

Marketing Strategy for Sago One (Sago Flour) Products at CV. Podomoro Makassar

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CV. Podomoro Makassar is an industry based in Makassar, South Sulawesi, specializing in processing sago into sago flour products. The company has not been able to significantly increase the sales of its sago flour due to several challenges. The main issue faced by the company is experiencing fluctuations in sales and difficulties in expanding its business to improve sales through its marketing strategy. This study aims to analyze appropriate alternative strategies and prioritize them for marketing the "Sago One" (sago flour) product at CV. Podomoro Makassar. This study used SWOT analysis and QSPM. The study shows that the appropriate marketing strategies for the "Sago One" (sago flour) product at CV. Podomoro Makassar are derived from the IE Matrix, aligning with Cell I with weighted scores from the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) matrices, scoring 3.16 and 3.17, respectively. This positions CV. Podomoro Makassar in the Grow and Build quadrant, generating 4 alternative strategies. SO Strategies: Improving the quality of marketed sago flour, expanding partnerships with businesses in the pastry and meatball stalls industries that use "Sago One" flour as a blend in their products, and increasing sago flour production capacity for sale. WO Strategies: Increasing promotional activities and maximizing the use of information technology for product marketing, utilizing government training for sago flour product development. ST Strategies: Establishing strong collaborations with suppliers for sustainable business development, processing sago flour as a raw material into processed products. WT Strategies: Providing training/support for sago farmers to enhance the quality of produced sago, and increase consumer awareness of the health benefits of sago flour (gluten-free, easy to digest). The prioritized strategy is derived from the SO alternatives, with a Total Attractiveness Score (TAS) of 5.17. These SO strategies can be implemented concurrently, mutually reinforcing each other, to support CV. Podomoro Makassar in marketing the "Sago One" product effectively. The three strategies can be implemented simultaneously as they support one another to assist CV. Podomoro Makassar in marketing the "Sago One" product.

Keywords: Strategy, marketing, Sago flour, industry, priority, SWOT analysis, qspm, consumer preferences, marketing channels, product diversification, supply chain management, rural development.

INTRODUCTION

Indonesia is an agrarian country that relies heavily on the agriculture and plantation sectors as sources of livelihood and as pillars of development. One of the plantations crops with significant development potential is sago. The sago plant (*Metroxylon sago*) is environmentally friendly, versatile, economically beneficial, robust, and exemplifies a socially sustainable agroforestry system. Indonesia has the potential to contribute 51.3 percent of the world's total sago area, amounting to 2,201 million hectares, with a productivity potential of 30 tons per hectare per year, which is significantly

higher than rice at 16 tons per hectare per year (Syahza *et al.*, 2020). According to data from the Ministry of Agriculture (2022), Indonesia's sago production reached 367,132 tons in 2021, a slight increase of 0.09% from 359,838 tons in 2020 (Kementrian Pertanian, 2022). This production is spread across several provinces, including South Sulawesi. In South Sulawesi, sago production was 3,104 tons over an area of 3,636 hectares in 2019, increasing to 3,111 tons over 3,638 hectares in 2020, and further to 3,259 tons over 3,849 hectares in 2021 (BPS, 2021). Thus, sago has considerable potential for development in Indonesia. The demand for sago-based foods offers a market opportunity for product development.

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Sago remains popular among certain communities because it can be diversified into various traditional foods such as *kapurung*, *bagea*, *sinole*, and *ongol-ongol* (Irawati, 2022). As a potential commodity, sago can be used as a substitute ingredient and raw material for various industries. Despite its potential as a food source and industrial material, the development of sago cultivation has seen little progress (Rawung *et al.*, 2023). Most sago from farmers remains in the form of wet sago, leading some farmers to partner with sago processing industries. These industries produce wet and dry sago flour, which can be further processed by consumers. The use of sago starch is now also growing, not only as a raw material in making food, but also can be utilized and used as the main ingredient or as an additive in various types of industries, such as the food industry, animal feed industry, paper industry, adhesive industry, cosmetics industry, chemical industry, and energy industry (Kanro, 2014). Starch sago also has advantages in terms of health, namely gluten free, low glycemic index, and high resistance starch content, making it suitable for consumption by diabetics. Sago is widely used as raw material for food products, including analog rice, instant noodles, and sweeteners. Sago flour has the potential as an alternative food source due to its high carbohydrate and protein content which is easily digested and quickly absorbed by the body. Sago flour can be a good choice for consumers who are allergic to gluten. This is due to the fact that sago starch does not contain gluten naturally in it. The sago starch has been analyzed to be Gluten-free (ANJ Internal Research, 2017). The gluten is a protein found in wheat, barley, and rye. It is an allergen for people with Celiac disease or gluten intolerance. Avoidance or reduced consumption of gluten-containing foods is highly recommended for those with auto-immune conditions or autism. Though there are no accurate research results, non-gluten foods are believed to be healthier. The recent trend of labeling "gluten-free" has increased sales for many brands of food products. The gluten-free food products in the market have dramatically increased by 63% in the past two years. In the US, the gluten-free lifestyle trend has been going on for quite some time due to various reasons, in Indonesia itself, many consumers without gluten intolerance have the perception that gluten-free means the product is generally healthy and can contribute to health. Consumers perceive that gluten-free food can help with weight loss (Dunn *et al.*, 2014) and increase energy intake (Navarro, 2016). Sago derivative products can help introduce local sago to the global market, especially the younger generation to be more familiar with Indonesian sago and its various derivative products. Indonesia is known to be the number 2 instant noodle market in the world, so that through noodles made from sago, in addition to being consumed, sago education to millennials can be more easily carried out. Due to this, sago can be developed for the export market, both in the form of sago flour and through its derivative products. Research results by (Rivai *et al.*, 2021)

show that Indonesian sago flour has a Rising Star market position and strong competitiveness in the export markets of the Philippines, Thailand and China, and has optimistic market development potential in the Philippines, Thailand and China markets and has potential market development potential in the markets of Japan, Malaysia, Hong Kong and Sri Lanka. At present, sago marketing is still limited to the local market because people's habits in consuming and processing sago flour are still lacking. Sago flour is an intermediate food product that requires further processing to become a value-added food product. The marketing of sago flour faces challenges that hinder optimal harvest outcomes, thus not fully supporting the economy of household and community-based sago cultivation and processing (Saediman *et al.*, 2021). Sago flour has potential as an alternative food source due to its high carbohydrate and protein content. It can be used as a raw ingredient in food production or as an additive in various food products (Rosida, 2019). In Makassar, one of the industries processing sago into sago flour is CV. Podomoro Makassar. This business focuses on producing sago obtained from farmers and processing it into dry, packaged sago flour branded as "Sago One", ready for further consumer processing. The raw material suppliers are sago farmers from Polewali Mandar Regency, Matakali District, and Luwu Utara Regency, Bone-Bone District. CV. Podomoro Makassar's partners vary depending on the availability of wet sago from farmers. Established in 2012, CV. Podomoro Makassar is located at Jalan Pemandian Alam Perumahan Bumi Asri, Barombong, Tamalate District, Makassar City. The widespread use of food preservatives such as borax and formalin as artificial firming agents in noodles and meatballs prompted CV. Podomoro Makassar produces sago flour as a natural alternative to these harmful substances. This potential has yet to be fully explored, as in some regions, sago flour is only used as animal feed, despite research showing it has good nutritional value for health. CV. Podomoro Makassar operates on a business-to-business (B2B) model, selling "Sago One" directly from the producer to other businesses, such as traditional market vendors. The marketed sago flour comes in two packaging sizes: 500 grams and 25 kilograms. The 25-kilogram package contains 50 clear plastic 500-gram packs of sago flour. According to preliminary observations by CV. Podomoro Makassar's management, "Sago One" has yet to achieve widespread sales. The main issue faced by this SME is a suboptimal marketing strategy, resulting in low product recognition and consumer interest. The consumer base for "Sago One" remains low, as reflected in the fluctuating sales figures presented in Table 1.

Table 1 shows the sales data of "Sago One" at CV. Podomoro Makassar over the past four years. Sales of "Sago One" from 2019 to 2020 declined due to the spread of COVID-19, which led to fewer consumers purchasing the product as several food processing industries reduced or ceased their operations.



According to (Mutmainnah and Amin, 2021), sales volume in 2020 was impacted by a 50% decrease in business activities compared to the pre-pandemic period. However, in 2021 and 2022, "Sago One" sales began to recover, driven by the reopening of several sago processing industries, such as those producing meatballs, cendol, and pastries, which are regular customers. CV. Podomoro Makassar has not yet been able to reach the "Sago One" sago flour marketing channel widely. A marketing channel is a system consisting of various stages and entities that play a role in delivering products from producers to end consumers. The level of marketing channels according to (Kotler and Armstrong, 2019) is divided into two categories: 1) direct marketing channels: channels that do not involve intermediaries, which imply that companies sell directly to customers. 2) A marketing channel that has one or more levels of intermediaries is known as an indirect marketing channel. Marketing channels currently used by CV. Podomoro Makassar applies both marketing channels. CV. Podomoro has a subscription to "Sago One" for sago flour consumers in the cendol processing industry, meatball processing, and pastry processing without intermediaries with business owners. "Sago One" sago flour is also entrusted in souvenir centers, but sales are still ineffective. Knowledge and technology development can support product development, especially in terms of marketing. At present, social media is very influential in product development to be recognized by the wider community. CV. Podomoro Makassar can optimize the use of technology such as not only marketing products offline, but also online through merchant stores, such as Shopee, Instagram, and WhatsApp, Tokopedia. According to (Seki et al., 2020) MSMEs have to start renewing conventional marketing systems and changing to online marketing or e-commerce, this is one way to overcome the decline in product sales.

Table 1. Number of Sales of "Sago One" in CV. Podomoro Makassar in 2019-2022.

Sago One Packaging Type	Total Sales of Sago One			
	2019	2020	2021	2022
Plastic Packaging 500 gr (kg)	48	24	36	54
Sack Packaging 25 kg (ton)	30	18	26,4	33,6
Total (ton)	30,048	18,036	26,436	33,654

Source: Primary Data, 2023

According to (Pantiyasa, 2011) inbound marketing is a marketing technique that focuses on how to attract customers by utilizing content marketing, blogs, search engine optimization, social media marketing, and branding. According to (Umar, 2018) digital marketing is one of the marketing strategies to promote a brand using digital media that can reach consumers in a timely, personal, and relevant manner. Many techniques and practices must be applied in the

digital (online) marketing category. With the reliance on offline marketing, the field of digital marketing combines other key elements such as cell phones, SMS (text messages sent via cell phones), display banner ads and digital outside. By incorporating offline and offline marketing strategies, promotional activities are maximized. The most critical issue faced by CV. Podomoro Makassar is the lack of consumer interest in their product. Consumer preferences for sago can provide essential insights for marketing strategies and serve as an indicator of market demand for sago products. Despite the good quality and relatively low price of CV. Podomoro Makassar's sago flour, and the limited number of competitors, "Sago One" is still not widely recognized due to the company's non-strategic location, far from shopping centers. CV. Podomoro Makassar has several competitors however; the company can benefit from competitive analysis. Identifying existing competitors and their strengths/weaknesses will help the company to differentiate "Sago One" in the market. CV. Podomoro Makassar competitors have a slightly higher price compared to "Sago One" sago flour. Additionally, ineffective marketing techniques, insufficient promotional activities, limited workforce during production and marketing, inconsistent production levels to meet consumer demand, semi-mechanical processing methods, and the long growth period of sago plants (8–10 years) without their cultivation land, pose significant challenges for CV. Podomoro Makassar is gaining market traction. Customer preference is a choice of preference for something that causes consumers to like a product (Kotler, 2000). Consumers' preference for "Sago One" sago flour at CV. Podomoro Makassar is the choice of whether someone likes or dislikes the bagea consumed. This choice varies from one consumer to another. Furthermore, (Kautsar, 2012) reported that the attributes that influence consumer preferences in buying My Healthy yogurt include: (1) The product attribute factor, including composition / nutritional content, quality, halalness, product properties/work methods, results/benefits, and product packaging safety. (2) The product feature factor, consisting of a variety of flavors, suitability of taste and aroma, flexible for all groups, variety of packaging colors, and product availability. (3) The price and packaging factor, consisting of affordable prices, packaging size, attractive packaging, and the form of product packaging. (4) The product assurance factor, consisting of the convenience and safety of consuming, promotion, long-lasting quality, and product satisfaction. (5) The brand factor, consisting of brand attractiveness and the level of ease of remembering the brand, and (6) The convenience factor, which consists of the ease of getting products and the ease of getting information. Eating sago has been a habit of the Indonesian people for a long time, but over time consumer preferences in consuming sago have eroded. In deciding a consumer purchase, consumers have different goals in consuming sago flour. Some of them make



purchases based on taste, color, and packaging that can attract attention and consumers also consume a lot of sago flour to maintain health because they know the benefits of sago. Each person can be instructed to meet certain needs, desires, and goals of consumption behavior to achieve them (Arifandi, 2015). Consumers' habits in buying sago flour can increase at certain times, for example, during the fasting month the use or need for flour can increase because it is used in the cake-making process. The Sago flour industry has provided a choice of packaging needs to provide choices to consumers (Saputri *et al.*, 2020). "Sago One" sago flour can also be used as a raw material in making cendol (dawet ayu), where this food is in demand every day by various groups. Besides, the opening of meatball stalls or the meatball milling industry can provide opportunities for companies to partner. Sago flour can be used as a mixture in making meatballs because its properties are almost the same as tapioca flour for chewing. The main challenges of CV. Podomoro Makassar in marketing sago flour products is limited consumer awareness of the benefits of sago and limited diversification of sago. This has become one of the factors that cause sago to be less attractive to the public, making it less able to compete with rice and wheat (flour) which are increasingly dominant in people's consumption patterns. This sago flour can be used as a staple food and can be used as an additional ingredient in cakes, moreover, sago flour contains gluten. Gluten is what acts as a glue that can maintain the shape of food, but in some human bodies this gluten cannot be digested properly in contrast to the gluten content contained in sago flour it can be digested very well, which is why sago flour is very good for human consumption (Saputro, 2013). Decisions to buy a product are the fulfillment of their needs and desires, the object of shopping interest includes consumer behavior. The consumer will respond to a stimulant given with an action (Anjani, 2022). Consumers' main reason for buying sago flour is as a substitute for other flour, consumers have never seen any promotions/advertisements related to sago flour, and information about sago flour is obtained from family and friends. If the sago flour is not available where consumers usually buy, some consumers say they will look for sago flour elsewhere, but there are also consumers who end up not making a purchase. The purchase decision process is a fundamental psychological process that plays an important role in understanding how consumers actually make their purchasing decisions. It has been said that purchasing decisions are made by influencing financial economics, price, product and other factors (Alma, 2013). After making a purchase of sago flour, consumers use it as a complementary ingredient or substitute for other flour in order to make various foods. The overall attitude of consumers towards sago flour is neutral (normal) (Palembang *et al.*, 2015). Other challenges relate to the problem of sago flour production at CV. Podomoro Makassar. Labor at the time of production and marketing of sago flour is still limited and the processing of

sago flour is still done semi-mechanically in this case the production facilities and infrastructure are still inadequate. Besides the low production capacity, human labor as a driver is quite large and tiring (Lay, 2003). Processing sago flour in a simple/traditional way can foster product loss due to the imperfection of the processing process applied. Besides that, the processing of this method generally still requires a long time so that the sago starch will experience changes in color, shape and aroma due to the delay in the process of pressing the sago. Therefore, limited consumer awareness and sago flour production problems can have a negative impact on the marketing of sago flour products from CV. Podomoro Makassar. Effective marketing strategies are essential for sound business planning, serving as a foundation for conducting efficient and effective business operations. To produce a competitive product in the market, appropriate strategies are needed to develop the sago business. These strategies should maximize profits through competitive advantages and minimize competitive limitations (Leksono and Putra, 2022). CV. Podomoro Makassar faces the challenge of implementing various strategies to market "Sago One" to avoid being overshadowed by competitors and external business environment factors. Choosing and implementing the right marketing strategies will significantly influence the achievement of CV. Podomoro Makassar's vision and mission. As more entities enter the sago flour processing business, particularly for products like noodles and meatballs across Indonesia, the demand for sago flour as a natural firming agent or food ingredient is expected to rise. Therefore, research on "Marketing Strategy Analysis for 'Sago One' (Sago Flour) at CV. Podomoro Makassar" is necessary. Based on the background and problem statement outlined, this study aims to analyze and prioritize effective marketing strategies for "Sago One" (sago flour) at CV. Podomoro Makassar.

MATERIALS AND METHODS

Location and Time of Research: This research was conducted at CV. Podomoro Makassar, Tamalate District, Makassar City. The entire study took place over approximately 2 months, from July to August 2023. The location for the research was directly selected to gather data, conduct observations, and interview selected informants at CV. Podomoro Makassar. This type of research uses a descriptive method with a qualitative approach.

Data Collection Methods: This research utilized the following data collection methods:

1. Observations, is a method of collecting data by conducting direct reviews in the field to obtain data related to the research objectives. Observation is carried out directly in the CV area. Podomoro Makassar.
2. An interview, is data collection conducted through direct question and answer with informants from CV.



Podomoro Makassar to obtain information related to the research. Data collection was obtained through in-depth interviews and FGDs, by conducting direct questions and answers between researchers and selected informants in order to obtain deeper information that was not accommodated from the questionnaire.

3. Questionnaires, which are data collection techniques carried out by giving several written questions to informants to answer and can be given directly, this questionnaire was given to previously selected informants.

4. The documentation, in the form of taking pictures / photos related to CV. Podomoro Makassar. This documentation is done to serve as evidence of the research conducted.

Informant Selection: The informants are used in this study to obtain information related to the object of research. The selection of informants uses the case study method. Where the collection of information is carried out by further investigating the causes of certain social aspects, then data collection can be developed or proven to solve problems in research. This judgment is taken if it meets certain criteria that are in accordance with the research topic. according to (Utarini, 2022), a case study is a type of research applied to generate an in-depth or multifaceted understanding of complex issues in a real-life context. The informants were directly selected based on their background and influence on decision-making in CV. Podomoro Makassar, and their knowledge of relevant information for this research. The informants in this study include people who have backgrounds as actors who influence policy making at CV. Podomoro Makassar and controls and knows the information needed related to this research. The informants selected include management and other related parties within the company, such as the heads of production, administration, finance, and logistics. The reason behind the selection of informants was to obtain information about data on internal and external factors, weighting of the IFAS and EFAS matrices, and weighting on the priority scale to determine the priority of the various alternative strategies formulated. The informants provided information starting from initial observations, filling out questionnaires, which were then analyzed through in-depth interviews and focus group discussions (FGDs) with the predetermined informants.

Data Analysis: This study employed a qualitative method with a descriptive approach, utilizing SWOT and QSPM analysis through three stages of data analysis (Setyorini *et al.*, 2016), as follows:

1. **The Input Stage:** This stage uses the Internal Strategic Factors Analysis Summary (IFAS) to identify internal factors and the External Strategic Factors Analysis Summary (EFAS) to identify external factors of CV. Podomoro Makassar.

2. **The Matching Stage:** This stage employs the IE (internal-external) matrix analysis and the SWOT (Strength,

Weakness, Opportunity, Threat) matrix. The IE matrix aims to determine the strategic position the company should adopt for its marketing strategy. It positions the company within a 9-cell matrix based on the total IFAS score on the X-axis and the total EFAS score on the Y-axis. The matrix is divided into three main strategies: grow and build (cells I, II, or IV), hold and maintain (cells III, V, or VII), and harvest or harvest (cells VI, VIII, or IX). The SWOT matrix is then used to formulate strategies by aligning CV. Podomoro Makassar's strengths and weaknesses with the opportunities and threats it faces (Rangkuti, 2015).

3. **The Decision Stage:** In this stage, the priority strategies for marketing "Sago One" by CV. Podomoro Makassar are determined through QSPM. QSPM analysis objectively evaluates strategies based on the identified key internal and external success factors, resulting in a Total Attractive Score (TAS) for each strategy. The TAS indicates the ranking of each strategy, with the highest-ranking strategies being prioritized to enhance the company's sales. The higher the total attractive score, the more appealing the strategy alternative is.

RESULTS

Informant Identity: According to (Sugiyono, 2019), research subjects are parties related to the research (informants or sources) to obtain information related to research data which is a sample of a study. The research subject can provide information about research data that can explain the characteristics of the subject under study. The informant identity describes the condition, status, and role of the individuals involved in the study. The informants in this research include individuals who influence decision-making at CV. Podomoro Makassar and have the necessary knowledge related to this study. From these informants, information regarding internal and external factors, IFAS and EFAS matrix weightings, and priority scaling was obtained to determine the priorities of various formulated strategic alternatives. The informants' identities are shown in Table 2. Table 2 lists the names of the company's six informants: Mr. Gimán, the head owner of CV. Podomoro Makassar; Mr. Rully Iswanto, the logistics manager; Mrs. Reny, the marketing staff; Mrs. Giarsih, the administrative manager; and Mrs. Nurhayati and Mrs. Ani Rahayu, the production staff. These informants assisted the researcher in filling out questionnaires, participating in FGDs, and conducting interviews. The interview results regarding the strengths, weaknesses, opportunities, and threats faced by CV. Podomoro Makassar are described based on the components of SWOT and categorized into internal and external factors. Internal Factors and Weighting Results of CV. Podomoro Makassar include:



Table 2. Informant Identity of CV. Podomoro Makassar.

No.	Name	Gender	Education	Position	Age
1.	Giman	Male	Elementary School	Owner	62 years old
2.	Rully Iswanto	Male	Bachelor's degree	Logistics	30 years old
3.	Reny	Female	Undergraduate Student	Marketing	22 years old
4.	Giarsih	Female	Elementary School	Administration	60 years old
5.	Nurhayati	Female	Junior High School	Production	58 years old
6.	Ani Rahayu	Female	Senior High School	Production	43 years old

Source: Data Processing, 2024

Table 3. Internal Strategic Factors Analysis Summary Matrix.

Evaluation of Internal Factors	Weight	Ratings	Score
Strength			
1. The physical condition of "Sago One" sago flour is good, characterized by a distinctive white color, non-clumping, pest-free, odorless, and organic	0.13	3.83	0.50
2. The shelf life of "Sago One" sago flour is long if stored in a dry place	0.13	3.00	0.39
3. The packaging of "Sago One" sago flour is informative and ensures product safety	0.11	3.83	0.42
4. The price of "Sago One" sago flour is cheaper than competitors' products, with special prices for bulk purchases (sales promotion)	0.12	3.33	0.40
5. Funds are available from management for large stock procurement and loans to customers	0.10	3.67	0.37
Total	0.59		2.08
Weakness			
1. The sales location is not strategic, as it is far from the city center	0.06	2.83	0.17
2. Marketing promotions for "Sago One" are lacking	0.08	1.83	0.15
3. Limited workforce during production and marketing	0.05	1.83	0.09
4. The production volume of "Sago One" sago flour is not always sufficient to meet consumer demand at the desired time	0.07	3.00	0.21
5. The management of "Sago One" sago flour is still semi-mechanical	0.07	2.17	0.15
6. Sago plants take 8-10 years to be harvested and there is no land owned for sago cultivation	0.08	3.83	0.31
Total	0.41		1.08
Grand Total	1.00		3.16

Source: Data Processing, 2024

IFAS Matrix: The results of identifying strengths and weaknesses as internal factors were weighted and rated for each factor, and the total score can be seen in Table 3.

Based on Table 3, the IFAS matrix calculation results show a total score of 3.16 for all internal factors, using a scale of 1-4, with a strength score of 2.08 and a weakness score of 1.08. The weighting results of internal factors (strengths and weaknesses) indicate that the strengths outweigh the weaknesses at CV. Podomoro Makassar. This suggests that there is significant potential for developing the company's strengths further. This research result is supported by (Hidayat, 2023), the results of the IFAS matrix with a total score of strength = 1.53 and weakness = 1.21, so a difference of 0.32 is obtained. The value shows that the strength score is greater than the weakness, so the company can take advantage of existing strengths to overcome weaknesses.

External Factors and Weighting Results of CV. Podomoro Makassar include:

EFAS Matrix: The results of identifying opportunities and threats as external factors were weighted and rated for each factor, and the total score can be seen in Table 4.

Based on Table 4, the EFAS matrix calculation results show a total score of 3.17 for all external factors, using a scale of 1-

4, with an opportunity score of 2.42 and a threat score of 0.75. The weighting results of external factors (opportunities and threats) indicate that the opportunities outweigh the threats at CV. Podomoro Makassar. This suggests that CV. Podomoro Makassar can leverage existing opportunities to market the "Sago One" sago flour product. The results of this study are supported by (Dosinaen and Sastika, 2019) that external conditions obtained a score for the opportunity factor of 2.31 and a threat factor of 0.81 with a final IFAS table score of 3.12 which shows that PT. Amal Solution's opportunities are greater than the threats.

IE Matrix: The summary of internal and external factors is mapped in Figure 1.

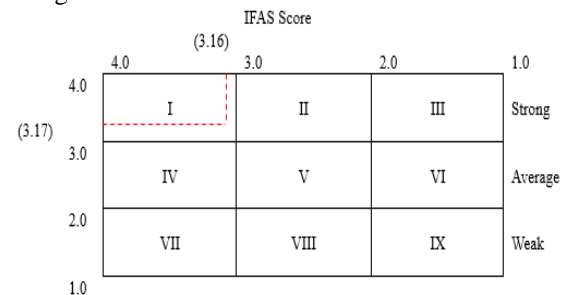


Figure 1. Recapitulation of Internal-External Factors.



Table 4. External Strategic Factors Analysis Summary Matrix.

Evaluation of External Factors	Weight	Ratings	Score
Opportunities			
1. The growing number of businesses such as bakeries and meatball stalls using “Sago One” sago flour as an ingredient in their products	0.15	3.83	0.57
2. The advancement of information technology (e-commerce), making it easier to market “Sago One” sago flour	0.14	3.33	0.47
3. There are still few competitors or rival products to “Sago One” sago flour	0.11	2.50	0.28
4. Frequent government guidance or training for SME development	0.15	3.67	0.55
5. Frequent government exhibitions of SME products	0.15	3.67	0.55
Total	0.70		2.42
Threats			
1. Suppliers or raw material providers from sago farmers are not consistently available	0.08	2.17	0.17
2. Decreasing land for sago plantations	0.09	3.17	0.29
3. Few businesses use “Sago One” sago flour as a raw material	0.07	2.50	0.18
4. Limited consumer habit of using “Sago One” sago flour	0.06	2.00	0.12
Total	0.30		0.75
Grand Total	1.00		3.17

Source: Data Processing, 2024

Table 5. SWOT Analysis.

INTERNAL FACTORS		STRENGTHS		WEAKNESS	
		1. The physical state of “Sago One” sago flour is good, characterized by its white color, non-clumping, no pests, no musty smell, and organic nature	1. The sales location is not strategic, as it is far from the city center	2. The promotion of “Sago One” sago flour marketing activities is still lacking	
		2. The durability of “Sago One” sago flour is quite long if stored in a non-humid place	3. There is a limitation in the workforce during production and marketing	4. The production quantity of “Sago One” sago flour does not always meet consumer demand at the desired time	
		3. The packaging of “Sago One” sago flour is informative and ensures product safety	4. The price of “Sago One” sago flour is cheaper than competitors, and there are special prices for bulk purchases (sales promotion)	5. The management of “Sago One” sago flour is still semi-mechanical	
		4. There are funds available from management for large stock procurement and loans to customers	6. Sago plants take 8-10 years to be harvested, and the company does not yet have its own land to cultivate sago plants		
EXTERNAL FACTORS		SO STRATEGY		WO STRATEGY	
	OPPORTUNITIES	1. Improve the quality of marketed sago flour (S1, S2, S3, O5)	1. Increase promotions and maximize the use of information technology to market the product (W1, W2, W3, O1, O2, O3)	2. Utilize government training for the development of sago flour products (W4, W5, W6, O4, O5)	
		2. Expand business partnerships with bakeries and meatball stalls using “Sago One” sago flour as an ingredient (S4, O2, O3)			
		3. Increase the production capacity of “Sago One” sago flour (S5, O1, O4)			
	THREATS	ST STRATEGY	WT STRATEGY		
	1. Suppliers or raw material providers from sago farmers are not consistently available	1. Establish good cooperation with suppliers for sustainable business development (S4, S5, T1, T2)	1. Conduct training for sago farmers to produce high-quality sago (W4, W5, W6, T1, T2)		
	2. Decreasing land for sago plantations				
	3. Few businesses use “Sago One” sago flour as a raw material	2. Process sago flour into finished products (S1, S2, S3, T3, T4)	2. Increase consumer awareness of the health benefits of sago flour (gluten-free, easy to digest) (W1, W2, W3, T3, T4)		
	4. Limited consumer habit of using “Sago One” sago flour				

Source: Data Processing, 2024

Based on Figure 1, the IE matrix results for CV. Podomoro Makassar regarding the marketing of “Sago One” sago flour place the company in cell I, with weighted scores for internal and external factors (3.16 and 3.17), positioning CV. Podomoro Makassar in the Grow and Build category. This

position allows CV. Podomoro Makassar to employ intensive strategies (market penetration, market development, and product development). The results of this research are supported by research (Simbolon *et al.*, 2017) shows that the strategy of PT Adikarya Distriboga is in quadrant I, namely an aggressive strategy (expanding market share). The strategy



Table 6. Ranking of the Strategies Suitable.

Strategy Alternatives	Total TAS	Rank
<u>SO Strategy</u>		
1. Improve the quality of marketed sago flour (S1, S2, S3, O5)	5.17	I
2. Expand business partnerships with bakeries and meatball stalls using “Sago One” sago flour as an ingredient (S4, O2, O3)		
3. Increase the production capacity of “Sago One” sago flour (S5, O1, O4)		
<u>ST Strategy</u>		
1. Establish good cooperation with suppliers for sustainable business development (S4, S5, T1, T2)	4.25	II
2. Process sago flour into finished products (S1, S2, S3, T3, T4)		
<u>WT Strategy</u>		
1. Conduct training for sago farmers to produce high-quality sago (W4, W5, W6, T1, T2)	3.97	III
2. Increase consumer awareness of the health benefits of sago flour (gluten-free, easy to digest) (W1, W2, W3, T3, T4)		
<u>WO Strategy</u>		
1. Increase promotions and maximize the use of information technology to market the product (W1, W2, W3, O1, O2, O3)	3.69	IV
2. Utilize government training for the development of sago flour products (W4, W5, W6, O4, O5)		

Source: Data Processing, 2024

of expanding market share can be done by opening new branches, increasing cooperation with factories so that wheat flour stocks are always available to meet demand, increasing cooperation with customers, improving good and friendly service to customers and being loyal to customers.

SWOT Matrix: This analysis uses data obtained from the IFAS and EFAS matrices. The formulation of alternative strategies for marketing "Sago One" sago flour at CV. Podomoro Makassar is shown in Table 5.

Table 5 presents four alternative strategies formulated in the SWOT matrix (SO, WO, ST, WT). These strategies can be implemented by CV. Podomoro Makassar to market the “Sago One” product.

QSPM Matrix: The quantitative strategic planning matrix (QSPM) represents the final stage of the strategy formulation analysis, involving the selection of the best alternative and decision-making to choose the most appropriate strategy for the company. The ranking of the strategies suitable for the company based on the highest TAS value can be seen in Table 6.

Table 6 shows the QSPM analysis results, yielding the final Total Attractive Score (TAS) for the strategies, ranked by their scores. The highest TAS score is 5.17 for the SO strategy.

DISCUSSION

IFAS Matrix: Stated that after identifying internal and external factors, the next step is the calculation of weights and ratings that serve as the basis for determining the company's position in the business. It is important to know this as the basis for the company to carry out a business strategy that is in accordance with the company's conditions (Wiagustini and Permatawati, 2015). Weight is determined from 0 - 1, meaning the accumulated result of strengths compared to

weaknesses and the accumulated result of opportunities compared to threats. The values on the weights are determined from the results of interviews by the author with the leadership, and employees of CV. Podomoro Makassar, while rating is determined by the level of influence of these factors on the company, the most influential rating is rating 1, while rating 4 has the least influence, determining the rating is the result of discussions with the leadership and employees of CV. Podomoro Makassar. Identifying internal factors such as strengths and weaknesses impacts the determination of the ideal strategy to support the marketing of CV. Podomoro Makassar's “Sago One” sago flour product. According to Table 3, the IFAS matrix calculation results show a total score of 3.16 for all internal factors, using a scale of 1-4, with a strength score of 2.08 and a weakness score of 1.08. This indicates that internally, CV. Podomoro Makassar is well-positioned to support an ideal marketing strategy for “Sago One”. The score suggests an above-average ability to leverage strengths and address weaknesses. This research result is supported by (Mutiara, 2021) research which shows that based on the IFAS matrix, it shows a score of 1.102, which means that PT Unilever Tbk can control its internal factors well in utilizing existing strengths and overcoming weaknesses in the company.

EFAS Matrix: Identifying external factors such as opportunities and threats impacts the determination of the ideal strategy to support the marketing of CV. Podomoro Makassar's sago flour. According to Table 4, the EFAS matrix calculation results show a total score of 3.17 for all external factors, using a scale of 1-4, with an opportunity score of 2.42 and a threat score of 0.75. This indicates that, externally, CV. Podomoro Makassar is well-positioned to support an ideal marketing strategy for “Sago One”. According to (Angriani, 2022), the score suggests an above-average ability to exploit opportunities and mitigate threats.



IE Matrix: The internal-external (IE) matrix is used to match and select strategies that fit the company's condition based on its internal and external factors for more detailed strategy formulation. Based on the IFAS and EFAS calculations, the internal and external factor scores support the ideal strategy for CV. Podomoro Makassar in marketing "Sago One" sago flour shows that the IE matrix results place the company in cell I, with weighted scores of 3.16 and 3.17 for internal and external factors, respectively. This places CV. Podomoro Makassar in the Grow and Build position. This strategy indicates that marketing activities for sago flour require a growth and development strategy. Suitable strategies include intensive strategies (market penetration, market development, and product development). This study's results align with those of (Semnasti *et al.*, 2023), who found that in the IE analysis, PT XYZ was in the cell I, indicating growth and build. Similarly, (Syafri *et al.*, 2020) showed that the appropriate marketing strategy for the Cilet Chocolate business, based on SWOT analysis, was in quadrant I, indicating an aggressive strategy (SO). This aggressive strategy can include maintaining product quality, expanding the marketing network by leveraging market share, and increasing market penetration by increasing production capacity with additional capital and modern technology. The IE matrix results are further used to formulate alternative strategies using the SWOT matrix.

SWOT Matrix: According to (Rangkuti, 2019), SWOT analysis is a systematic identification of various factors to formulate marketing strategies. SWOT analysis stands for strengths and weaknesses, opportunities, and threats in a company. The analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. Based on the IFAS and EFAS matrix calculations, various alternative strategies can be formulated using the SWOT matrix analysis model. Table 12 presents four alternative strategies formulated in the SWOT matrix (SO, WO, ST, WT), including:

1. **Enhancing the quality of marketed sago flour:** This strategy reviews the strengths of CV. Podomoro Makassar's sago flour marketing activities, which include high-quality sago flour that is characteristically white, non-clumping, pest-free, non-musty, organic, long-lasting when stored properly, and has informative and secure packaging. This potential makes the strategy suitable to support the ideal marketing strategy for CV. Podomoro Makassar's sago flour by leveraging opportunities for government-guided SME development training to enhance sago flour quality.
2. **Expanding business partnerships with cookie makers and meatball stalls using "Sago One" sago flour:** The partnership strategy is quite effective in achieving competitive advantage. This strategy considers the strength of "Sago One" sago flour's lower price compared to competitors and special pricing for bulk buyers (sales

promotion), which can be used to expand business partnerships with cookie makers and meatball stalls using sago flour, considering the growing access to information technology facilitating "Sago One" marketing and the limited competition.

3. **Increasing production capacity of sold sago flour:** This strategy considers the strength of available funds from the management for large stock procurement and loans to customers, which can be used to increase the production capacity of sold sago flour, considering the growing cookie-making and meatball stall businesses using "Sago One" sago flour and frequent government-organized SME product exhibitions.
4. **Increasing promotion efforts and maximizing the use of information technology for product marketing:** This strategy reviews the weaknesses of CV. Podomoro Makassar's marketing activities, such as the non-strategic location of sago flour sales, far from the city center, insufficient product promotion activities for "Sago One", and limited manpower during production and marketing. These weaknesses can be addressed by leveraging the opportunities in sago flour marketing. Increasing promotion efforts and maximizing the use of information technology for product marketing are necessary due to the growing cookie-making and meatball stall businesses using sago flour and the advancing information technology facilitating "Sago One" marketing.
5. **Leveraging Government Training for Sago Flour Product Development:** This strategy addresses weaknesses in CV. Podomoro Makassar's sago flour marketing activities, such as the inconsistent availability of "Sago One" to meet consumer demand, semi-mechanical management, and the long cultivation period of 8–10 years for sago plants, which the company does not yet grow on its own land. These weaknesses can be mitigated by taking advantage of the low competition for "Sago One" sago flour. Therefore, it is crucial to utilize government training for product development, participating in SME product exhibitions, and government-provided SME development training.
6. **Establishing Strong Partnerships with Suppliers for Sustainable Business Development:** This strategy leverages the strengths of CV. Podomoro Makassar's sago flour marketing activities, such as the lower price of "Sago One" compared to competitors, special pricing for bulk buyers (sales promotions), and available funds for large stock procurement and customer loans. It addresses the threat of inconsistent raw material supply from sago farmers and the diminishing sago plantation land. Thus, establishing strong partnerships with suppliers is essential for sustainable business development.
7. **Processing Sago Flour into Value-Added Products:** This strategy utilizes the strengths of CV. Podomoro Makassar's sago flour marketing activities, such as the high-quality



physical properties of “Sago One”, which is characteristically white, non-clumping, pest-free, non-musty, organic, has a long shelf life when stored properly, and comes in informative and secure packaging. It also addresses the threat of the limited use of sago flour in food businesses and the low consumption of “Sago One” among the public. Therefore, processing sago flour into value-added products is necessary.

8. Training Sago Farmers to Improve the Quality of Produced Sago:

This strategy addresses weaknesses in CV. Podomoro Makassar's sago flour marketing activities, such as the inconsistent availability of sago flour to meet consumer demand, semi-mechanical management, and the long cultivation period for sago plants, which the company does not yet grow on its own land. Additionally, it addresses the threat of inconsistent raw material supply from sago farmers and the diminishing sago plantation land. To tackle these issues, CV. Podomoro Makassar needs to train farmers to produce high-quality sago.

9. Increase consumer awareness of the health benefits of sago flour (gluten-free, easy to digest):

This strategy addresses the threats facing CV. Podomoro Makassar in sago flour marketing activities, such as the limited use of sago flour in food businesses and the low public consumption of sago flour. It also addresses company weaknesses, including the non-strategic location of Sago flour sales far from the city center, insufficient product promotion activities for “Sago One”, and a limited workforce during production and marketing. Therefore, enhancing consumer awareness of the health benefits of sago flour (gluten-free, easy to digest) can help the company maximize the marketing of “Sago One”.

QSPM Matrix: After formulating the appropriate strategies for the marketing activities of “Sago One” at CV. Podomoro Makassar using the SWOT matrix, the prioritized strategies are analyzed using the QSPM matrix. According to Purwandari (2019), QSPM (Quantitative Strategic Planning Matrix) is objectively able to show which strategy is the best of various alternatives. Whereas conceptually, QSPM determines the relative attractiveness of various strategies based on the extent to which internal and external key success factors are utilized or improved. The QSPM evaluates the relative attractiveness of several alternative strategy options objectively. Table 6 shows the QSPM analysis results, yielding the final Total Attractive Score (TAS), which is the sum of the products of each strategy's attractiveness score (AS) for internal and external factors. The TAS values are ranked by their scores, indicating the priority order of strategies to be implemented by CV. Podomoro Makassar. The highest TAS score of 5.17 is for the SO strategy, which includes improving the quality of marketed sago flour, expanding business partnerships with cookie makers and meatball stalls using “Sago One” sago flour as an ingredient, and increasing the production capacity of sago flour. The

three strategies can be implemented simultaneously as they support one another to assist CV. Podomoro Makassar in marketing the “Sago One” product. The SO strategy is formulated based on the SWOT analysis, considering strengths and opportunities. This aligns with the study by (Hasni and Fahira, 2021), which also found that the most recommended alternative strategy based on the QSPM matrix is maintaining product quality, with the highest TAS score.

Conclusion: The appropriate strategies for marketing “Sago One” (sago flour) at CV. Podomoro Makassar were formulated based on the IE matrix results, which placed the company in cell I with weighted scores of 3.16 from the IFAS matrix (internal factors) and 3.17 from the EFAS matrix (external factors). This positioning categorizes CV. Podomoro Makassar in the Grow and Build quadrant, indicating the need for growth and development strategies in their sago flour marketing activities. From the IFAS and EFAS matrices, nine alternative strategies were formulated and incorporated into the SWOT matrix. Using the QSPM analysis to determine the priority marketing strategies for “Sago One” at CV. Podomoro Makassar, the top SO strategies emerged. These include improving the quality of the marketed sago flour, expanding business partnerships with cookie makers and meatball stalls that use “Sago One” as an ingredient, and increasing the production capacity of sago flour. These strategies achieved a total TAS score of 5.17. Implementing these strategies will support CV. Podomoro Makassar in effectively marketing “Sago One”.

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SDG's Addressed: Zero Hunger, Decent Work and Economic Growth, Responsible Consumption and Production.



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