



ONLINE MARKETING STRATEGY OF HYDROPONIC GREEN CURLY LETTUCE ON MSME RIYAN FARM SERANG, BANTEN

Deriska Chaerunnisa¹, Mudatsir Najamuddin², dan Fadeli Muhammad Habibie³

¹²Universitas Islam Negeri Syarif Hidayatullah Jakarta

Intitut Teknologi Kalimantan

Email : ¹deriska.chaerunnisa18@uinjkt.ac.id



[10.15408/saj.v2i2.29291](https://doi.org/10.15408/saj.v2i2.29291)

ABSTRACT

MSME Riyan Farm is a hydroponic green curly lettuce cultivation business unit in Serang, Banten that markets its product online through social media. The right marketing can determine the volume of sales and affect the company's profits so it requires a strategy. This study aims to determine the factors of strength and weakness, opportunities and threats, company position, alternatives, and appropriate marketing strategy priorities in increasing hydroponic green curly lettuce sales at MSME Riyan Farm Serang, Banten by using SWOT and QSPM Matrix analysis tools. The type of research used is descriptive-analytical. The results of the research through the Input Phase (EFE and IFE Matrix), Matching Phase (IE and SWOT Matrix), and Decision Making Phase (QSPM Matrix), that the value of IFE = 2.90 and EFE = 3.37 with the company's position in Cell II (Growth and Development) which supports aggressive growth policy (market development strategy, product development, market penetration, backward integration, forward integration, horizontal integration). With strategic priority, namely to establish marketing cooperation with similar companies with STAS = 6,321. Therefore, companies must optimize the use of social media to identify

product identities to expand market share, supported by competent human resources in the field of digital marketing.

Keywords: online marketing strategy; green curly lettuce; hydroponic

ABSTRAK

MSME Riyan Farm merupakan unit usaha budidaya selada keriting hijau hidroponik di Kota Serang, Banten yang memasarkan produknya secara daring melalui media sosial. Pemasaran yang tepat dapat menentukan volume penjualan dan mempengaruhi keuntungan perusahaan sehingga membutuhkan strategi. Penelitian ini bertujuan untuk mengetahui faktor kekuatan dan kelemahan, peluang dan ancaman, posisi perusahaan, alternatif dan prioritas strategi pemasaran yang tepat dalam meningkatkan penjualan selada keriting hijau hidroponik pada MSME Riyan Farm Serang, Banten dengan menggunakan alat analisis Matriks SWOT dan QSPM. Jenis penelitian yang digunakan adalah deskriptif analitis. Hasil penelitian melalui Tahap Input (Matriks EFE dan IFE), Pencocokan (Matriks IE dan SWOT), dan Pengambilan Keputusan (Matriks QSPM), bahwa nilai IFE=2.90 dan EFE=3.37 dengan posisi perusahaan pada Sel II (Tumbuh dan Berkembang) yang mendukung kebijakan pertumbuhan agresif (strategi pengembangan pasar, pengembangan produk, penetrasi pasar, integrasi kebelakang, integrasi kedepan, integrasi horizontal). Dengan prioritas strategi yaitu menjalin kerjasama pemasaran dengan perusahaan sejenis dengan STAS=6.321. Maka dari itu perusahaan harus pengoptimalkan pemanfaatan media sosial dalam upaya pengenalan identitas produk guna memperluas pangsa pasar dengan didukung oleh sumber daya manusia yang kompeten dibidang pemasaran digital.

Kata kunci: strategi pemasaran daring; selada keriting hijau; hidroponik

A. INTRODUCTION

With an increase in consumer knowledge of health, hazardous pesticides, as well as eco-friendly issues for producing vegetables, hydroponics's starting to gain interest in people for daily consumption. Increased consumption of hydroponics vegetables provides a great opportunity for the hydroponics vegetable business (Rabanni, 2017). The development of agricultural and information technology accompanied by the Covid-19 pandemic phenomenon increased the potential of the hydroponic green curly lettuce business with an online marketing system. Online marketing has become a trend to promote, and increase the number of new customers to expand the market, and maintain the loyalty of old customers to increase the company's sales volume (Hayati, 2020). Micro Small Medium Enterprises (MSME) Riyan Farm (founded in 2017 by Riyan S., MP.) is a business unit in the hydroponic green curly lettuce cultivation that markets its product online and is located at Serang, Banten.

Online sales per month of MSME Riyan Farm fluctuate due to the lack of optimal product presentation promotion, the price of green curly lettuce fluctuates, the scope of branding publicity is still limited, the marketing area does not cover the entire Jabodetabek, resource expertise in digital marketing and the use of information technology is still minimal, limited production capacity and ineffective marketing intermediary partnerships, and online marketing through marketplaces are inactive. Another problem is price fluctuations caused by product availability, market demand, prices of similar products to conventional cultivation, and sales seasons (such as Eid al-Fitr and Adha and Christmas Day). Fruit vegetable prices, sales volume, purchase price, transportation costs, market rent, and business experience are the factors that affect the price of leaf vegetables (Katipana et al., 2016).

Thus, it is necessary to improve the functional strategy of the company's online marketing department, so that the business remains competitive and grows in the hydroponic vegetable cultivation business

entity. This study aims to determine the factors of strength and weakness, opportunities and threats, company position, alternatives, and appropriate marketing strategy priorities in increasing sales of hydroponic green curly lettuce at Riyan Farm Serang, Banten using SWOT Matrix and QSPM analysis tools.

B. METHOD

Research Approach

This research is included in descriptive-analytical research because it aims to describe the object of the phenomenon from real conditions. According to Sugiyono (2014), the descriptive analysis method is a statistic used to analyze data by describing the data that has been collected as it is without intending to make conclusions that apply to the general public or generalizations.

Respondent

The respondent determination method used in this study is the non-probability sampling method, namely: Purposive Sampling where the respondents in this study were selected intentionally based on inclusion criteria, such as internal respondents are stakeholders in MSME Riyan Farm who play an active role in online marketing activities of hydroponic green curly lettuce, have an understanding and ideas about online marketing strategies and business development based on the company's environmental factors both internal and external and have the ability and take part in the formulation of business policies, which consist of two following parties: Business Owners and Marketing Manager. Meanwhile, an external respondent is marketing intermediary partner Agriyu with $\pm 80\%$ of orders for MSME Riyan Farm's hydroponic green curly lettuce products.

Data and Sources

This study relied on both primary and secondary data sources. In this study, primary data was collected from the first source in the form of interviews and questionnaires filled out with related internal and external parties. Secondary data is collected from a collection of documents related to MSME Riyan Farm's vision, mission, objectives, and business strategies, as well as supporting information based on SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis.

Data Analysis Method

Internal Environmental Analysis includes STP (Segmentation, Targeting, Positioning) and 7P Marketing Mix (Product, Price, Place, Promotion, People, Process, Physical Evidence); External includes the Macro Environment (Demography, Economics, Socio-Cultural, Technology, Natural Environment; Politics and Law) and Micro (Providers, Competitors, Customers/Societies, Marketing Intermediaries). The method used in this research is descriptive analysis with IFE Matrix, EFE Matrix, IE Matrix, SWOT Matrix, and QSP Matrix.

IFE and EFE Matrix

The Internal Factor Evaluation (IFE) Matrix is used to summarize and evaluate the main strengths and weaknesses in the business's functional areas and provides a basis for identifying and evaluating the relationships between these areas (David, 2017). The IFE matrix describes the conditions internal company consisting of strengths and weaknesses calculated based on ratings and weights.

The External Factor Evaluation (EFE) Matrix is used to identify the main opportunities and threats in the functional areas of the business and also provides a basis for knowing how big the impact is on the business so that they can be addressed immediately (David, 2017). The EFE matrix describes the conditions of the external company consisting of opportunities and threats calculated based on ratings and weights.

IE Matrix

The Internal-External (IE) Matrix is the matrix of the total IFE and EFE scores that is used as a tool for strategists to summarize and evaluate information about the company's internal and external environmental factors to determine the company's current position so that it can determine the right strategy to be implemented for the company's sustainability (David, 2017). The IE matrix is grouped into 3 main strategies, namely:

1. **Grow and Build:** Includes cells I, II, or IV. The appropriate strategy is intensive (market penetration, market development, and product development) or an integration strategy (backward integration, forward integration, and horizontal integration).
2. **Hold and Maintain:** Includes cells III, V, or VII. The general strategies used are market penetration and product development.
3. **Harvest or Devest:** Includes cells VI, VIII, or IX. The strategies applied are divestment, conglomerate diversification, and liquidation.

SWOT Matrix

The Strengths, Weaknesses, Opportunities, Threats (SWOT) Matrix is a formulation tool that matches the analysis of the internal and external environment to determine alternative strategies that can be pursued based on logic to maximize strengths and opportunities, but at the same time minimize company weaknesses and threats (David, 2017).

QSPM

Quantitative Strategic Planning Matrix (QSPM) is a tool that is very appropriate for prioritizing internal, external, and competitive information key requirements for developing an effective strategic plan (Gupta et al., 2015 in Indriarti and Chaidir, 2021).

C. RESULT AND DISCUSSION

Green curly lettuce (*Lactuca sativa* var. *crispa*) is a nutritious vegetable commodity and has a high economic value, it is generally consumed fresh/raw, so hygiene from pesticide residues and harmful microorganisms is a top priority in its production (Haryanto et al, 2006). MSME Riyan Farm at Serang, Banten took the great opportunity of cultivating green curly lettuce with a hydroponic system as a solution due to consumer concern about the hygiene of vegetable products. Based on Government Regulation Article 31 No. 24 (2018) concerning Electronically Integrated Business Licensing Services, MSME Riyan Farm received a Micro-Small Business License on October 31, 2019. MSME Riyan Farm has also been certified as Quality Guarantee for Hydroponic Products with Ser.No.36.73-HD- III-II.37-004-12/2019, and certified Fresh Products of Plant Origin from the RI Ministry of Agriculture PD 36.73-III.II.37.HD-03-0125-12/19. 300 m² of 500 m² of the garden area was allocated for cultivating hydroponic green curly lettuce with ±30 kg target production per day. Illustrated MSME Riyan Farm's business activity and online marketing activity are in the following Figure 1 and 2.

Figure 1. MSME Riyan Farm's Business Activities

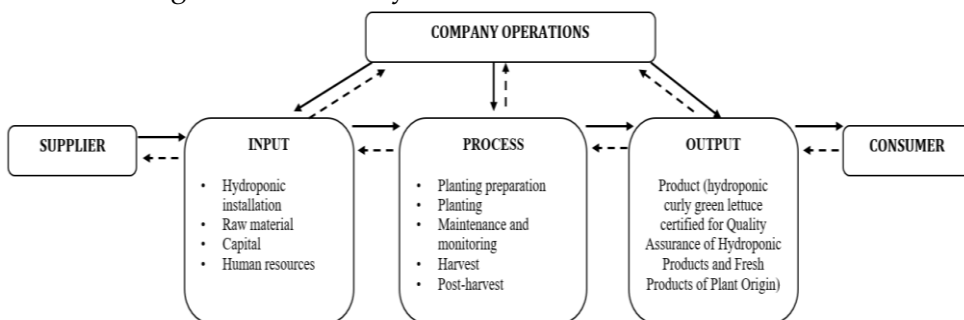
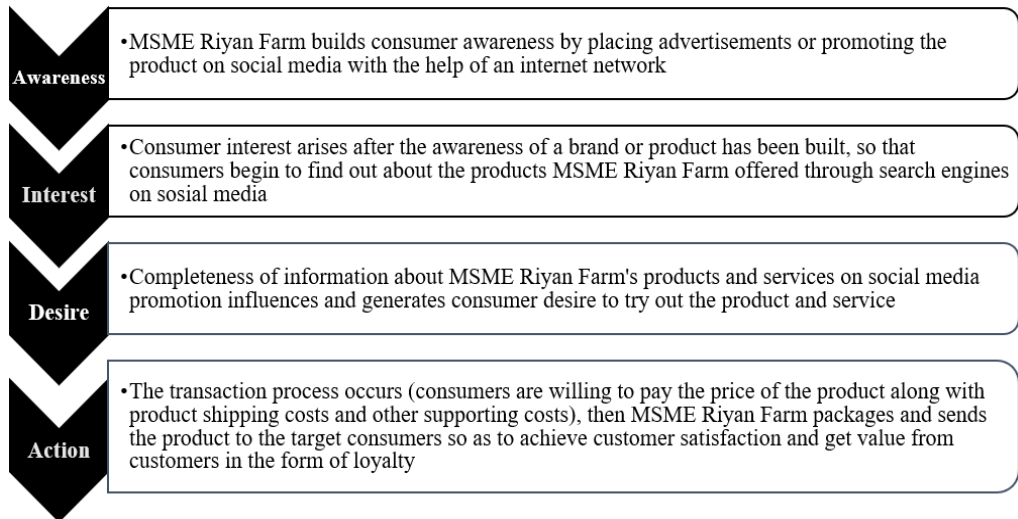


Figure 2. MSME Riyan Farm's Online Marketing Activities



Internal Factor Matrix Analysis Results

Table 1. Internal Factor Evaluation Matrix

Internal Strategic Factors	Weight	Rating	Weighted Score
Strengths			
Has a Hydroponic Product Quality Assurance certificate from the Banten Food Security Service	0.088	4	0.352
Product packaging is safe, neat, and clean	0.079	4	0.315
Have product standardization	0.086	4	0.345
Pricing based on product production costs	0.089	3.67	0.328
Promotional budget of IDR 1,200,000 per year	0.094	3.33	0.313
Ease and flexibility of payment systems (bank transfers, digital wallets, and cash on delivery)	0.088	3.33	0.293
Production capacity 30 kg/day	0.086	3.33	0.288
Sub Total			2.234
Weaknesses			
Limited product marketing area	0.098	2	0.197
The location of the company is not strategic	0.106	1.7	0.177
Do not have competent employees in the field of online (digital) marketing	0.080	1.3	0.107
Do not have a special room for sorting, packaging, and storage	0.094	2.0	0.188
Sub Total			0.669
Total			2.90

Source: Processed Data (2022)

Based on David's reference (2017) and the results of calculations in the IFE Matrix (Table 1) above, it is known that: the total score on the

strength factor is 2.234 and the total score on the weakness factor is 0.669 (this indicates that MSME Riyan Farm's have internal strengths which are greater than the company's weaknesses) and a total weighted score of 2.90 (this indicates that MSME Riyan Farm's have good internal conditions/positions because the total weighted score is above the average (2.5)). The main strength is the company has a Hydroponic Product Quality Assurance certificate from the Banten Food Security Service. The main weakness is the limited product marketing area.

External Factor Matrix Analysis Results

Table 2. External Factor Evaluation Matrix

External Strategic Factors	Weight	Rating	Weighted Score
Opportunities			
The population of Serang City increased from 2020-2021 by 0.02%	0.115	2.67	0.306
Serang City's GRDP increased from 2020-2021 by 0.06%	0.106	3	0.317
External Strategic Factors	Weight	Rating	Weighted Score
Opportunities			
Healthy lifestyle trends by consuming vegetables	0.081	4	0.326
The rapid development of information technology in online marketing	0.104	4	0.415
The policy of extending product quality assurance certification is quite complex and requires a special budget	0.109	3.67	0.401

Newcomers are not easy to enter the hydroponic vegetable cultivation industry	0.107	3.67	0.394
High customer loyalty	0.070	4	0.281
Sub Total			2.440
Threats			
Changes in climate and weather affect the quality and quantity of marketable products	0.098	3.33	0.327
Raw materials (seeds and planting media) are 100% imported	0.098	2	0.196
Limited online marketing intermediaries in Serang City	0.111	3.67	0.407
Sub Total			0.931
Total			3.37

Source: Processed Data (2022)

Based on David's reference (2017) and the calculation results in the EFE Matrix (Table 2) above, it is known that: the total score on the opportunity factor is 2.440 and the total score on the threat factor is 0.931 (where the opportunity for MSME Riyan Farm's in online marketing hydroponic green curly lettuce is greater than the threats that can affect the online marketing of products that the company must overcome) and a total weighted score of 3.37 (this indicates that MSME Riyan Farm's can respond to opportunities and threats very well because the total weighted score is above average (2.5)). The biggest opportunity that MSME Riyan Farm had to respond to is the rapid development of information technology in online marketing. The main threat is limited online marketing intermediaries in Serang City. Junior, et. al. (2017) conducted research entitled "Strategy for the Development of Organic Kale Farming in Bogor Regency" which showed that the total cumulative index of the EFE Matrix analysis value is 3.52. The largest

score based on the opportunity factor is the goodness of the surrounding community's environmental conditions at 0.28. The biggest score of the threat factor is the weather fluctuating at 0.42.

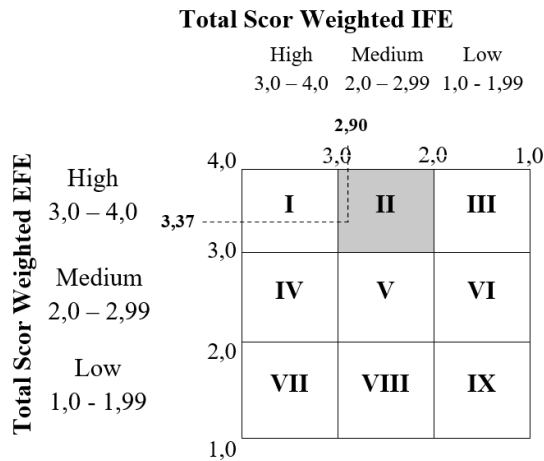


Figure 1. Internal-External Matrix
Source: Processed Data (2022)

The total scores from the IFE and EFE Matrix in the IE Matrix (Figure 1) make coordinates showing that MSME Riyan Farm's located in Cell II, where the company is in a position with very good internal capabilities and very good external response capabilities. According to David (2017), stated that Cell II accounts for the largest percentage of company sales so the right strategy is the Growth and Development Strategy with the appropriate strategy, namely the intensive strategy (market penetration, market development, and product development). or integration strategy (backward integration, forward integration, and horizontal integration). According to a forum group discussion (2022) with the Leader and Marketing Manager of MSME Riyan Farm and the Director of Agriyu as a marketing partner, the appropriate strategy to help achieve company goals is the intensive strategy (market penetration and market development) or forward integration strategy.

Strategy Alternative Analysis

Table 3. MSME Riyan Farm's SWOT Matrix

		Strengths	Weaknesses
	IFE	Have a Hydroponic Product Quality Assurance certificate from the Banten Food Security Service	The reach of the product marketing area is limited
	EFE	Product packaging is safe, neat, and clean Have product standardization Pricing based on the cost of producing the product Promotional budget of IDR 1,200,000 per year Ease and flexibility of payment systems (bank transfers, digital wallets, and cash on delivery) Production capacity 30 kg/day	The company's location is less strategic Do not have competent employees in the field of online marketing (digital) Do not have a special room for sorting, packaging, and storage
Opportunities		S-O Strategy	W-O Strategy
The population of Serang City increased from 2020-2021 by 0.02% GRDP of Serang City increased from 2020-2021 by 0.06% Healthy lifestyle trends by consuming vegetables The rapid development of information		Establish marketing cooperation with similar companies outside Serang city (such as PT. Momenta Agrikultura-house) (S1, S2, S3, S4, S6, S7, O1, O2, O3, O4, O5, O6, O7)	Optimizing the use of social media (social commerce) to identify product identities to expand market share (W1, W2, W3, W4, O1, O2, O3, O4, O5, O6, O7) -Market penetration-

technology in online marketing The policy of extending product quality assurance certification is quite complex and requires a special budget Newcomers are not easy to enter the hydroponic vegetable cultivation industry High customer loyalty	-Forward Integration-	
Threats	S-T Strategy	W-T Strategy
Climate and weather changes affect the quality and quantity of marketable products Raw materials (seeds and planting media) are 100% imported Limited online marketing intermediaries in Serang City	Recruiting competent employees in the field of digital marketing (S1, S2, S3, S4, S5, S6, S7, T1, T2) -Market Penetration-	Establish partnerships with Jabodetabek online marketing intermediaries (W1, W2, T2, T3) -Market Development-

Source: Processed Data (2022)

Strategic Priority Determination

Table 4. MSME Riyan Farm's Strategy Priorities

No.	Strategy Priority	STAS
1.	Establishing Marketing Cooperation with Similar Companies Outside Serang City	6.321
2.	Optimizing the Utilization of Social Media (Social Commerce) in Efforts to Recognize Product Identity to Expand Market Share	6.193
3.	Recruiting Competent Employees in Digital Marketing	5.760
4.	Establishing Partnerships with Jabodetabek Online Marketing Intermediaries	5.521

Source: Processed Data (2022)

D. CONCLUSION

Changes in people's culture and behavior toward the presence of social media on the internet especially caused by the pandemic have forced business leaders to implement the ideal online marketing strategy to maintain and even expand the business they are running. According to results and discussion, MSME Riyan Farm has good internal conditions (IFE Matrix=2.90) and a very good response to external conditions (EFE Matrix=3.37) which is the appropriate strategy to achieve the company's goal is an intensive strategy or an integration strategy (David, 2017:189). MSME Riyan Farm must be considering establishing marketing cooperation with similar companies outside Serang City, optimizing the use of social media to identify product identities to expand market share, and recruiting competent employees in the field of digital marketing. Last but not least, MSME Riyan Farm

suggested adding points to the company's mission related to product online marketing.

REFERENCE

- Arikunto, S. 2010. *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka. Jakarta.
- Armansyah, Kiki. "Hubungan Sarana Pra Sarana Dan Caring Perawat Terhadap Tingkat Kepuasan Pasien Pada Ruang Rawat Inapsrud Dr. R Goeteng Taroenadibrata Purbalingga." PhD diss., UNIVERSITAS MUHAMMADIYAH PURWOKERTO, 2018.
- BPS Kota Ambon. 2022. Indeks Harga Konsumen Kota Ambon 2021. <https://ambonkota.bps.go.id>. Diakses pada 11 April 2022.
- BULOG 2022. Tentang RPK. <http://www.bulog.co.id/bisnis/rpk/tentang-rumah-pangan-kita-rpk/>. Diakses 11 April 2022
- Dinas Ketahanan Pangan dan Peternakan Provinsi Jawa Barat. 2016. Pengembangan Usaha Pangan Masyarakat. <http://dkpp.jabarprov.go.id/page/Pengembangan-Usaha-Pangan-Masyarakat>. Diakses 16 April 2022
- Hartari, Ariyanti. "Pola konsumsi masyarakat perkotaan dan pengaruhnya terhadap kesehatan." *Peran Matematika, Sains, dan Teknologi dalam Mendukung Gaya Hidup Perkotaan (Urban Lifestyle) yang Berkualitas. Tangerang Selatan: Universitas Terbuka* (2016): 29-58..
- Moeleong, Lexy J. 2006. *Metodologi Penelitian Kualitatif*. Bandung : Remaja Rosdakarya.
- Nadir, S. P. *Analisis Usahatani Perikanan Nelayan Patorani*. Penerbit Inti Mediatama, 2018.
- Nasoi, Arif, Adi Prayoga, And Asih Farmia. "Pengaruh Persepsi Petani Terhadap Pemanfaatan Alsintan Traktor Tangan Roda Dua Berbasis Upja Di Desa Panggungharjo Kecamatan Sewon

- Kabupaten Bantul Daerah Istimewa Yogyakarta." *Jurnal Ilmu-Ilmu Pertanian* 26, No. 1 (2019).
- Reza, Mohammad Alfie. "Analisis Stabilisasi Harga Pangan Di Indonesia." (2015).
- Rivani, E. 2016. *Perkembangan Inflasi dan Peran Pemerintah Daerah*. Balai Pustaka. Jakarta.
- Rosmadi, Maskarto Lucky Nara, and Jefry Romdonny. "Pengaruh Merek, Promosi, dan Kualitas Produk Terhadap Keputusan Pembelian Bola Sepak." *IKRA-ITH HUMANIORA: Jurnal Sosial dan Humaniora* 2, no. 2 (2018): 82-89.
- Vijayanti, Made Dwi, and I. Gusti Wayan Murjana Yasa. "Pengaruh lama usaha dan modal terhadap pendapatan dan efisiensi usaha pedagang sembako di pasar kumbasari." *E-Jurnal Ekonomi Pembangunan Universitas Udayana* 5, no. 12 (2016): 165217.
- Wulandari, Fadilla. "Analisis Kebijakan Pemerintah Dalam Penataan Minimarket Di Kota Palopo." PhD diss., 2015.

