

The 8th International Conference on Family Business and Entrepreneurship
**ANALYZING THE EFFECTIVENESS OF MARKETING
STRATEGIES IN INCREASING RICE SALES:
A CASE STUDY OF CV SURYA AGRO TANI USING 7P
MARKETING MIX AND SWOT ANALYSIS**

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ABSTRACT:

This study aims to analyze the marketing strategies employed to increase rice product sales at CV Surya Agro Tani, focusing on the company's use of the 7Ps marketing mix framework (Product, Price, Place, Promotion, People, Process, Physical Environment). Additionally, the research employs a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to evaluate the effectiveness of these strategies and to propose actionable recommendations for enhancing sales performance. This study was initiated in response to a significant decline in rice sales over three consecutive months, driven by both internal and external factors. Through this analysis, the research contributes to both academic literature and practical solutions for overcoming such challenges in the agricultural industry. The study provides valuable insights for agribusinesses like CV Surya Agro Tani, demonstrating how an effective use of the marketing mix, combined with a well-structured SWOT analysis, can be leveraged to improve sales performance. The findings suggest that companies in similar contexts can adopt an aggressive strategy to capitalize on their strengths and external opportunities, offering a roadmap for reversing declining sales trends. The research also highlights the broader social impact of effective marketing strategies in the agricultural sector, particularly in helping small and medium-sized enterprises (SMEs) like CV Surya Agro Tani thrive despite market fluctuations. By improving sales, such businesses can contribute to local economic stability, employment, and food security. This study is unique in applying the 7Ps marketing mix and SWOT analysis specifically to the rice market at CV Surya Agro Tani. It offers a novel contribution to the academic literature on marketing strategies in the agricultural industry, as prior research has predominantly focused on other business sectors. Furthermore, it provides practical insights that can be applied to similar agribusinesses facing comparable challenges.

Keywords: *Marketing Strategy, 7Ps, SWOT Analysis, Sales Performance, Agribusiness, CV Surya Agro Tani, Rice Products*

1. Introduction

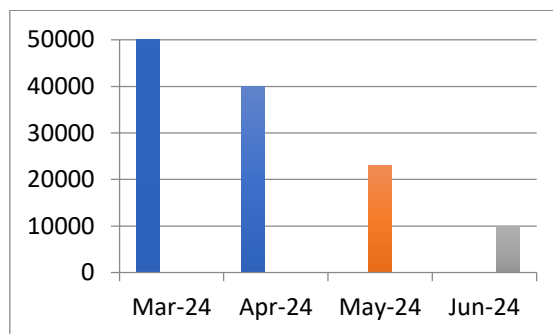
Businesses today face significant challenges in maintaining competitiveness due to the intense competition in the market. To achieve their goals and execute planned operations successfully, companies need strong, accurate, and sustainable strategies, particularly in the realm of product and service competition (Hariyanto et al., 2023). To boost profitability and sales, an effective marketing strategy is crucial (Trilaksono et al., 2024). A marketing strategy involves the company's plan or a series of programs to determine its target market, including segmentation, targeting, positioning, and the marketing mix (Mamahit, 2021). The success of a marketing strategy is contingent on its effectiveness and efficiency. Effectiveness evaluates how well the company's goals are achieved, while efficiency measures the ratio of output to input (Trilaksono et al., 2024).

CV Surya Agro Tani, a company specializing in the production and distribution of rice products, markets its rice under the brand name "Beras AS." One of the key factors driving the sales of "Beras AS" is the company's strategic use of marketing mix analysis. This conceptual framework includes the traditional 4Ps of marketing (product, price, place, and promotion). However, for services, an extended marketing mix is

necessary, adding three more elements—people, physical evidence, and process—making it the 7Ps model (Hurriyanti, 2019).

CV Surya Agro Tani faces several challenges, including a decline in rice prices over the past three consecutive months (Table 1), while production costs are rising due to unstable weather, which is impacting raw material yields. Additionally, the market price of rice has been affected by factors such as abundant rice stocks from other suppliers and reduced buyer interest, as noted by YouTube Metro TV on March 3, 2024. Moreover, as reported by Tito.id on March 22, 2024, the recent large-scale distribution of government social assistance has contributed to the decrease in rice purchasing power. Consequently, this research was undertaken in response to the decline in sales at CV Surya Agro Tani, aiming to analyze effective strategies for improving sales and identifying both external and internal factors contributing to this decline.

Figure 1 Sales Graphic of Surya Agro Tani



Source: CV Surya Agro Tani

The declining sales trend at CV Surya Agro Tani over the past three months underscores the need for a thorough analysis of the company's marketing strategies and an understanding of the factors behind this downturn. This study focuses on analyzing the effectiveness of the marketing strategies employed by CV Surya Agro Tani, using the 7Ps marketing mix and SWOT analysis. The investigation will explore key issues such as the impact of government-imposed rice price regulations, fluctuations in raw material supply due to weather changes, intense competition in the rice industry, shifts in consumer preferences, and the overall effectiveness of the company's current marketing and distribution strategies.

Given these challenges, research is necessary not only for the development and success of the business but also to provide academic insights into the rice sales industry. This study seeks to contribute to a better understanding of how businesses in this sector can develop and implement effective marketing strategies to counteract declining sales.

Based on the outlined background, the research seeks to address the following questions:

1. What marketing mix strategies does CV Surya Agro Tani apply to increase its sales?
2. How can CV Surya Agro Tani develop a marketing strategy using SWOT analysis and the 7Ps framework?

This qualitative research aims to identify the marketing strategies that can enhance sales at CV Surya Agro Tani. The thesis is structured into five chapters: Introduction, Literature Review, Methodology, Analysis and Discussion of Findings, and Conclusions and Suggestions. Chapter 1 outlines the problem background, problem statement, research questions, and research outline. Chapter 2 covers the literature review, theoretical framework, and research gap. The research methodology, including the research design, sampling plan, and data analysis approach, is detailed in Chapter 3. Chapter 4 provides an analysis and discussion of the findings, answering the research questions posed in Chapter 1. Finally, Chapter 5 presents the conclusions and suggestions for future action based on the research findings.

2. Literature review

2.1 Marketing Strategy

In the current business landscape, marketing is widely recognized as one of the most critical elements for a company's success. Far beyond the traditional notions of selling and advertising, marketing aims to meet customer needs innovatively, fostering lasting relationships that drive business growth (Kotler & Armstrong, 2018). Marketing, when viewed comprehensively, encompasses much more than transactional exchanges; it is about creating value by understanding and fulfilling customer desires.

Kotler and Armstrong (2018) emphasize that an effective marketing strategy integrates the principles of the marketing mix to achieve organizational goals. A marketing strategy, as described by Assuari (2020), is a cohesive and integrated plan that outlines the actions necessary to fulfill a company's marketing objectives. This strategy serves as a blueprint for decision-making across various functions, including market segmentation, targeting, and positioning. Li et al. (2021) define marketing strategy as "the marketing rationale by which the firm expects to generate value, the consumers who will be served, and the manner in which the company will serve them," underscoring the importance of differentiation and positioning in driving competitive advantage.

2.2 7Ps of Marketing Mix

Assuari (2020) explains that businesses employ a combination of strategic marketing tools—collectively known as the marketing mix—to influence consumer behavior and achieve desired outcomes. Originally conceptualized as the 4 Ps (product, price, place, and promotion), the marketing mix has evolved to include additional elements, particularly in the context of service marketing. These additional components—people, process, and physical evidence—extend the mix to the 7 Ps, allowing businesses to craft more nuanced strategies that account for both tangible and intangible offerings.

Hartini (2021) asserts that these seven elements—product, price, promotion, place, people, process, and physical environment—are fundamental to a business's marketing activities. Each element plays a crucial role in shaping consumer perceptions and influencing purchasing decisions.

1. **Product:** Kotler and Armstrong (2013) define a product or service as anything offered to the market for consumption, use, or attention, with the purpose of satisfying a need or want. Products can be both tangible and intangible, encompassing everything that fulfills a consumer's desire (Sadq et al., 2016).

2. **Price:** Price is a key determinant in consumer decision-making and represents the monetary value exchanged for the benefits of owning or using a product or service (Kotler & Armstrong, 2013). Othman et al. (2020) emphasize that price plays a pivotal role in shaping market demand and competitiveness.

3. **Promotion:** Promotion involves all communication efforts aimed at informing, persuading, and reminding consumers about a product or service. Effective promotion drives consumer engagement and encourages purchase behavior (Nawzadsabir et al., 2019; Sadq, 2017).

4. **Place:** Place, or distribution, refers to the activities involved in making a product or service available to consumers. It encompasses the entire supply chain, from manufacturing to the point of sale (Othman et al., 2020; Aljaf et al., 2017).

5. **People:** This component refers to the individuals who interact directly or indirectly with customers to deliver the product or service. Employees play a vital role in shaping customer experiences and perceptions (Rashid et al., 2019; Sabir et al., 2019).

6. **Process:** Ogiemwonyi (2020) highlights that processes are the interconnected activities and workflows that ensure the smooth delivery of services. Managing these processes effectively enhances customer satisfaction and operational efficiency (Sadq, 2019).

7. **Physical Evidence:** Physical evidence pertains to the environment in which the service is delivered and includes elements like physical infrastructure, branding, and ambiance. These tangible aspects contribute to the customer's overall perception of quality (Saupi et al., 2019; Huang et al., 2019).

By strategically leveraging the marketing mix, businesses can enhance profitability, drive sales, and

achieve their overarching goals (Othman et al., 2018). In the context of small businesses like CV Surya Agro Tani, optimizing the 7 Ps is particularly crucial for boosting sales and maintaining a competitive edge.

2.3 SWOT Analysis

SWOT analysis is a strategic planning tool used to evaluate an organization's strengths, weaknesses, opportunities, and threats. This analysis provides a structured framework for identifying internal and external factors that affect business performance, allowing companies to develop strategies that capitalize on strengths and opportunities while mitigating risks (Fahmi, 2013). Through SWOT analysis, organizations can develop four potential strategic approaches: SO (leveraging strengths to exploit opportunities), WO (overcoming weaknesses by utilizing opportunities), ST (using strengths to mitigate threats), and WT (addressing weaknesses to avoid threats) (Jiskani et al., 2020).

Irfan et al. (2020) describe internal analysis as the evaluation of a company's strengths and weaknesses. Strengths are the internal attributes that give a business a competitive advantage, such as technology, financial resources, or market reputation. Weaknesses, on the other hand, are internal factors that hinder progress, such as inadequate facilities, insufficient funding, or limited managerial expertise.

Jetoo et al. (2021) elaborate on external analysis, which focuses on identifying opportunities and threats in the business environment. Opportunities are external factors that a business can exploit to achieve its goals, such as regulatory changes, technological advancements, or market expansion. Threats, however, are external challenges that can impede business growth, such as new competitors, market saturation, or shifting consumer preferences.

The SWOT matrix is a tool that helps organizations integrate these internal and external factors into strategic decision-making (Legionosuko, 2020). By aligning strengths with opportunities, and addressing weaknesses and threats, businesses can develop comprehensive strategies for sustained growth.

The research framework (Figure 2) for this study is designed to guide the inquiry into marketing strategies and their effectiveness. Drawing on previous studies, including those by Lisajidin (2020), Hariyanto et al. (2023), and Trilaksono et al. (2024), this study aims to analyze how CV Surya Agro Tani can apply the 7 Ps marketing mix and SWOT analysis to enhance its sales performance and overall market competitiveness. Through this approach, the study will offer insights into the development of tailored marketing strategies that can address the specific challenges faced by the company.

Figure 2 Theoretical Framework



Source: Developed by the author

Previous research has extensively studied and analysed the application of marketing strategies, specifically the 7Ps framework, within organizations or businesses. The 7Ps marketing strategy serves as a tool to identify and evaluate the critical elements or aspects of a company's operations, while SWOT analysis is employed to assess both internal and external factors that influence business performance. Hariyanto (2023) conducted a study that integrates these frameworks, aligning with the findings of Larasati (2023), to assess the efficacy of marketing strategies. Additionally, research in the agricultural sector, such as Nurdiana (2023), utilized the 7Ps marketing mix to evaluate marketing productivity within the farming industry, demonstrating the applicability of the 7Ps framework in similar business contexts.

Furthermore, Poorrezaei (2023) applied the 7Ps marketing mix to analyse how retailers can enhance the customer experience framework, showcasing the versatility of this model in various industries. In related studies, Risna (2023) and Agung (2024) combined the marketing mix with SWOT analysis to generate strategic insights that benefit businesses by identifying strengths, weaknesses, opportunities, and threats within the 7Ps framework. This research adopts a similar approach, focusing on the analysis of the 7Ps marketing mix, and further evaluating the results through the SWOT framework to assess how each element contributes to the company's ability to navigate environmental changes and achieve competitive advantage.

3. Research Method

Research Design

This study adopts a qualitative research method with a case study approach. According to Fiantika et al. (2022), qualitative research aims to comprehend particular phenomena in their natural context. These phenomena can include behaviors, perceptions, motivations, actions, and other experiences of the research subjects, which are described in a way that reflects actual conditions. Such a method is highly suitable for filling gaps in knowledge related to customer experiences and business processes. In this study, the author focuses on analyzing the marketing strategies employed by CV Surya Agro Tani to increase sales. Data was collected using interview techniques targeting key informants. To ensure the credibility of the data, triangulation techniques were employed, as suggested by Sugiyono (2019), where the same data is cross-verified using different techniques to test its validity.

Sampling Plan

The research focuses on analyzing marketing strategies to increase sales at CV Surya Agro Tani, a company headquartered on Jalan Barin, Bekasi City, West Java. The key informants in this study include the business owner, two staff members, and five customers of CV Surya Agro Tani. The sampling method used is purposive sampling, a type of non-probability sampling, in which the researcher deliberately selects participants based on predefined criteria that are relevant to the research objectives (Sugiyono, 2019).

For internal analysis, three key informants were selected:

1. Owner: Mr. Astin Sukmajaya, founder and manager of CV Surya Agro Tani, who has full authority and responsibility for company policies and operations.
2. Staff:
 - Mrs. Listanti, an Administration Staff member responsible for sales administration, distribution routes, and inventory management, who joined in November 2023.
 - Mr. Lanang Setiawibowo, a Sales Staff member responsible for product distribution and direct communication with customers, who joined in May 2023.

For external analysis, five customers were selected as key informants:

1. Mr. Andri, owner of "Agen Athariz" in Setu, Bekasi.
2. Mr. Ikhwani, owner of "Toko Keluarga" in Pondok Gede, Bekasi.
3. Mrs. Rere, owner of "Rere Store" in Kayuringin Jaya, Bekasi.

4. Mrs. Erita, owner of "RM Rima Jaya" in Kp. Rambutan, East Jakarta.

5. Mrs. Evita, a customer based in Duren Sawit, East Jakarta.

These key informants were selected for their knowledge and direct experience with CV Surya Agro Tani's products and services, allowing the researcher to thoroughly understand the company's marketing strategies and address the study's research questions.

Instrument/Operational Definitions

Primary Data: As defined by Sugiyono (2019), primary data refers to information collected directly from the source. In this research, primary data was obtained through direct interviews with key informants at CV Surya Agro Tani, including the owner, staff, and customers.

Secondary Data: Secondary data, as outlined by Sugiyono (2019), refers to information gathered indirectly through existing sources. This study utilizes secondary data from literature, sales records, and previous observations to support and provide a broader context for the analysis. Sources include books, articles, and relevant sales data, which help evaluate the reliability and relevance of the findings.

Research Instruments:

1. Interviews: The primary method of data collection, involving a structured set of questions aimed at gathering insights from key informants. The interview questions are based on the objectives of the research and relevant theories in marketing. The interview guide includes questions targeting different elements of the 7Ps marketing mix (product, price, place, promotion, people, process, physical evidence) and SWOT analysis (strengths, weaknesses, opportunities, threats).

- Owner and Staff Interview Guide: Questions cover various aspects of the 7Ps marketing mix, including product differentiation, pricing strategies, distribution channels, promotion effectiveness, staff roles, sales processes, and physical elements supporting sales. Additionally, SWOT analysis questions investigate the internal strengths and weaknesses of CV Surya Agro Tani and the external opportunities and threats affecting the business.

- Customer Interview Guide: Questions focus on customer perceptions of product quality, pricing, distribution, promotional impact, service quality, and overall satisfaction with CV Surya Agro Tani.

Data Collection Design

The data collection process involved interviews, observations, and documentation. The study's primary data was collected through direct interviews with key informants, including the business owner, employees, and customers of CV Surya Agro Tani. Data collection took place between May and July 2024, with interviews conducted in July 2024 to align with the company's activities and market conditions. The observations and documentation were used to verify and support the interview data, ensuring a comprehensive understanding of the marketing strategies employed.

Data Analysis Design

Data analysis in qualitative research involves organizing and categorizing the collected data into meaningful patterns and descriptions. In this study, the researcher followed several steps to analyse the data:

1. Evaluation of Marketing Strategy (7Ps): Interviews with key informants focused on the 7Ps marketing mix. The responses were analysed by comparing each informant's answers and linking them to relevant marketing theories. This analysis helped identify strengths and weaknesses in CV Surya Agro Tani's marketing strategy.

2. SWOT Analysis: Data collected from the internal (owner and staff) and external (customers) perspectives were categorized into internal and external factors. These factors were then analysed using the SWOT framework to identify strategic options for improving sales.

3. Analysis Stage: After gathering all relevant information, the researcher conducted a comprehensive SWOT analysis to formulate strategies for increasing sales at CV Surya Agro Tani. The analysis involved assigning weights to internal and external factors, using a rating system (from 1 to 4) to determine the

significance of each factor (See Table 1). This was further supported by a significance level table to calculate the overall score for each factor in the SWOT analysis (see Table 2).

Table 1 Rating Description Calculating

Significant Level	Description	Rating	Description
1	Significant	4	Very Important
2	More Significant	3	Important
3	Very Significant	2	Quite Important
		1	Very Unimportant

Source: Lisajidin (2020)

Table 2 Determination of the Weight Internal and External

Strength/ Opportunity	Internal Factors	Significant Level	Weight	Rating	Weight X Score
	1.				
	2.				
	3.				
Weakness/ Threat	1.				
	2.				
	3.				
Total					

Source: Lisajidin (2020)

Through this rigorous data collection and analysis process, the study aims to provide actionable insights into the marketing strategies of CV Surya Agro Tani and offer recommendations for improving its sales performance in an increasingly competitive market.

4. Results and Discussion

4.1 Company Profile

Company Overview: CV Surya Agro Tani

Business Sector: Agricultural Industry

Core Product: Rice

Company Address: Barin Raya No. 56, Bantar Gebang, Bekasi

Establishment Date: May 2022

Founded in 2022, CV Surya Agro Tani operates as a key player in the agricultural sector, specializing in rice milling, grain sales, packaging, and marketing. The company produces high-quality rice under the brand "Beras AS," which is distributed across the Jabodetabek region and Lampung. Currently, the company serves over 100 active clients, primarily focusing on traditional retailers and the hospitality sector, including various restaurants.

CV Surya Agro Tani offers two distinct rice varieties: Premium Rice and Slyph (medium-grade) rice, available in packaging sizes of 5 kg, 10 kg, 25 kg, and 50 kg. The company prioritizes food safety and sustainability by utilizing certified processing technologies that ensure the rice is free from additives such as bleach, preservatives, or artificial fragrances.

The company's mission is to establish itself as a premier rice producer and supplier in Indonesia, recognized

for its commitment to delivering premium-quality products, adhering to responsible sourcing practices, and contributing to sustainable agriculture. Through its "Beras AS" brand, CV Surya Agro Tani aims to positively impact local communities by promoting economic development, supporting local trade, and ensuring a consistent supply of nutritious, safe, and high-quality rice to consumers.

4.2 Interview Result

The interviews conducted for this study involved a total of eight key informants, comprising three internal informants from CV Surya Agro Tani, including the owner and two employees, and five external informants, representing the company's customers. The researcher conducted the interviews personally, also performing field observations, data collection, analysis, and drawing conclusions. To ensure the validity of the data, triangulation was employed, thereby producing reliable and credible research findings.

The research subjects and interview details are as follows:

1. Research Subject 1 (Code: AS): Astin Sukmajaya (Owner of CV Surya Agro Tani). Interviewed on July 23, 2024, at 11:00 AM, at the company's warehouse in Bantar Gebang, Bekasi City.
2. Research Subject 2 (Code: LY): Listani Yugo (Administrative Staff at CV Surya Agro Tani). Interviewed on July 24, 2024, at 1:00 PM, at the company's warehouse in Bantar Gebang, Bekasi City.
3. Research Subject 3 (Code: ASW): Anang Setya Wibowo (Administrative Staff at CV Surya Agro Tani). Interviewed on July 24, 2024, at 6:30 PM, at the company's warehouse in Bantar Gebang, Bekasi City.
4. Research Subject 4 (Code: A1): Andri (Customer of CV Surya Agro Tani). Interviewed on July 27, 2024, at 9:30 AM, at the CV Surya Agro Tani warehouse in Bantar Gebang, Bekasi City.
5. Research Subject 5 (Code: R1): Rere (Customer of CV Surya Agro Tani). Interviewed on July 27, 2024, at 2:00 PM, at the "Rere Store" located in Kayuringin Jaya, Bekasi City.
6. Research Subject 6 (Code: E1): Evita (Customer of CV Surya Agro Tani). Interviewed on July 28, 2024, at 10:00 AM, at the informant's residence in Pekayon, Bekasi City.
7. Research Subject 7 (Code: E2): Erita (Customer of CV Surya Agro Tani). Interviewed on July 29, 2024, at 3:00 PM, at "RM Rima Jaya" in Kampung Rambutan, East Jakarta.
8. Research Subject 8 (Code: I1): Ikhwani (Customer of CV Surya Agro Tani). Interviewed on July 31, 2024, at 11:30 AM, at the "Toko Keluarga" in Pondok Gede, Bekasi City.

The interview data and insights gathered from these informants provide critical perspectives on the operations, customer relations, and product satisfaction associated with CV Surya Agro Tani. Detailed results of these interviews are attached in the appendices.

4.2.1 7Ps of Marketing Mix Analysis Results

1. Product

Based on interviews with the owner of CV Surya Agro Tani, the primary product offered is rice under the brand "AS." The owner described the product as follows:

"We sell rice under the AS brand." (AS).

"Our rice is organic in the sense that it is not mixed with substandard varieties. This ensures longer shelf life without discoloration, and the cooked rice has a fragrant aroma and remains fresh for longer." (AS).

The owner emphasizes the superior quality of AS Rice compared to competitors. This perspective is corroborated by a customer:

"The quality of the rice is excellent, consistently tender. Since I started using AS Rice, I've rarely considered other brands." (E1).

"The rice stays fresh longer after cooking; I can cook in the evening, and by morning it hasn't spoiled." (E1).

These testimonials illustrate the value and quality of the product from a consumer perspective. According to Sadq et al. (2016), any marketable item that attracts attention, is sought, used, or

consumed to satisfy a need or desire qualifies as a product or service.

2. Price

According to Othman et al. (2020) and Muslim et al. (2020), price is a critical component of the marketing mix and a key determinant in influencing consumer decisions. The pricing strategy at CV Surya Agro Tani is based on two factors: total operational costs plus a margin to determine the selling price, and compliance with the government-mandated Highest Retail Price (HET) for rice. However, from a customer's perspective:

"As long as the price is competitive, it's fine. There was a time when AS Rice was priced similarly to the rice at Indomaret or Alfamart, so I didn't order because it was too expensive." (R1).

This highlights the importance of competitive pricing for maintaining brand perception and sales volume. A misstep in pricing could negatively impact brand image and customer retention.

3. Promotion

Promotional efforts at CV Surya Agro Tani currently focus on direct customer engagement through canvassing and word-of-mouth referrals. As explained by the administrative staff:

"Most of our promotional activities are direct to customers, with sales representatives canvassing daily on designated routes. We rely heavily on word-of-mouth promotion." (LY).

A customer confirmed this approach:

"I learned about AS Rice from an employee who came to offer it to my store." (A1).

According to Nawzadsabir et al. (2019), promotion encompasses all communication channels aimed at reaching a target audience, informing, persuading, and convincing them to make a purchase. While CV Surya Agro Tani has successfully used direct and word-of-mouth promotion, there is room for improvement by exploring additional communication channels to reach a broader market.

4. Place

The "place" element of the marketing mix ensures that products are available to consumers at the right time and location (Syarifuddin, 2022). CV Surya Agro Tani's warehouse is strategically located in Bantar Gebang, Bekasi, which provides easy access for local customers:

"My store is in Setu, and it's conveniently close for checking stock." (A1).

The company's proximity to its customer base reduces logistics costs, shortens delivery times, and improves customer accessibility, thereby enhancing sales potential. As Hartini (2021) suggests, location strategy should ensure long-term sustainability, selecting areas that can economically thrive and support business growth.

5. People

The role of employees is pivotal to the success of CV Surya Agro Tani. The owner explained:

"Our employees have specific roles depending on their capacities. I am very selective in hiring to ensure we grow the company effectively." (AS).

An administrative staff member further elaborated on the internal collaboration:

"As administrative staff, I handle daily sales records, coordinate canvassing routes, process orders, and communicate with customers. We collaborate with the sales and production teams, and while miscommunication sometimes occurs, we strive to support each other and complete our tasks." (LY).

Rashid et al. (2019) highlight the importance of employees in delivering customer service, noting that their interactions significantly influence customer satisfaction and loyalty.

6. Process

Ogiemwonyi (2020) defines processes as a series of connected and complementary activities that produce services meeting customer requirements. Customer feedback on the purchasing process at CV Surya Agro Tani reveals that the process is customer-friendly and efficient:

"I usually WhatsApp the admin or Ms. Asty to order rice and settle the invoice. I also check if the rice is ready for delivery." (E2).

"Customers place orders directly or via phone, and we either deliver to them or they pick up their orders. Canvassing is another method we use." (ASW).

These observations align with Safitri (2023), who emphasizes that the process encompasses the series

of company activities from production to customer delivery, ensuring that consumer needs are met effectively.

7. Physical Evidence

Physical evidence contributes to the credibility of a business, including tangible elements such as logos, packaging, and store interiors (Hartini, 2021). The owner of CV Surya Agro Tani described their approach to improving physical evidence:

“To enhance sales, we’ve established a marketing warehouse in Bantar Gebang, Bekasi, where customers can directly inspect the rice quality. We’ve also redesigned the packaging to make the rice’s quality more visible to customers.” (AS).

A customer echoed these sentiments:

“The packaging is good, but if it could be improved further, that would be great, as long as the rice quality remains consistent.” (II).

Based on interviews and field analysis, it is evident that CV Surya Agro Tani’s AS Rice is regarded as a high-quality product by its customers. Enhancing the packaging and presentation could further differentiate the brand and add value, in line with customer expectations.

4.3 SWOT Analysis Results

In this study, a qualitative research approach, specifically a SWOT (Strengths, Weaknesses, Opportunities, Threats) or TOWS analysis, was employed to systematically identify key internal and external factors. The primary goal was to develop strategic plans to increase the sales volume of CV Surya Agro Tani’s products. The analysis framework is based on the principle of minimizing threats and weaknesses while maximizing strengths and opportunities. Both the External Strategic Factor Analysis Summary (EFAS) and the Internal Strategic Factor Analysis Summary (IFAS) matrices serve as tools to operationalize this approach. Initially, internal and external factors are identified, and then weighted to determine their impact on the business.

The results of the SWOT analysis, based on interviews with key informants and a comprehensive problem identification process, are detailed as follows (see Table 3):

Table 3 SWOT Analysis

	Strength	Weakness
Internal Factors	1. There is a marketing warehouse that can be seen directly by customers 2. Has a large rice production capacity because it has its own grain supply and milling warehouse 3. Established communication with 100+ stores for product distribution 4. Provide services in the form of free product delivery to customers 5. AS rice products are a basic necessity	1. Low achievement of sales targets 2. Miscommunication in each internal party 3. Uncertain raw materials (grain) that affect the amount of rice production and sales 4. Weakness in planning for customer demand 5. Not yet planning new marketing strategies to increase sales
	Opportunities	Threat
Eksternal Factors	1. The HET of rice set by the government is above the cost of capital plus a margin from the producer. 2. The expiration of rice aid from the government 3. Change packaging to compete in modern markets 4. Rice prices in the market and demand are stable 5. Certain conditions such as democratic parties, religious holidays and so on that use rice as a necessity	1. Increase in competitors with similar product quality 2. Government policy on rice price ceiling that is lower than the cost of capital plus producer's margin 3. Loss of customer trust in as rice products 4. Tighter business competition 5. Cheaper price offer from competitors

Internal Factors:

Based on Table 4, which outlines the scoring of internal strength and weakness factors, a total IFAS score of 3.4 was calculated. This score reflects the overall strength of CV Surya Agro Tani in terms of internal capabilities. Strengths were assigned a score of 2.0, while weaknesses received a score of 1.4. The difference between these two totals (0.6) indicates that CV Surya Agro Tani's internal strengths outweigh its internal weaknesses. This positive balance suggests that the company has a solid foundation to capitalize on its strengths while addressing its weaknesses.

Table 4 IFAS Analysis (Internal Factor Analysis Summary)

	Internal Factors	Significant Level	Weight	Rating	Score
Strength	1. There is a marketing warehouse that can be seen directly by customers	3	0.12	4	0.5
	2. Has a large rice production capacity because it has its own grain supply and milling warehouse	3	0.12	4	0.5
	3. Established communication with 100+ stores for product distribution	2	0.08	3	0.2
	4. Provide services in the form of free product delivery to customers	3	0.12	4	0.5
	5. AS rice products are a basic necessity	3	0.12	3	0.4
Weakness	1. Low achievement of sales targets	2	0.08	4	0.3
	2. Miscommunication in each internal party	1	0.04	2	0.1
	3. Uncertain raw materials (grain) that affect the amount of rice production and sales	3	0.12	4	0.5
	4. Weakness in planning for customer demand	2	0.08	2	0.2
	5. Not yet planning new marketing strategies to increase sales	3	0.12	3	0.4
Total		25	1	33	3.4

External Factors:

Similarly, as indicated in Table 5, the analysis of external opportunities and threats produced a total EFAS score of 3.3. Opportunities were scored at 1.8, while threats were assigned a score of 1.6. The difference between these two values (0.2) demonstrates that CV Surya Agro Tani's opportunities slightly exceed its external threats. This indicates that the external environment presents a favourable outlook for the company, although there are potential risks that need to be managed.

Table 5 EFAS Analysis (External Factor Analysis Summary)

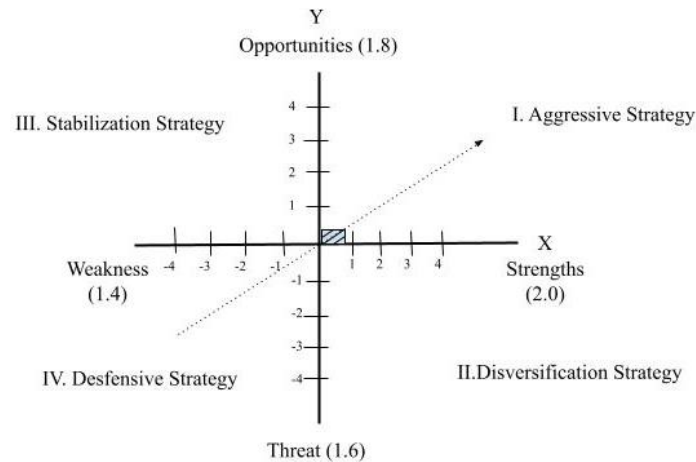
	Ekternal Factors	Significant Level	Weight	Rating	Score
Opportunities	1. HET of rice set by the government according to the sales price	3	0.14	4	0.6
	2. The expiration of rice aid from the government	1	0.05	2	0.1
	3. Change packaging to compete in modern markets	3	0.14	3	0.4
	4. Rice prices in the market and demand are stable	3	0.14	4	0.6
	5. Certain conditions such as democratic parties, religious holidays and so on that use rice as a necessity	1	0.05	2	0.1
Threat	1. Increase in competitors with similar product quality	2	0.10	4	0.4
	2. The latest government policy on HET rice which is Not in accordance with sales calculations	3	0.14	3	0.4
	3. Loss of customer trust in as rice products	3	0.14	4	0.6
	4. Tighter business competition	1	0.05	2	0.1
	5. Cheaper price offer from competitors	1	0.05	2	0.1
Total		21	1	30	3.3

Strategic Implications:

The results of the SWOT analysis, when plotted on a strategic diagram, reveal that CV Surya Agro Tani is positioned in Quadrant I, which is typically associated with an aggressive growth strategy. This position is determined by calculating the X-axis (the difference between strengths and weaknesses) and the Y-axis (the difference between opportunities and threats). The X-axis value is 0.6, derived from the formula $(2.0 - 1.4)$, and the Y-axis value is 0.2, calculated from $(1.8 - 1.6)$ (see Figure 3).

The positioning of CV Surya Agro Tani in Quadrant I suggests the adoption of an aggressive SO (Strengths-Opportunities) strategy, where the company should focus on maximizing its internal strengths and exploiting external opportunities. This strategic approach is ideal for companies in favorable market conditions with strong competitive advantages. According to Legionosuko (2020), an aggressive strategy allows businesses to leverage their strengths to take full advantage of market opportunities, especially in sectors with limited competition.

In CV Surya Agro Tani's case, the recommended strategic priorities should center around enhancing the quality and marketability of their products, as well as expanding market share by capitalizing on opportunities within the agricultural sector. This approach would allow the company to further strengthen its competitive position while addressing potential challenges effectively.

Figure 3 SWOT Diagram

Source: Developed by the author

A. S-O (Strengths – Opportunities)

1. Price Adjustment Monitoring: With the availability of a dedicated marketing warehouse and the opportunity to align the government-regulated HET (Highest Retail Price) of rice with the market price, CV Surya Agro Tani should regularly monitor changes in HET to adjust its prices accordingly, ensuring that customers can consistently purchase AS Rice at competitive market rates.
2. Production Management: CV Surya Agro Tani's large production capacity allows for flexibility, particularly during periods when government rice assistance ends. The company can optimize sales by regulating production during such times, avoiding overproduction and aligning output with market demand.
3. Packaging Innovation and Market Expansion: CV Surya Agro Tani's existing distribution to over 100 customers provides a solid foundation to tap into new markets. By redesigning its packaging, the company can expand its target audience beyond traditional markets to modern retailers, such as supermarket chains, enhancing both sales volume and market share.
4. Cost Monitoring with Free Delivery Service: CV Surya Agro Tani offers free product delivery, a key strength in the current market. To sustain this service amid stable rice prices, the company needs to carefully manage operational costs to avoid financial losses while maintaining competitive service.
5. Stock Management for High-Demand Periods: Given that rice is a basic necessity, CV Surya Agro Tani can take advantage of increased demand during festive or high-demand periods. By effectively managing stock levels, the company can ensure consistent supply during peak times.

B. W-O (Weaknesses – Opportunities)

1. Increasing Sales Through Promotion: CV Surya Agro Tani currently sets lower sales targets despite favorable government-set HET pricing. To address this, the company should enhance promotional efforts and customer engagement to evaluate current strategies and implement actions aimed at boosting sales.
2. Improving Internal Communication: To mitigate communication breakdowns between internal parties, particularly in times of governmental changes in rice assistance, CV Surya Agro Tani should

regularly evaluate employee performance and enforce monitoring systems to ensure effective communication and operational efficiency.

3. **Building Strategic Supplier Networks:** The unpredictable availability of raw materials impacts sales. By leveraging opportunities in modern markets, CV Surya Agro Tani can expand its network of suppliers, ensuring reliable access to materials and greater market share.
4. **Enhancing Customer Demand Planning:** To take advantage of stable rice prices, CV Surya Agro Tani should focus on strengthening its human resources. Providing targeted employee training can improve customer demand planning, enabling the company to align better with market stability.
5. **Innovative Strategic Planning:** CV Surya Agro Tani currently lacks strategic planning for peak demand periods. By introducing new product innovations and capitalizing on major events, the company can create targeted strategies to fully exploit opportunities and strengthen its market position.

C. S-T (Strengths – Threats)

1. **Expanding Marketing Infrastructure:** With increasing competition, CV Surya Agro Tani's marketing warehouse provides a strategic advantage. The company should consider establishing additional warehouses in new regions, offering customers the opportunity to inspect products first-hand and expanding its customer base.
2. **Production Management Amid Pricing Pressures:** Given the threat that government-regulated HET pricing may not align with market rates, CV Surya Agro Tani should monitor these shifts closely and manage production to prevent overproduction during periods of reduced demand.
3. **Maintaining Customer Trust:** To mitigate the threat of losing customer trust in AS Rice, CV Surya Agro Tani must retain existing customers by continuously innovating its services, ensuring that product quality and service reliability remain top priorities.
4. **Sustaining Competitive Free Delivery Service:** As business competition intensifies, maintaining the free delivery service becomes essential. CV Surya Agro Tani should focus on consistently delivering superior service to maintain a competitive edge in consumer evaluations.
5. **Quality Maintenance Against Price Competition:** While competitors may offer lower prices, CV Surya Agro Tani must prioritize maintaining product quality. By monitoring competitor prices and understanding customer preferences, the company can adjust its strategies to stay competitive without compromising value.

D. W-T (Weaknesses – Threats)

1. **Improving Sales Performance Amidst Competition:** Low sales performance coupled with increasing competition necessitates a thorough market analysis. CV Surya Agro Tani should realign its sales strategy, focusing on customer preferences and developing approaches that enhance customer value, ultimately attracting new customers.
2. **Enhancing Internal Pricing Communication:** The lack of clear internal communication regarding government pricing decisions can lead to operational inefficiencies. CV Surya Agro Tani should actively seek employee feedback to address pricing challenges and enhance internal communication protocols.
3. **Securing Raw Material Consistency:** Fluctuating raw material availability can erode customer trust. To address this, CV Surya Agro Tani must establish standard operating procedures (SOPs) for raw material sourcing, ensuring consistent product quality and reinforcing customer loyalty.

4. Developing Unique Competitive Offers: Fierce competition requires CV Surya Agro Tani to innovate. The company should explore unique selling propositions and diversify its sales platforms, including leveraging online channels to meet evolving customer demands and maintain market competitiveness.
5. Strategic Planning for Cost Efficiency: In response to competitors offering lower prices, CV Surya Agro Tani can explore the automation of production processes. By investing in technology and streamlining operations, the company can achieve production efficiency, allowing for cost reductions and strategic pricing that aligns with market conditions. Additionally, offering discounts or promotions can further enhance customer engagement while maintaining profitability through automation.

Table 6 Matrix TOWS Analysis

IFAS	Strength	Weakness
	1. There is a marketing warehouse that can be seen directly by customers	1. Low achievement of sales targets
	2. Has a large rice production capacity because it has its own grain supply and milling warehouse	2. Miscommunication in each internal party
	3. Established communication with 100+ stores for product distribution	3. Uncertain raw materials (grain) that affect the amount of rice production and sales
	4. Provide services in the form of free product delivery to customers	4. Weakness in planning for customer demand
EFAS	5. AS rice products are a basic necessity	5. Not yet planning new marketing strategies to increase sales
Opportunities	Strategy S-O	Strategy W-O
1. HET of rice set by the government according to the sales price	1. Consistency in checking the HET of rice set by the government periodically	1. Increase promotion and communication with customers
2. The expiration of rice aid from the government	2. Requires sales arrangements at certain moments	2. Evaluate employee performance
3. Change packaging to compete in modern markets	3. Expand packaging and target market to expand market share	3. Build networking for raw material suppliers and parties with opportunities to increase market share
4. Rice prices in the market and demand are stable	4. Pay attention to operational costs to avoid losses	4. Provide employee head training
5. Certain conditions such as democratic parties, religious holidays and so on that use rice as a necessity	5. Manage rice stock during times of high demand ⁸	5. Innovate product adjustments to make good use of opportunities
Threat	Strategy S-T	Strategy W-T
1. Increase in competitors with similar product quality	1. Maintaining a marketing warehouse or adding a warehouse to expand customer reach	1. Conduct market rises again so as to get new opportunities and customers
2. The latest government policy on HET rice which	2. Conduct monitoring of threats	2. The need to collect feedback or communicate with employees in order

is Not in accordance with sales calculations		to minimize miscommunication
3. Loss of customer trust in as rice products	3. Need to maintain customers and innovate for service	3. Planning for raw material needs and creating a standard operating procedure for the CV Surya Agro Tani team
4. Tighter business competition	4. Maintain service	4. Conduct unitized offer development and penal expansion to online platforms
5. Cheaper price offer from competitors	5. Maintain product quality and monitor pressing prices	5. Implementing an automatization strategy that minimizes large cost expenditures on production

5 Conclusions and Implications

5.1 Conclusions

Based on the findings of this research, which focused on analyzing marketing strategies to increase sales at CV Surya Agro Tani, the study was conducted using qualitative methods, producing a case study of the challenges identified by the researcher. These challenges were then analyzed through interviews with key informants at CV Surya Agro Tani. The conclusions drawn from the results are as follows:

1. CV Surya Agro Tani employs the 7P Marketing Mix as part of its marketing strategy. This includes product strategy (Product), pricing strategy (Price), location strategy (Place), promotional strategy (Promotion), personnel strategy (People), physical evidence strategy (Physical Evidence), and process strategy (Process).

2. According to both internal and external analyses and the SWOT diagram, it is concluded that the most appropriate strategy for CV Surya Agro Tani is an aggressive strategy. This strategy is recommended because the company is well-positioned to leverage its strengths and opportunities in the market. Based on the research analysis, the suggested strategies are as follows:

A. S-O (Strengths – Opportunities):

1. Consistently monitor the government's periodically-set HET (Highest Retail Price) for rice.
2. Optimize sales arrangements during specific moments of high demand.
3. Enhance product packaging and expand target markets to increase market share.
4. Carefully manage operational costs to avoid potential losses.
5. Effectively manage rice stock to meet increased demand during peak periods.

B. W-O (Weaknesses – Opportunities):

1. Increase promotional efforts and improve communication with customers.
2. Regularly evaluate employee performance for improved operational efficiency.
3. Establish wider networks with raw material suppliers and explore partnerships to expand market share.
4. Provide employee training to enhance customer service and sales performance.
5. Innovate product offerings to better capitalize on market opportunities.

C. S-T (Strengths – Threats):

1. Maintain the existing marketing warehouse or consider adding new warehouses to expand customer reach.
2. Continuously monitor external threats and respond accordingly.
3. Focus on customer retention and service innovation to maintain trust and loyalty.
4. Sustain high-quality service to remain competitive in the market.
5. Maintain product quality while monitoring competitor pricing strategies to stay competitive.

D. W-T (Weaknesses – Threats):

1. Conduct deeper market research to identify new opportunities and attract more customers.
2. Implement stronger communication channels within the organization to minimize miscommunication.
3. Develop a detailed raw material procurement plan and create standard operating procedures for the CV Surya Agro Tani team.
4. Explore unique offers and expand sales through online platforms to remain competitive.
5. Invest in production automation to increase efficiency and reduce costs, while also implementing strategic pricing through discounts and promotions.

5.2 Theoretical and Managerial Implications

Based on the analysis of marketing strategies at CV Surya Agro Tani, the following recommendations aim to provide both theoretical insights and practical applications for the company's future development:

1. Enhancing Product Quality and Innovating Promotional Strategies:

To sustain long-term growth and strengthen its market position, CV Surya Agro Tani should prioritize continuous improvement of product quality. High-quality products will reinforce consumer trust and ensure customer retention, which are critical for building brand loyalty. In addition to maintaining product excellence, the company should focus on innovating its promotional strategies. By offering targeted price incentives and creating compelling advertising campaigns, CV Surya Agro Tani can broaden its customer base and elevate brand recognition. These efforts will directly contribute to an increase in sales volume, as well as strengthen the company's competitive advantage in the market.

2. Suggestions for Future Research:

While this study provides a valuable foundation for understanding the marketing strategies at CV Surya Agro Tani, there are inherent limitations in its scope. Future research should explore alternative methodologies or focus on different dimensions of the marketing strategy. This would provide a more nuanced and comprehensive perspective on the factors influencing the company's sales performance. By expanding the research framework, future studies can offer deeper insights into the effectiveness of various marketing tactics and help refine strategies for sustained success.

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