

Research Article

An Analysis of Alternative Strategy Model for Agroindustry Business Development of Crystal Guava in Malang Raya

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ABSTRACT (10PT)

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PT. Kreasi Tani Bumiaji is agroindustry company located in Banaran, Bumiaji Village, Bumiaji District, Batu City, East Java. This company focuses on processing agricultural products in the form of crystal guava and becomes a superior local product. This study aimed at analyzing alternative strategy of agroindustry business development of crystal guava as a product in PT. Kreasi Tani Bumiaji. Descriptive-quantitative method was used to collect the primary data from interviews and questionnaire items. Eight participants from the company were selected by using purposive sampling technique. The secondary data were obtained from academic articles. The data were analyzed by using SWOT analysis, Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal-External (IE) Matrix, and QSPM. The results of analysis showed that main internal factor is diversification of processed products with the score 0.277. Meanwhile, external factor is internship collaboration with the score 0.418. The position of company in IE matrix lies on the fifth cell which showed that stable growth with coordinate scores 2.930; 2.594. According to 15 alternative strategies identified using SWOT analysis, prioritized strategy based on QSPM analysis refers to business partnership with investors for the development of production facilities, business concept, and marketing with the highest score 7.23.

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INTRODUCTION

Agroindustry serves as a solution for agriculture sector in Indonesia through industrial activities of agriculture products and value-added approach with quality-oriented. The purpose of agroindustry is to provide value-added economically towards agriculture products. According to Elizabethh & Anugrah (2020), the existence of agriculture products through quality value-added approach may create competitive sources adjusted to market demands. Hence, the efficiency, effectiveness, and optimization of industrial activities for raw material products may create high quality products. Kementerian Perindustrian, (2020) stated that growth percentage of agroindustry business in Indonesia during 2015-2019 has reached 6.34 percent. As a result, agroindustry is a sub-sector of the non-oil and gas processing industries which plays an important and strategic role in improving the national economy.

Several regions with central agriculture production in Indonesia are located in Batu City, Malang City, and Malang Regency, East Java Province. These three regions refer to Malang Raya. Malang Raya has numerous

agricultural commodities with high-economic values through industrial activities as an agroindustry sector development. Agricultural products have been developed in Malang Raya and become alternatives to increase economic values.

In the development of agroindustry business, effective strategies are needed to ensure the sustainability in order to grow amidst competitive markets (Rusminah et al., 2021). According to Satoto & Norhabiba, (2021), the development strategies are attempted to analyze internal and external factors from the results of analysis methods of IFE matrix, EFE matrix, SWOT matrix, and QSPM.

One of agroindustry business located in Malang Raya utilizing agricultural products is PT. Kreasi Tani Bumi in Benaran, Bumiaji Village, Bumiaji District, Batu City. Agroindustry business has been performed by PT. Kreasi Tani Bumiaji since 2012 (12 years) in agriculture processing products, to name crystal guava (*Psidium guajava*). Along with its operations, PT. Kreasi Tani Bumi is supported by the availability of raw material sources that can easily obtained from surrounding area. Crystal guava has unique and special tastes. Based on its experiences in managing agricultural products, PT Kreasi Tani Bumiaji has produced numerous variants of products, such as Kristal Pastry, Rujak Shake, and Guava Chips. This agroindustry business possibly increases income of guava farmers in Bumiaji Village.

This study is necessary to conduct since PT. Kreasi Tani Bumiaji plays strategic roles in expanding local products-based agroindustry, such as crystal guava. By conducting the study, PT. Kreasi Tani Bumiaji can identify and analyze internal and external factors that influence its business development. Moreover, this study assists to plan effective strategies in order to ensure the sustainability of business performance. Considering agroindustry having great potentials to promote value-added and revenue of local farmers, this study significantly contributes to business optimization of PT. Kreasi Tani Bumiaji and encourages economic growth in Malang Raya in overall.

METHOD

This study was conducted in March until August 2024. The study took place at PT. Kreasi Tani Bumiaji located on Dewi Mutmainah Street, Banaran, Bumiaji Village, Bumiaji District, Batu City, East Java Province. The researcher selected PT. Kreasi Tani Bumiaji since it is one of agroindustry business which utilizes superior local products through industrialization of agroindustry system.

Purposive sampling was selected as a sampling technique considering the participants have particular knowledge regarding research topics. The study applied mixed-methods by implementing descriptive approach. Descriptive approach refers to structured understanding and illustration based on collected data systematically, accurately, and objectively concerning various aspects, characteristics, and phenomena. Mixed-methods are the combination of quantitative and qualitative methods. Qualitative method used to identify external factors and SWOT analysis. Meanwhile, quantitative methods, such as IFAS Matrix, EFAS Matrix, IE Matrix, and QSPM, are used to develop and prioritize alternative strategies of agroindustry business in PT. Kreasi Tani Bumiaji, Batu City, East Java.

The data were obtained from primary and secondary data. Primary data are generated from interview, questionnaires, and direct observation in PT. Kreasi Tani Bumiaji. On the other hand, secondary data are generated from the results of literature reviews and documentation. There eight informants as participants involved in this study. The information was obtained from business owner as the key informant, four managers, and three employees of PT. Kreasi Tani Bumiaji.

IFAS and EFAS Matrices are highly needed to identify and calculate the score of each component in internal and external factors that may influence business improvement (Syafa'at & Wahid, 2020). IE Matrix aims at identifying company position in nine cells that describe the situation based on IFAS and EFAS Matrices. Furthermore, SWOT analysis is required to identify four development strategies, to name: (1) S-O (Strengths-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strengths-Threats), and W-T (Weaknesses-Threats) (Kyana et al., 2023).

At the final stage of identification for alternative strategy, QSPM (Quantitative Strategic Planning Matrix) is used to provide the results of alternative strategy for business development by preparing solutions of the issues faced by the company (Banka et al., 2022).

RESULTS AND DISCUSSION

The results of data analysis, interview sessions, and questionnaire responses from eight participants of PT Kreasi Tani Bumiaji will be presented as follows. IFAS and EFAS Matrices present the weights and ratings of each component that influence company development. These results will be formulated to IE Matrix and SWOT analysis

based on participants' perspectives regarding influencing internal and external factors. Furthermore, QSPM is obtained from alternative strategies of SWOT analysis.

Internal and external factors are identified from observation and interview results concerning alternative strategy model of agroindustry business development at PT. Kreasi Tani Bumiaji in Batu City, East Java.

Internal Factor:

A. Strengths

1. Diversification of product variants

According to interview with Mr. Rakhmad Hardiyanto, one of strength components from agroindustry business is the creation of product variants. At this moment, PT. Kreasi Tani Bumiaji already has several variants of crystal guava products, such as: (1) Rujak Shake is made from mixed fruits with simple packaging appearance with some pieces of crystal guava and chili pepper as rujak seasoning; (2) Kristal Pastry looks like pastry cake smeared with crystal guava jam inside it; and (3) Crystal Guava Chips has unique and delicious tastes.

2. Certified Products

All products produced by the company have been certified Halal from Indonesian Council of Ulema (MUI) and certified Food Production of Home Industry (PIRT).

3. Hygienic products

Strength component has explained that the products produced by PT. Kreasi Tani Bumiaji obtains Halal Food Certificate and PIRT. This achievement must be followed by maintaining S.O.P. of job description.

4. Company achievements

The owner of agroindustry business PT. Kreasi Tani Bumiaji, Mr. Rakhmad Hardiyanto, has revealed that efforts to run the business since 2012 have yielded innovations and profits for surrounding community from Bumiaji Village. PT. Kreasi Tani Bumiaji got some achievements regionally, such as: (1) First Place for Best Ambassador of Leading Farmer in Batu City 2023; (2) Outstanding Farmer of East Java Province 2022; (3) First Place for Outstanding Farmer 2022; and (4) Leading Farmer in Batu City 2022.

5. Company legality

Company legality is considered important for strength aspect since it validates business entity acknowledged by wider community. Legality must be based on constitutions and regulations to ensure the company protected by law through legal and formal documents (Indrawati & Rachmawati, 2021). According to the decree of the Ministry of Law and Human Rights of the Republic of Indonesia in 2023, the company led by Mr. Rakhmad Hardiyanto officially became PT. Kreasi Tani Bumiaji located in Batu City, East Java.

6. Production support assets

To assist production process of crystal guava in PT. Kreasi Tani Bumiaji, all aspects must be ensured from upstream (farm land and farming equipments) to downstream (home production, kitchen equipments, heater machine, cooler for raw materials, heat sealers packing equipment, labeling, and transportation for product distribution).

7. Production continuity

To respond market demands, PT. Kreasi Tani Bumiaji attempts to maintain sustainability of production by ensuring the availability of raw materials and the quality of products obtained from private farmland Located in Bumiaji Village, Bumiaji District, Batu City, East Java.

8. Product export

Marketing performed by PT. Kreasi Tani Bumaji in the wide range of regional and national market place. PT. Kreasi Tani Bumiaji has involved in product exports to several countries, such as Netherlands, Germany, Pakistan, Korea, Japan, Australia, Philippines and Malaysia.

9. Hexahelix network

The collaboration of hexahelix is a mapping concept with six stakeholders as partners to create good communication and performance in achieving the desired purposes (Anisykurlillah, 2024). PT. Kreasi Tani Bumiaji collaborated with six stakeholders, to name government, scientists, media, aggregator, community, and business.

B. Weaknesses

1. Neeffective promotion

Promotion is a significant aspect in development strategy of product market generated from business entities and advanced technology to adjust with modern era (Salampessy et al., 2023). The lack of promotion is of weaknesses for PT. Kreasi Tani Bumiaji since the absence of strategy management and consistency in marking the products.

2. Raw materials storage

The storage raw materials is quite challenging experienced by Rakhmad Hardiyanto as an owner. Cooler facility for crystal guava needs to be enlarged. If the company receives large number of materials after harvest season, cooler facility is overloaded.

3. Employees' competences

PT. Kreasi Tani Bumiaji is awarded certification by Training Center for Agriculture and Rural Management/ Pusat Pelatihan dan Perdesaan Swadaya (P4S) assigned by Ministry of Agriculture in 2024. PT. Kreasi Tani Bumiaji has an obligation to empower local community as employees. Therefore, some employees with minimum skills and competences are trained to work in agroindustry process of PT. Kreasi Tani Bumiaji.

4. Limited export market

Export market has become strength component for PT. Kreasi Tani Bumiaji. However, this component must be expanded to wider global market. Due to different policy of each country, PT. Kreasi Tani Bumiaji needs to adjust to export permit regulations. This situation is considered challenging for PT. Kreasi Tani Bumiaji to expand its market.

5. Investor partnership

Another weakness is the absence of investments from the investors for PT. Kreasi Tani Bumiaji. The investors are expected to support the development of business ecosystem.

External Factor:

A. Opportunities

1. Business partnership

Business partnership serves as a vital component for agroindustry business by means of expanding and promoting amidst competitive markets. In this context, the company can leverage strategic partnerships with various parties, such as raw material suppliers, distributors, investors, and technology partners to strengthen the supply and distribution chain.

2. Marketing and digital promotions

Massive improvement of technology and information leads to effective solutions in order to perform promotion activities (Apriyani et al., 2022), such as empowering marketing and digital promotion performed by PT. Kreasi Tani Bumiaji.

3. Lifestyle changes

Healthy lifestyle of consumers tends to positive ways by consuming organic foods, as well as growing awareness of healthy foods (Gustiawan & Satriyono, 2022). This trend can be momentum for PT. Kreasi Tani Bumiaji to focus on promotion contents and product packaging of certified organic foods.

4. Internship collaboration

PT. Kreasi Tani Bumiaji perceives internship collaboration as significant external factor. By having certification of P4S and hexahelix network, PT. Kreasi Tani Bumiaji have established strong partnership with education institutions, such as Vocational School, Senior High School, and Higher Education.

This collaboration provides great opportunities to absorb competent human resources in agroindustry sector. Through this program, PT. Kreasi Tani Bumiaji not only accesses trained human resources, but also contributes to skill improvement for students. In sustainable development, PT. Kreasi Tani Bumiaji utilizes the development of global market to promote company growth and profit. Through global market expansion, the company may access the needs of various consumers.

B. Threats

1. Business competition

Business competition is a real threat for company profit and income. The competitors offers cheaper products where the company is required to improve the quality and efficiency. Without implementing the right strategy, the company will lose the consumers and profits. Therefore, understanding and anticipating market competition are keys for company growth.

2. Climate change

Climate changes, such as wind, air, temperature, humidity, and rainfall, significantly affect the decrease of product quantity and quality (Nuraisah & Budi Kusumo, 2019). The threat of climate change causes uncertain harvest schedules for crystal guava and threatens the availability of raw materials.

3. Farmer regeneration

In this era, few young people have an interest in pursuing a career in agriculture due to the decline in popularity of the agricultural sector (Santoso et al., 2020). The lack of farmer regeneration is an important component that

needs to be considered since the decreasing interest of the community in the agricultural sector will reduce crystal guava distributors for PT. Kreasi Tani Bumiaji.

4. Additional raw material inflation

In the production process of PT. Kreasi Tani Bumiaji, there are some products required additional raw materials, such as chilli, that often encounter inflations. Chilli is one of main ingredients for making Rujak Shake. Kreasi Tani Bumiaji. The increase in chili prices forces producers to spend more, which can reduce profit margins or force them to increase selling prices.

IFAS and EFAS Matrices

The results of the questionnaire responses give the weight and rating on internal factors (strength and weakness) of IFAS Matrix. The weight is obtained by adding up the weight of each factor and then dividing it by the overall total. Meanwhile, the rating is obtained from the number of informant responses divided by the number of informants. EFAS Matrix is obtained by identifying external factor (opportunity and threat) for PT. Kreasi Tani Bumiaji.

Table 1. IFAS Matrix

No	Internal Factor		Weight	Rating	Scores
	Strengths				
1	Diversification of product variants		0.074	3.75	0.277
2	Certified products		0.071	3.75	0.268
3	Hygienic products		0.073	3.75	0.272
4	Company achievements		0.070	3.63	0.254
5	Company legality		0.073	3.63	0.264
6	Production support assets		0.074	3.63	0.269
7	Production continuity		0.071	3.50	0.247
8	Product export		0.061	3.13	0.191
9	Hexahelix network		0.075	3.38	0.252
Weaknesses					
1	Ineffective promotion		0.068	1.88	0.127
2	Raw materials storage		0.071	1.75	0.124
3	Employees' competences		0.074	1.75	0.129
4	Limited export market		0.072	2.00	0.145
5	Investor partnership		0.074	1.50	0.111
Total				1	2.930

Source: Processed primary data (2024)

Table 2. IFAS Matrix

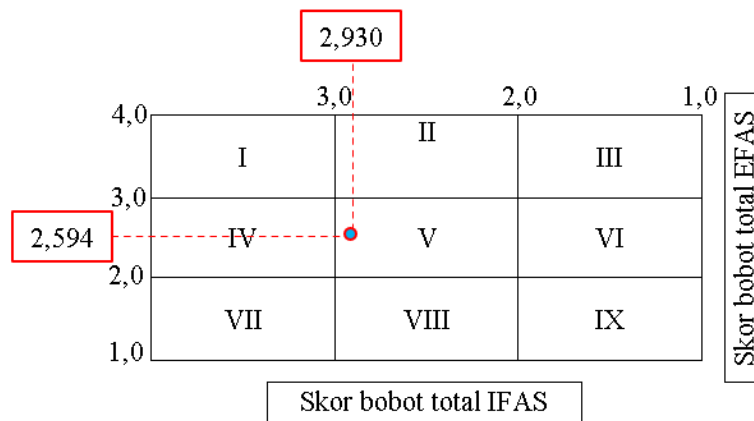
No	Internal Factor		Weight	Rating	Scores
	Opportunities				
1	Business partnership		0.111	3.63	0.402
2	Marketing and digital promotions		0.113	3.50	0.396
3	Lifestyle changes		0.105	3.25	0.341
4	Internship collaboration		0.115	3.63	0.418
5	Export market development		0.108	3.00	0.324
Threats					
1	Business competition		0.111	1.88	0.209
2	Climate change		0.114	1.38	0.157
3	Farmer regeneration		0.114	1.50	0.172
4	Additional raw material inflation		0.108	1.63	0.175
Total				1	2.594

Source: Processed primary data (2024)

The results of IFAS Matrix showed that the major strength of PT. Kreasi Tani Bumiaji is diversification of product variants with the score 0.277. The informants (participants) perceived that the existence new product variants will follow market needs as important components of company strengths. On the other hand, weaknesses factor with high influence is limited export market indicating the score 0.145. Export market is considered a weakness of PT. Kreasi Tani Bumiaji since the company exports the product only to several countries due to permit policy of each country.

Based on EFAS Matrix, the significant factor of opportunity for PT. Kreasi Tani Bumiaji is internship collaborations. The company needs to expand the collaborations with education institution or professional training center in order to boost human resource competences. The factor of threat with business competition has significant score 0.209. Business competition should be paid more attention since it has the highest score.

IE Matrix



Picture 1. IE Matrix

Picture 1 illustrates IE Matrix of agroindustry business for PT. Kreasi Tani Bumiaji with the total score 2.930 at horizontal axis for IFAS Matrix and 2.594 at vertical axis for EFAS Matrix. Both scores are documented into IE matrix illustration which placed PT. Kreasi Tani Bumiaji on the fifth cell with the coordinate points (2.930; 2.594). The place of company on the fifth cell showed that the company is required to implement concentration strategy with horizontal or stability integration. Qanita (2020), The company is on the fifth place indicating that the maintaince. The company is recommended to implement market penetrations and product improvement. Furthermore, the strategy become the guidelines to formulate alternative strategies based on SWOT analysis.

Table 3. Matrix SWOT

		Strengths (S)		Weaknesses (W)	
		IFAS	<ol style="list-style-type: none"> Diversification of product variants Certified products Hygienic products Company achievements Company legality Production support assets Production continuity Product export Hexahelix network 	<ol style="list-style-type: none"> Ineffective promotion Raw materials storage Employees' competences Limited export market Investor partnership 	
EFAS					
Opportunities (O)		Strategy S-O		Strategy W-O	
<ol style="list-style-type: none"> Business partnership Marketing and digital promotions Lifestyle changes Internship collaboration Export market development 		<ol style="list-style-type: none"> Making promotion contents for product branding through social media (S1,S2,S3,S4,O1,O2,O3). Using hexahelix network to engage new investors, education institution, and training center for business development (S2,S4,S5,S6,S7,S9,O1,O4,O5). Identifying market needs and developing new product variants to engage new business partners (S1,S2,S3,S6,S9,O1,O5). Identifying hexahelix network and experience to create new opportunities in global market (S4,S5,S9,O1,O5). Conducting market research and adapting the products based on new needs and preferences (S1,S2,S3,S6,S7,S2,S3). 		<ol style="list-style-type: none"> Arranging the schedules for making promotion contents and product market by using social media (W1,W3,O2,O3). Expanding internship collaboration with education institutions and certified training center (W3,O4). Building business partnership with investors in the development production facilities, business concept, and marketing (W2,W4,W5,O1,O5). Inviting investors to focus on sustainability, communication, green projects (W4,W5,O1,O5). 	

Threats	Strategy S-T	Strategy W-T
<ol style="list-style-type: none"> 1. Business competition 2. Climate change 3. Farmer regeneration 4. Additional raw material inflation 	<ol style="list-style-type: none"> 1. Creating innovative, unique, and attractive products for various market segments (S1,S2,S3,S6,S7,T1,T2,T4). 2. Highlighting certification and recognition in marketing contents and communication with consumers (S2,S3,S4,S5,T1). 3. Arranging the schedules for education-based activities purposes and training for young people surrounding the village by telling succes stories of company (S4,S9,T3). 4. Promoting branding awareness and global market with high growth business (S8,S9,T1). 	<ol style="list-style-type: none"> 1. Adopting efficient storage technology, inventories, and building strong connection with the suppliers (W2,W3,W5,T2,T3). 2. Conducting global market research, joining market exhibitions, and building partnership with local distributor (W1,W4,T1,T4).

Source: Processed primary data (2024)

Table 3 presents the results of SWOT analysis with total 19 alternative strategies for agroindustry business at PT. Kreasi Tani Bumiaji. Alternative strategies are categorized in S-O, W-O, S-T, and W-T. The findings of SWOT analysis can be implemented at PT. Kreasi Tani Bumiaji.

1. Strategy Strength-Opportunity (S-O)

The strategy can be performed through identification of strengths owned by the company by creating opportunities.

- a. Making promotion contents for product branding through social media (S1,S2,S3,S4,O1,O2,O3). By making digital contents for promotion, the consumers are curious to purchase the products (Larasati & Roidah, 2023). The optimization through media social of PT. Kreasi Tani Bumiaji must be performed to engage consumers in purchasing crystal guava product variants.
- b. Using hexahelix network to invite new investors, education institution, and human resource training center for business development (S2,S4,S5,S6,S7,S9,O1,O4,O5). PT. Kreasi Tani Bumiaji has applied Hexahelix network concept in collaboration process with particular functions. Hence, PT. Kreasi Tani Bumiaji may establish relationships and partnerships with investors, education institutions, and human resource training center.
- c. Identifying market needs and developing new product variants to engage new business partners (S1,S2,S3,S6,S9,O1,O5). Identifying market needs can be implemented as an important strategy to provide the products relevant to market demands (Hidayat, 2020). PT. Kreasi Tani Bumiaji has performed diversification of product variants of crystal guava, however, market identification should be done to identify market partnerships in order to promote product variants.
- d. Identifying hexahelix network and experience to create new opportunities in global market (S4,S5,S9,O1,O5). The collaboration of PT. Kreasi Tani Bumiaji with hexahelix results potential and targeted advantages in order to promote market by creating collaboration with government supports.
- e. Conducting market research and adapting the products based on new needs and preferences (S1,S2,S3,S6,S7,S2,S3). Conducting market research and adapting the products are key factors to compete in the market demands. This process ensures the products based on consumers' desires and needs to obtain consumers' satisfaction and loyalty.

2. Strategy Weakness-Opportunity (W-O)

- a. Arranging the schedules for making promotion contents and product market by using social media (W1,W3,O2,O3). The making of content timeline as promotion and branding media aims at boosting the selling of products (Rahmat et al., 2023). The consistency of making contents and branding products for PT. Kreasi Tani Bumiaji also aims at using social media as promotion scale for wider markets.
- b. Expanding internship collaboration with education institutions and certified training center (W3,O4). Internship collaboration performed by the company provides the opportunities for human resources to enrich their knowledge and experience (Wasih & Tama, 2023). PT. Kreasi Tani Bumiaji has established the collaborations with education institutions and training center for internship programs and provided opportunities for employees of PT. Kreasi Tani Bumiaji to exchange their knowledge and experience.

- c. Building business partnership with investors in the development production facilities, business concept, and marketing (W2,W4,W5,O1,O5). The collaboration with investors of PT. Kreasi Tani Bumiaji. aims at promoting production scales through providing production facilities based on integrated business concept.
 - d. Inviting investors to focus on sustainability, communication, green projects (W4,W5,O1,O5). Sustainable business focuses on the reduction of negative impacts resulted from production activities towards green environment (Sjioen et al., 2023). PT. Kreasi Tani Bumiaji utilizes organic certification as a proof to implement environment sustainability concept which engages the investors to have great concerns for the environment.
3. Strategy Strength-Threat (S-T)
 Strategy S-T can be performed to cope with the existence threats.
- a. Creating innovative, unique, and attractive products for various market segments (S1,S2,S3,S6,S7,T1,T2,T4). By creating new variants from agriculture products, PT. Kreasi Tani Bumiaji has Lemon, Apple, Asian pigeonwings, and Kale plant can be solutions for raw materials. Moreover, production facilities support these products to respond the threats, such as business competition, climate change resulting in limited raw materials for crystal guava, and inflations.
 - b. Highlighting certification and recognition in marketing contents and communication with consumers (S2,S3,S4,S5,T1). Packaging appearance must be concerned in order to attract consumers (Suprpto & Azizi, 2020). By showing food certification and recognition in product design packaging, PT. Kreasi Tani Bumiaji obtains unique and comparative points for market products.
 - c. The company arranges schedule timeline for local young people surrounding area to make an event of telling success story (S4,S9,T3). By providing training center for local community, PT. Kreasi Tani Bumiaji can develop the potentials of agriculture products and motivate the community to engage with agriculture business.
 - d. Promoting branding awareness and global market with high growth business (S8,S9,T1). PT. Kreasi Tani Bumiaji has exported the products to several countries, yet market demands need to be expanded. The development of export market may answer the challenges faced by PT. Kreasi Tani Bumiaji, such as business competition in local market.
4. Strategy Weakness-Threat (W-T)
 Strategy W-T may reduce the weaknesses and anticipate high risks.
- a. Adopting efficient storage technology, inventories, and building strong connection with the suppliers (W2,W3,W5,T2,T3). The availability of raw materials is significant aspect for business sustainability (Wahid & Munir, 2020). The technology of raw materials storage and establishing partnerships with the suppliers can be alternative strategies for PT. Kreasi Tani Bumiaji to respond the threats of climate changes and farmer regeneration.
 - b. Conducting global market research, joining market exhibitions, and building partnership with local distributor (W1,W4,T1,T4). Export marketing is conducted by PT. Kreasi Tani Bumiaji to focus on the sustainability of business products. Research about global market demands is required to identify product demands based on consumers' needs.

Alternative strategies are obtained from SWOT analysis by establishing five prioritized strategies with the total Attractiveness Score (STAS) through QSPM.

Table 4. QSPM Matrix

Key Factors	Weight	Alternative Strategy of Priority									
		Strategy I		Strategy II		Strategy III		Strategy IV		Strategy V	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strengths (S)											
1. Diversification of product variants	0.074	4	0.3	4	0.3	4	0.3	4	0.3	4	0.3
2. Certified products	0.071	4	0.29	4	0.29	4	0.29	4	0.29	4	0.29
3. Hygienic products	0.073	4	0.29	4	0.29	4	0.29	4	0.29	3	0.22
4. Company achievements	0.070	4	0.28	4	0.28	4	0.28	3	0.21	4	0.28
5. Company legality	0.073	4	0.29	4	0.29	4	0.29	4	0.29	4	0.29
6. Production support assets	0.074	4	0.3	4	0.3	4	0.3	3	0.22	4	0.3
7. Production continuity	0.071	4	0.28	4	0.28	4	0.28	3	0.21	3	0.21
8. Product export	0.061	4	0.24	4	0.24	3	0.18	3	0.18	3	0.18
9. Hexahelix network	0.075	4	0.3	4	0.3	4	0.3	3	0.22	4	0.3

Key Factors	Weight	Alternative Strategy of Priority									
		Strategy I		Strategy II		Strategy III		Strategy IV		Strategy V	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Weaknesses (W)											
1. Ineffective promotion	0.068	3	0.2	4	0.27	3	0.2	3	0.2	4	0.27
2. Raw materials storage	0.071	3	0.21	4	0.28	4	0.28	3	0.21	4	0.28
3. Employees' competences	0.074	3	0.22	4	0.3	4	0.3	3	0.22	3	0.22
4. Limited export market	0.072	4	0.29	4	0.29	4	0.29	3	0.22	3	0.22
5. Investor partnership	0.074	4	0.29	4	0.29	4	0.29	3	0.22	4	0.29
Opportunities (O)											
1. Business partnership	0.111	4	0.44	3	0.33	4	0.44	4	0.2	3	0.33
2. Marketing and digital promotions	0.113	4	0.45	3	0.34	4	0.45	4	0.21	3	0.34
3. Lifestyle changes	0.105	3	0.31	4	0.42	3	0.31	4	0.22	3	0.31
4. Internship collaboration	0.115	3	0.35	4	0.46	3	0.35	4	0.22	3	0.35
5. Export market development	0.108	3	0.32	4	0.43	3	0.32	3	0.22	3	0.32
Threats											
1. Business competition	0.111	4	0.45	4	0.45	3	0.33	4	0.45	3	0.33
2. Climate change	0.113	3	0.34	3	0.34	3	0.34	3	0.34	4	0.46
3. Farmer regeneration	0.105	3	0.34	2	0.23	4	0.46	3	0.34	3	0.34
4. Additional raw material inflation	0.115	4	0.43	2	0.22	3	0.32	4	0.43	4	0.43
Total Scores			7.23		7.22		7.21		6.95		6.87

Source: Processed primary data (2024)

According to calculation results using QSPM, there are five of 15 alternative strategies to be prioritized.

1. Building business partnership with investors in the development production facilities, business concept, and marketing (7.23).
2. Using hexahelix network to engage new investors, education institution, and training center for business development (7.22).
3. Inviting investors to focus on sustainability, communication, green projects (7.21).
4. Conducting market research and adapting the products based on new needs and preferences (6.95).
5. Creating innovative, unique, and attractive products for various market segments (6.87).

These five alternative strategies can be basis for company development of PT. Kreasi Tani Bumiaji in facing critical issues

CONCLUSION

Based on the results of study towards alternative strategy model for agroindustry business model at PT. Kreasi Tani Bumiaji located in Banaran, Bumiaji Village, Bumiaji District, Batu City, East Java, internal factor of company had IFAS score 2.930. It indicated that the strength of internal PT. Kreasi Tani Bumiaji is quite significant to solve the existence weaknesses. Meanwhile, the results of EFAS showed that external factor influencing the company has score 2.594 which illustrated great potentials for company to face external threats through opportunities.

The results of IE assigned PT. Kreasi Tani Bumiaji on the fifth cell which illustrated the stable growth of company by recommending product development and market penetration strategies. Based on SWOT analysis, there are five of 15 alternative strategies to be prioritized that can be implemented by PT. Kreasi Tani Bumiaji.

One of prioritized strategies is developing innovative, unique, and new products with the score 6.87 which is correlated with market research and product adjustment strategy to meet consumers' needs with the score 6.95. The strategy of inviting investors to make investments by focusing on green project sustainability and development has the score 7.21; and the strategy of making Hexahelix network to build strong partnership with investors, education institution, and trained human resources has the score 7.22. The main strategy with highest score of 7.23 is building business partnership with investors in the development production facilities, business concept, and marketing

The suggestions for PT. Kreasi Tani Bumiaji are focusing on the implementation of prioritized strategies related to innovative and unique products based on market research. Moreover, the company should prioritize the collaboration with investors and Hexahelix networks to improve production facilities, sustainable business concept, and export capability. Therefore, PT. Kreasi Tani Bumiaji can stably grow by creating effective market opportunities and maintain sustainability principles in order to make business partnerships.

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