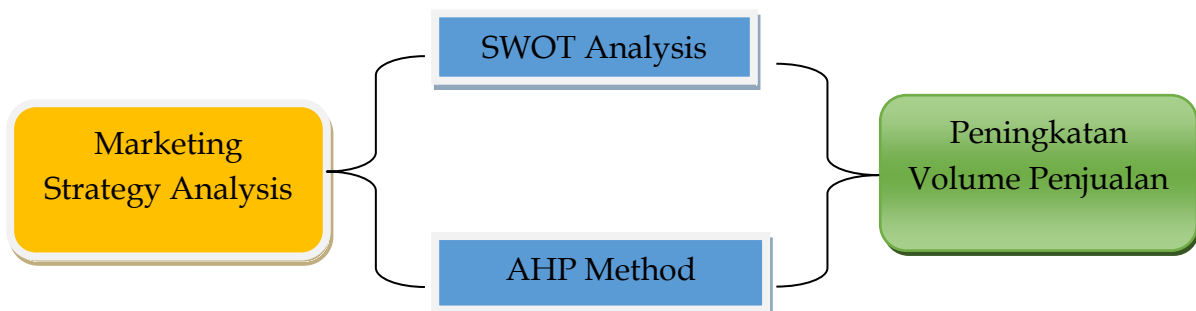
Without the involvement of intermediaries, agricultural products are generally marketed only within Oeltua Village and nearby areas. Such limited market coverage constrains sales growth and reduces opportunities for farmers to increase their income. Over time, inadequate agricultural income may contribute to broader socioeconomic problems, including household poverty, unemployment, school dropout, and nutritional vulnerability. One of the central challenges is therefore the relatively weak bargaining position of farmers within the agricultural market structure. Farmers often receive only a small proportion of the final market value of their products, despite bearing substantial production risks and costs (Sarila et al., 2025). This problem is further aggravated by limited knowledge of modern marketing strategies, market access, product positioning, promotional activities, and the utilization of digital technology. In fact, developments in information and communication technology have created new opportunities for rural producers to shorten distribution chains, reach wider markets, and improve market efficiency.

These conditions indicate the need for a more systematic and appropriate marketing strategy for agricultural products in Oeltua Village. An effective marketing strategy is expected to reduce dependence on long distribution chains, strengthen farmers' bargaining positions, expand market access, and ultimately improve farmers' income and welfare (Hasrullah et al., 2024). Accordingly, this study seeks to formulate an agricultural marketing strategy using a combination of strategic analysis and the Analytical Hierarchy Process (AHP). The identification of strengths, weaknesses, opportunities, and threats provides an initial assessment of the internal and external conditions affecting agricultural marketing in Oeltua Village. Subsequently, AHP is employed to determine priorities among alternative marketing strategies (Hakim & Setiawan, 2025). The AHP approach is considered appropriate because it enables systematic prioritization of marketing-mix elements—including product, price, place or distribution, and promotion—based on judgments provided by relevant experts and stakeholders (Etlioğlu, 2025). The formulation of an appropriate agricultural marketing strategy is also relevant to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 1: No Poverty. Improving market access, shortening distribution chains, and increasing the economic value received by farmers may contribute to higher household income and a reduction in rural economic

vulnerability (Al Abbasi et al., 2024). Therefore, this study is expected not only to provide a strategic marketing framework for agricultural products in Oeltua Village but also to offer practical implications for improving farmer welfare and supporting sustainable rural development.

## METHODOLOGY

1. To answer the research question, the approach used is an integrated (Hybrid) SWOT and AHP METHOD (A. R. M. et al., 2024). This approach is designed to synergize two qualitative and quantitative analysis methods for decision-making, including:
2. SWOT Analysis Approach (Strengths, Weaknesses, Opportunities, Threats): It is a systematic identification method for formulating marketing strategies by analyzing internal factors (strengths and weaknesses) and external factors (opportunities and threats) (Bennis et al., 2024).
3. Analytical Hierarchy Process (AHP) approach: It is a structured multicriteria decision making technique, used to provide subjective value (weight) from experts to determine the highest priority of various alternative strategies produced by SWOT (Salehzadeh & Ziaeian, 2024).
4. This combined approach is referred to as SWOT-AHP or Hybrid SWOT-AHP, The goal: To cover the weaknesses of SWOT analysis which are often subjective. With AHP, SWOT factors that have been identified can be given numerical weight so that organizations know exactly which factors are most urgent to address or which strategies should be implemented first (Basar, 2024).



**Figure 4.** Research Design

The research was conducted in Oeltua Village, Kupang Regency, because this area is known as an agricultural center. Many agricultural business actors are their main source of income to meet their basic needs.

The informants selected for this in-depth interview were 7 people and the data was obtained. Namely, the Head of the Kupang Regency Agriculture Office knows information about general conditions related to the agricultural product sales system in Oeltua Village. The Chairman of the Oeltua Village Farmers Group as a practitioner of selling agricultural products who has an important role in the development of agricultural products to increase sales volume, increase production and income, and farmers' welfare. The Head of Oeltua Village provides various training activities to develop human resources in the agricultural sector. As well as several academics who are experts in the field of marketing.

These interviews and observations were recorded using a digital voice recorder and then transcribed into a Microsoft Word document. Furthermore, SWOT analysis was used to identify the marketing of agricultural products in Oeltua Village, Kupang Regency. The data obtained from the SWOT analysis were re-identified to represent appropriate alternative marketing strategies using the Analytical Hierarchy Process (AHP) method using the Expert Choice 11 Software.

## RESULTS AND DISCUSSION

The following is a summary of the SWOT strategy based on the results of the interviews that have been conducted.

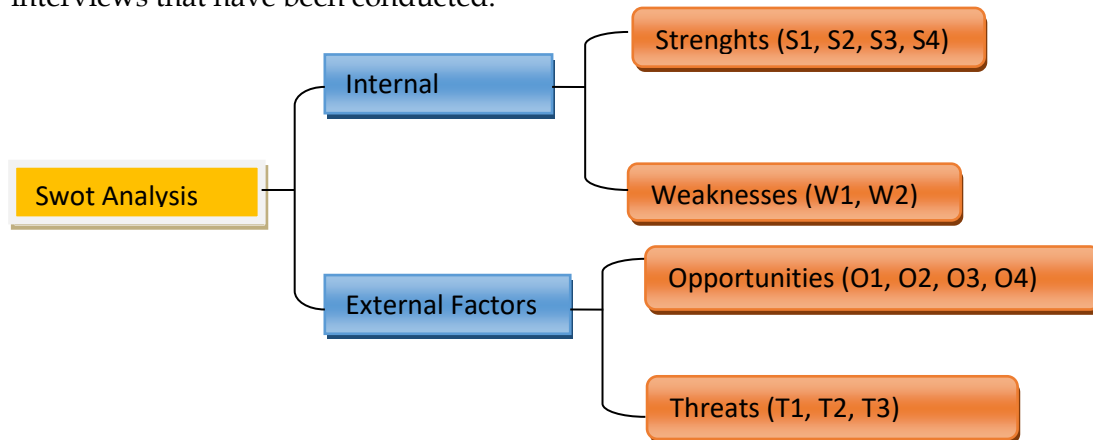


Figure 5. SWOT Analysis Results

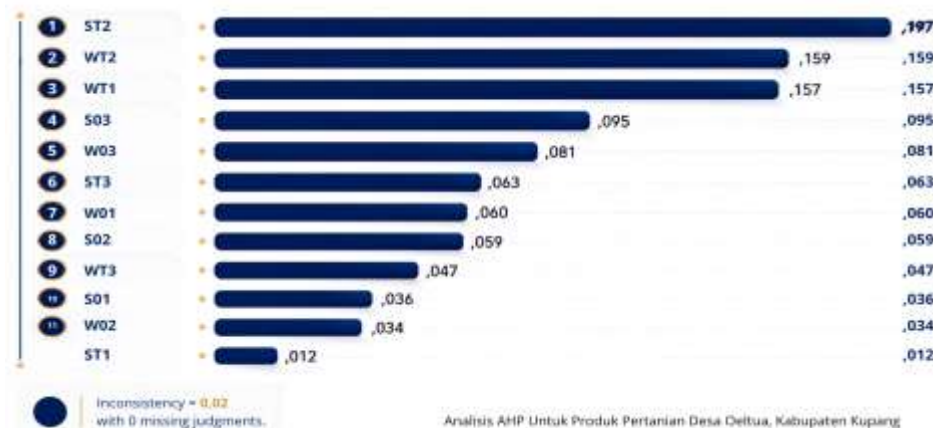
Based on the results of interviews with informants, among others: (1). Strengths in agriculture in Oeltua Village include, S1 which means the potential of the area and resources or labor can come from non-academic circles, S2 which means agricultural products can be processed into various types of products, S3 which means the capital for farming business is relatively small, S4 which means the ease of farmers in farming and obtaining quality fertilizers. (2) Weaknesses in agricultural products include W1 which means that it is not yet able to sell through e-commerce, W2, which means limited market access, (3) Opportunities in agricultural products include, O1 which means that fellow farmers work together to provide fertilizer stocks, which means O2 the government provides training and assistance, O3 which means ease of obtaining business licenses, O4 which means a large market for agricultural products, (4) Threats in agricultural products include, T1 which means the risk of product damage, T2 which means that the weather is often erratic, T3 which means high fertilizer prices.

### Analysis of Marketing Strategy for Agricultural Products of Oeltua Village Using AHP Analysis.



Figure 6. Hierarchical Process

The following are the results of the strategic priority analysis for agricultural products in Oeltua Village using the AHP method:



**Figure 7.** AHP Analysis Results

Based on the image above, the overall combined result achieves a CR value of 0.02%. This means that the response from each source is consistent or saturated. The most important priority strategies include:

ST2 which means maintaining quality and caring for agricultural products with a value of 0.197. So, product development strategy is considered the most important in the marketing strategy of agricultural products of Oeltua Village. Good quality in terms of color, taste, and shape, providing services for customer satisfaction. Product quality is a condition that is directly related to the product (Yanti et al., 2021). WT2 which means building a network with local agencies and residents with a weight of 0.159. The network factor creates pressure and support that affects the marketing scope of a business (Dian et al., 2022; Febriarta, 2023; Mukhsin et al., 2018). So, market development strategies are also considered important. WT1 which means improving product quality by weight of 0.157. So the backward integration strategy has an important role. The backward integration strategy is applied when the supplier of agricultural products is too expensive or untrustworthy and when stable product price gains are very important. There is no special cooperative for agricultural products yet. SO3 which means building cooperation with Poklasar and the food business with a yield of 0.095 weight. So the market development strategy affects the marketing of agricultural products. Agricultural product sales practitioners can work together with collectors and wholesalers to increase market reach (Suharyati et al., 2022).

WO3 means making innovations in agricultural products sold through e-commerce with a weight of 0.081. This means diversification strategies by adding new related products are expected to increase sales figures (David, 2017). Not only selling agricultural products that have not been downstreamed, but you can also innovate on new products such as local food snacks to increase the selling price. ST3 which means making brochures at the point of sale with a weight of 0.083. This means that market development strategies also play a role in marketing agricultural products. Brochures are very effective for clear and accurate marketing media (Hadi et al., 2021; Nashihuddin et al., 2021; Sidantara et al., 2023). WO1 means optimizing promotion by placing banners on locations or social media with a weight of 0.060. Market development strategies also play a role in marketing agricultural products in Oeltua Village. Through social media, you can reach markets that are not used or not yet full. The proliferation of social media has become a good and relatively cheap marketing opportunity that can increase sales revenue (Aisyah et al., 2022; Mubarakah et al., 2022). SO2 which means innovating in the processing of finished

products to increase the selling price by a weight of 0.059. The diversification strategy can be used as a marketing strategy to increase the selling value of products. Problems faced by farmers include relatively low prices of agricultural products, but high production costs or fertilizer costs (Masrufah et al., 2021). WT3 which means opening a local food snack business to increase income with a weight of 0.047. Unrelated agricultural product marketing strategies have a less significant impact on the income of agricultural product sales practitioners. SO1 which means optimizing training and assistance from the government 0.036.

Product development strategies play a role in marketing because of the ability of farmers to diversify products, so that training and assistance programs can improve the economy of local communities (Pramono et al., 2022). WO2 which means optimizing marketing training through e-commerce for agricultural products 0.34. In this case, the market development strategy provides an alternative marketing strategy to reach a wider market through e-commerce. ST1 which means using 0.12 quality fertilizers. In these cases, the backward integration strategy is considered important when raw materials or fertilizers are too expensive.

The results of this study are in line with the results of research conducted by: 1). Amnah (2023), Mursit (2022), and Setiyowati (2022) regarding the analysis of SO1, WO2, WT2, and SO3. 2). Faradilla et al., (2022) and Wahyuningsih et al., (2022) regarding SO2 and WO3. 3). Rahmaditya (2018) and Reza (2023) regarding WO1. 4). Irwanto et al., (2021) regarding ST1. 5). Suharna (2023) regarding ST2. (Hermawansyah (2023) and Saputri et al., (2023) regarding ST3. 6). (Latianingsih (2020) and Yuniarti (2022) regarding WT1.7). (Kurniawan (2021) regarding WT3 analysis.

## CONCLUSION

Based on the results of the SWOT integration analysis and the Analytical Hierarchy Process (AHP), a **Consistency Ratio (CR) value of 0.02% was obtained**, which shows that the assessment of the respondents/experts has a very good level of consistency so that the results of the strategy ranking can be used as a basis for determining the priority of the marketing strategy of agricultural products in Oeltua Village. The results of the analysis show that the most prioritized strategy is **ST2, which is to maintain quality and care for agricultural products**, with a weight of **0.197**. This finding confirms that product quality, especially in terms of color, taste, shape, freshness, and service to consumers, is the main factor that needs to be strengthened to increase competitiveness and market confidence. The next priority is **WT2, which is to build a network with local agencies and residents** with a weight of **0.159**, and **WT1, which is to improve product quality** with a weight of **0.157**. Both strategies show the importance of expanding marketing networks while strengthening product quality to reduce limited market access and dependence on long marketing chains.

The next priority strategies include **SO3**, namely building cooperation with Poklaser and food business actors (**0.095**); **ST3**, namely making brochures at the point of sale (**0.083**); and **WO3**, namely innovating agricultural products marketed through e-commerce (**0.081**). The strategy shows that increasing sales volume is not enough through the sale of fresh agricultural products, but needs to be supported by the expansion of market networks, the use of promotional media, marketing digitalization, and the processing of products into value-added products. Meanwhile, **WO1** in the form of promotion optimization through banners and social media (**0.060**) and **SO2** in the form of finished product processing innovations to increase selling prices (**0.059**) further strengthen the need for marketing transformation from conventional patterns to broader, innovative, and value-added oriented marketing.

Overall, the results of the study show that **product development and market development strategies are the most dominant strategic** directions, with the support of integration

strategies through strengthening resources and supplier networks. This is relevant to the condition of Oeltua Village which faces market limitations, low bargaining positions of farmers, dependence on middlemen, and limited use of modern technology and marketing strategies. Therefore, the recommended marketing strategy model needs to be directed at three main focuses, namely **(1) maintaining and improving product quality, (2) expanding the network and market access through partnerships and e-commerce, and (3) increasing added value through innovation and processing of agricultural products**. The implementation of these strategies is expected to be able to expand market coverage, increase sales volume and value, strengthen farmers' bargaining positions, and gradually reduce dependence on middlemen.

Thus, this study produces recommendations for contextual marketing strategy models for agricultural products in Oeltua Village and can be the basis for village governments, farmer groups, and stakeholders in designing more targeted marketing interventions. The implementation of these priority strategies is expected not only to improve marketing performance and farmers' income, but also contribute to improving community welfare and achieving **SDG 1 (No Poverty)**.

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