Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 06 Issue 09 September 2023

Article DOI: 10.47191/jefms/v6-i9-18, Impact Factor: 7.144

Page No: 4305- 4312

Marketing Strategy to Increase Sales of Liquid Biological Fertilizer (Case Study on Tani Makmur Ii Liquid Biofertilizer, Pandanwangi Village, Tempeh District, Lumajang Regency)

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ABSTRACT: Fertilizer is one of the important components in the agricultural sector and has a very important role in increasing agricultural business in Indonesia. This is because farmers have realized the role of fertilizer in agricultural products. This research will be carried out in July 2023 by Gapoktan Tani Makmur II Pandanwangi Village, Tempeh District, Lumajang Regency. Site selection is carried out deliberately (purposive) with the consideration that the location is a producer of organic fertilizer in Lumajang Regency. The respondents of this study were key informants who were chosen because they were considered to know more about the problems studied based on their duties and responsibilities in the company and their relation to marketing activities in the Tani Makmur II Association, which was as many as 15 people. The analysis tools used are SWOT and QSPM. Based on the IFE value (3,664) and EFE value (2,774), the position of the Tani Makmur II association at the Matching Stage stage is in quadrant I, namely cell I and cell IV, this means that the Tani Makmur II Association is in the Growth and Build phases. In quadrant I, Gapoktan Tani Makmur II is advised to use an intensive strategy. Marketing strategy efforts in prosperous farmers II with alternative strategies are the ability to innovate, knowledge of fertilizer certification and institutional performance. The addition of this policy strategy is considered necessary which is prepared consisting of 3 levels with the peak level as the focus / goal consisting of optimizing resources, strengthening microeconomics, maintaining Pandanwangi Village as a fertilizer producer and improving institutional performance.

KEYWORDS: Biofertilizer, Strategy, SWOT, QSPM

INTRODUCTION

Fertilizer is one of the important components in the agricultural sector has a very important role for increasing agricultural business in Indonesia. This is because farmers have realized the role of fertilizer in agricultural products. Where the existence of the fertilizer industry is very profitable, including the development of the agri-food sector, horticulture, plantation sector, chemical industry and other service fields. In line with major changes in technological advances, fertilizers on the market are increasingly varied, both types and brands (Setiawan, Dolorosa, &; Fitrianti, 2022). The fertilizer subsidy policy is directed to achieve the main objective of increasing the ability of farmers to purchase fertilizer in the appropriate amount recommended by site-specific balanced fertilization doses, second, the ultimate goal of subsidized fertilizer is to increase agricultural productivity and production in order to improve national food security (Sakinah, Jumiati, &; Akbar, 2022).

In the process of procurement and procurement of fertilizer subsidies, several problems are still found related to six precise indicators. The problem that is often faced is the price of fertilizer subsidies that are not in accordance with HET, as well as places or places that are officially claimed to be far from the location of farmers. In addition, from the results of observations on several problems, they stated that they still encountered problems delaying the supply of subsidized fertilizers (Kholis &; Setiaji, 2020).

The scarcity of subsidized fertilizers and rising prices make people develop organic agriculture based on reducing the use of chemical fertilizers and synthetic pesticides. Reduced chemical fertilizers are usually replaced by the use of organic fertilizers (Ajina, Timisela, &; Leatemia, 2023). Organic agriculture is the answer to the negative impact of the implementation of the green revolution promoted in the 1960s which caused reduced soil fertility and environmental damage due to excessive use of chemical fertilizers and pesticides (Wahyuni &; Adriansyah, 2020).

This organic farming inspired the manufacture of organic fertilizer carried out by the community in Pandanwangi village, Tempeh District, Lumajang Regency, especially the Prosperous Farmers Association II. The community who are members of the Tani Makmur II Association innovated in making liquid organic fertilizer and was named PHC (Liquid Biofertilizer) Tani Makmur II.

The journey of Liquid Biofertilizer, starting from 2019 until now has a problem, namely sales that have decreased. Fluctuations in liquid fertilizer sales experienced by Gapoktan Tani Makmur II can be a big problem for farmers, because if this is prolonged it will hinder the company from financing investments or projects that can develop the company. So it is necessary to identify internal and external factors of the Tani Makmur II Association in the marketing of TM II Liquid Biofertilizer. Then analyze the strategic efforts of the Tani Makmur II Association which can increase sales of Tani Makmur II Liquid Biofertilizer. In addition, formulating strategies to increase sales, increase profits and increase market share of Tani Makmur II Liquid Biofertilizer.

Companies that can utilize their resources optimally, will be able to increase the ability in competitiveness and shadow obtained because it is closely related to the marketing activities carried out by the company, in a strategic role, marketing includes every effort made to achieve the company's conformity with its environmental conditions (internal and external). This suitability serves to solve the problem, which determines how the business business that has been selected can be run successfully in a competitive environment.

Based on the above background, the objectives of this study are as follows: identify internal and external factors, analyze the strategic efforts of the Tani Makmur II Association that can increase sales of Tani Makmur II Liquid Biofertilizer and formulate strategies to increase sales, increase profits and increase market share of Tani Makmur II Liquid Biofertilizer.

RESEARCH METHODS

This research will be carried out in July 2023 by Gapoktan Tani Makmur II Pandanwangi Village, Tempeh District, Lumajang Regency. Site selection is carried out deliberately (purposive) with the consideration that the location is a producer of organic fertilizer in Lumajang Regency. This study uses the purposive sampling method, which is a method of taking informants from data sources with certain considerations. To assist this research process, the respondents of this study were key informants chosen because they were considered to know more about the problems studied based on their duties and responsibilities in the company and their relation to marketing activities in the Tani Makmur II Association, which was as many as 15 people. Reviewed from the internal environment and external environment. Based on the analysis of the internal and external environment, in the Prosperous Farmers Association II the respondents consisted of 1 Chairman, 1 Secretary, 1 Treasurer, and 12 Section Heads.

Data analysis is used to determine the initial strategy by identifying factors related to the location of the study. The analysis method uses SWOT analysis methods, namely the EFAS matrix, IFAS matrix, SWOT matrix, and IE matrix (internal-external) to formulate alternative organic fertilizer marketing strategies at the Prosperous Farmers Association II Pandanwangi Village, Tempeh District, Lumajang Regency (Rangkuti, 2008). Then proceed with QSPM Analysis.

RESULTS AND DISCUSSION

Identification of Internal Marketing Factors of TM II Farmer Liquid Biofertilizer Marketing

Internal factors consist of two parts, namely strengths (strengths) and weaknesses (Weaknesses) which will discuss the internal environment observed in Pandanwangi Village, Tempeh District, Lumajang Regency in improving marketing strategies for the sale of TM II Tani Liquid Biofertilizer. To be able to find out the strategies needed in the Prosperous Farmers Association II to increase sales, it must identify and analyze strategies using internal factors as follows:

1. Factors of the Strength of the Prosperous Peasant Association II

Based on the results of the interview conducted, the following is a description of the factors that are the strength of the Prosperous Farmers Association II.

1) The presence of raw materials available around

The raw material for TM II Liquid Biofertilizer in the Tunjungan Hamlet, Pandanwangi Village, Tempeh Lumajang District is easy to find and abundant. These ingredients are Bamboo root, native chicken cache, coconut water, molasses, soybeans, and leri water (rice washing water).

2) Farmers know about making fertilizer

The average farmer who participates in the Prosperous Farmers Association II knows how to make TM II Liquid Biofertilizer. These farmers often hold regular meetings every two weeks, usually in the second week of the middle of the month and the end of the month.

3) Active farmer groups

The farmers were enthusiastic in participating in various meetings held by the administrators of the Prosperous Farmers

Association II because by meeting face-to-face knowledge in developing agriculture would be better absorbed.

4) Increased production after applying fertilizer

Farming communities who have used Tani Makmur II Liquid Biofertilizer have benefited from the use of this fertilizer, namely better yields and not dependence on chemical fertilizers.

5) Cheaper price than chemical fertilizers

Compared to chemical fertilizers, of course, TM II Liquid Biofertilizer is cheaper because each 2.5x 2.5 m binning requires 60 ml. Liquid Biofertilizer TM II. This can save farmers spending on fertilizer. Cheaper prices can increase productivity.

6) Sufficient manpower

The average farmer in Tunjungan Hamlet, Pandanwangi Village, Tempeh District, has more than two members, so the energy to grow agriculture is very much and sufficient. The population of Pandanwangi village as many as one thousand two hundred and fifty-seven people is very adequate to cultivate agricultural land.

2. Weak Factors of the Prosperous Peasant Association II.

Based on the results of the interview conducted, the following is a description of the factors that are weaknesses for the Prosperous Farmers Association II.

1) The unregistered liquid biofertilizer TM II to the Intellectual Property Rights of the Ministry of Law and Human Rights

The weakness of this fertilizer has not been registered with the Ministry of law and Human Rights so that royalties and so on about copyright have not been obtained so that the product is easily imitated and marketed by others.

2) Lack of knowledge about SNI standards for liquid biofertilizer

The management of the Tani Makmur II Association does not know for sure about how liquid fertilizer is of Indonesian national standard. Good organic liquid fertilizers have requirements in accordance with the Decree of the Minister of Agriculture Number 261 / KPTS / SR.310 / M / 4/2019 concerning the minimum technical requirements for organic fertilizers, biological fertilizers, and soil improvers. Liquid organic fertilizer has a minimum organic C of 10% (w/v), macronutrients: N+P2O5+K2O of 2-6% (w/v), organic N of at least 0.5% (w/v), total Fe of 90-900 ppm, total Mn of 25-500 ppm, total Cu of 25-500 ppm, total Zn of 25-500 ppm, B of 12-250 total, Mo of 2-10 ppm total, pH 4-9, E. coli <1x102 cfu/ml, Salmonella sp. <1x102, heavy metals As maximum 5 ppm, Hg maximum 0.2 ppm, Pb maximum 5 ppm, Cd maximum 1 ppm, Cr maximum 40 ppm, Ni maximum 10 ppm, Na maximum 2000 ppm and Cl maximum 2000 ppm. The manufacturing process must have no synthetic chemicals and at least three elements.

3) Absence of appreciation from the government for liquid biofertilizer

Government support for the business of making liquid fertilizer is very minimal because there are no platforms or advertisements from the government about the use of liquid fertilizers better than chemical fertilizers.

4) Chemical fertilizers are still used in farming

The surrounding community still uses chemical fertilizers because there are thoughts that began in the 1960s about the green revolution by using flexible chemical fertilizers to achieve maximum results and the influence is still felt today. Agricultural land will gradually decrease in productivity if excessive use of chemical fertilizers.

5) Lack of funding

The funding of Gapoktan Tani Makmur II was obtained from joint ventures and proceeds from fertilizer sales which were felt to be very lacking. So it needs support from the government for the business development of the Prosperous Farmers Association II.

6) Absence of proper financial management

Gapoktan Tani Makmur II is managed in a familial manner without reliable management. The average manager has an upper secondary school education and must learn about how to implement reliable company management. The culture of lazy learning is still inherent in the farming community.

Identification of External Factors Marketing of TM II Farmer Liquid Biofertilizer

External factors consist of two parts, namely opportunities and threats which will discuss the external environment observed in Gapoktan Tani Makmur II in increasing sales. To be able to find out the strategies needed by the Tani Makmur II Association to increase sales, it must identify and analyze strategies using external factors as follows:

1. Opportunity Factors in the Prosperous Farmers Association II

Based on the results of the interview conducted, the following is a description of the factors that become opportunities for the Prosperous Farmers Association II.

1) There is help from the government

This government assistance is only in the form of alsistan which is used in turns and is held by one of the administrators responsible for it.

2) The existence of a mentoring program from the government / PPL in the form of training

Program binaan ini berupa adanya Petugas Penyuluh Lapangan yang ditempatkan di wilayah Pandanwangi. Petugas ini memberikan penyuluhan dan ilmu-ilmu terbaru dalam menangani tanaman, hama tanaman dan penyakit tanaman.

3) There is a government program to use bio-liquid fertilizers

This government program exists but is very lacking because of only the level of PPL in providing tips and ways in making liquid organic fertilizer. The platform of using liquid fertilizers is not echoed massively as it was in the 1960s about the green revolution.

2. Threat factors in the Prosperous Farmers Association II.

Based on the results of the interview conducted, the following is a description of the factors that pose a threat to the Prosperous Farmers Association II.

1) The absence of special places

This liquid fertilizer has no special place that accommodates its sale. The buyers know it by word of mouth and from the stands of the agricultural products bazaar.

2) Chemical fertilizers are easily obtained on the market

Chemical fertilizers that are easily obtained on the market are very disruptive to the market from TM II Liquid Biofertilizer. Although the price is without subsidies, capable farmers can easily find it so that the profit prospects of organic liquid fertilizer can decrease.

3) Erratic weather

Today the weather cannot be as determined as it used to be. In the past, the weather could be determined through the rainy season and dry season which lasted for six months. Quoted from the book Cognitive Competence (2022) by Muh. Luthfi Arrohman, when the rainy season arrives, Indonesia will get water supply from the Pacific Ocean, which is carried by the southwest monsoon. Meanwhile, when the dry season arrives, the southeast monsoon (east monsoon) originating from the Australian continent will bring dry air with minimal water vapor. This does not happen anymore, sometimes the dry season can rain and during the rainy season, it can be dry.

Analysis of Matrix IFAS and EFAS

The process of internal factor analysis by identifying factors included in the internal factors of agrotourism. Each rating is determined by considering the level of influence of internal factors on the increase of the Prosperous Farmers Association II. After that, the ratings of each respondent are averaged so that an average rating is obtained. Determination of weights in IFAS analysis is carried out with the conditions that have been selected. The weight is obtained by comparing between the rows and columns of each internal factor of the Prosperous Farmers Association II then choosing which factor is more urgent than other factors. Then the weights are added and calculated on a predetermined table. The calculation of weights can be seen in the appendix. The results of IFAS matrix processing can be seen in Table 1. the following:

Table 1. IFAS Matrix Analysis Results

Internal factors	Average Rating
Strength	
The existence of raw materials available around	4,00
Farmers find out about the manufacture of fertilizer	4,00
Active farmer groups	4,00
Increased production after applying fertilizer	4,00
Cheaper price than chemical fertilizers	4,00
Sufficient manpower	4,00
Debilitation	
The TM II liquid biofertilizer has not been registered with the Intellectual Property Rights of the Ministry of Law and Human Rights	4,00
Lack of knowledge about SNI standards for liquid biofertilizer	1,00
Absence of appreciation from the government for liquid biofertilizer	1,00
Chemical fertilizers are still used in farming	4,00
Lack of funding	1,00
Absence of proper financial management	**1,00**

Source: Primer data, 2023

The process of analysis of external factors by identifying factors included in external factors of agrotourism. Each rating is

determined by considering the level of influence of external factors on the increase of the Prosperous Farmers Association II. After that, the ratings of each respondent are averaged so that an average rating is obtained. Determination of weights in EFAS analysis is done with an urgency matrix. The weight is obtained by comparing between the rows and columns of each external factor of the increase in the Prosperous Farmers Association II then choosing which factor is more urgent than other factors. Then the weights are added and calculated on a predetermined table. The calculation of weights can be seen in the appendix. The results of EFAS matrix processing can be seen in Table 2. the following:

Table 2. EFAS Matrix Analysis Results

External Factors	Average Rating
Chance	
There is help from the government	3,00
There is a mentoring program from the government / PPL in the form of training	4,00
There is a government program to use bio-liquid fertilizers	1,00
Threat	
The absence of special places	1,00
Chemical fertilizers are easily obtained on the market	2,00
Erratic weather	4,00

Source: Primer data, 2023

The following IFAS and EFAS matrix analysis is an analysis process by identifying factors included in internal factors and an analysis process by identifying external factors in the Prosperous Farmers Association II. The results of internal factor analysis and external factor analysis are then analyzed with a SWOT matrix to determine the alternative marketing strategy of Gapoktan Tani Makmur II on increasing sales of liquid biofertilizers. The results of the SWOT matrix can be seen in Table 3. next:

Table 3. Matrix of Sales Increase Strategy of Gapoktan Tani Makmur II

	Strength	Weakness
	1. The existencdde of raw materials available around 2. Farmers know about fertilizer manufacturing 3. Active farmer groups 4. Increased production after applying fertilizer 5. Cheaper price than chemical fertilizers 6. Sufficient manpower	1. The unregistered liquid biofertilizer TM II to the Intellectual Property Rights of the Ministry of Law and Human Rights has not been registered 2. Lack of knowledge about SNI standards for liquid biofertilizer 3. No appreciation from the government for liquid biofertilizer 4. Chemical fertilizers are still used in farming 5. Lack of funding 6. Absence of proper financial management
Opportunity 1. There is help from the government 2. There is a mentoring program from the government/PPL in the form of training **3.** There is a government program to use bio-liquid fertilizers	**SO** 1. Improve human resource knowledge by learning from programs provided by the government. 2. Activate farmer group members in debriefing activities by the government 3. Innovating the production of bioliquid fertilizers so that the price is cheaper	**WO** 1. Register products to be more accepted by the wider community. 2. Study products to comply with Indonesian National standards of Bioliquid Fertilizer 3. Improve the management ability of farmer group administrators
Threats 1. Absence of special premises 2. Chemical fertilizers are easy to obtain on the market **3.** Erratic weather	**ST** 1. Create a special place of sale close to the main road 2. Provide product sales promotion through e-commerce applications	**WT** 1. Create new products so as to create product diversification 2. Increase sales with social media in addition to fertilizers and agricultural products

Source: Primer data, 2023

Based on the results of the analysis above, Gapoktan Tani Makmur II has 6 points of strength, 6 points of weakness, 3 points of opportunity and 3 points of threat. Internal factors consist of strengths and weaknesses in terms of the Prosperous Farmers Association II, while external factors consist of opportunities and threats in terms of the Prosperous Farmers Association II. These include:

Strategy S – O (Strength – Opportunities)

The strategy that must be applied in this condition is to support an aggressive growth policy (Growth-oriented strategy) that maximizes existing strengths and optimizes existing opportunities. SO (Strengths – Opportunities) strategy is a strategy done by using strengths to take advantage of opportunities. Here are the results obtained from the SWOT matrix on the S-O strategy:

1. Improve human resource knowledge by learning from programs provided by the government. Several government programs that can increase the knowledge of its members are given such as Agricultural Field Schools, Extension, etc.
2. Activate farmer group members in debriefing activities by the government. Minimizing stigma by joining farmer groups is "free" by increasing public interest, namely active agricultural extension workers with renewable agricultural sciences and increasing innovation in providing knowledge.
3. Innovate the production of bio-liquid fertilizers so that the price is cheaper. This is being developed by Gapoktan Tani Makmur II, namely by looking for other alternatives such as the development of Jacaba fertilizer.

Strategy W – O (Weaknesses – Opportunities)

Strategies are set based on utilizing existing opportunities in a way that minimizes weaknesses in the organization. In this case, it is necessary to design a turnaround strategy, namely a turnaround strategy. Large external opportunities are important to achieve, but internal problems or weaknesses that exist in the internal organization are more important to find solutions, so the achievement of large opportunities needs to be scaled down a little. Here are the results obtained from the SWOT matrix on the W-O strategy:

1. Register products to be more accepted by the wider community. By registering fertilizers, it can increase the trust of the wider community.
2. Study the product to conform to the Indonesian National Standard of Liquid Biofertilizer. By learning products that have SNI, the future prospects of TM II Liquid Biofertilizer can improve its sustainability and gain a wider market share.
3. Improve the management ability of farmer group management. Improving agricultural management starts from the group leader first and then transmitted to other administrators so that the wheels of the organization can run in the same direction and sustainably.

Strategy S – T (Strength – Threats)

A strategy that is established based on the strengths that the organization has to address detected threats. This strategy is known as the diversification strategy or difference strategy. Through this strategy, companies strive to avoid or reduce the impact of external threats. Here are the results obtained from the SWOT matrix on the S-T strategy:

1. Create a special place of sale close to the main road. This sales place is attempted near the main road between villages so that people from other villages can know TM II Liquid Biofertilizer.
2. Provide product sales promotion through e-commerce applications. Increase in sales other than through brochures and other print media. Pupuk Cair Tani Makmur II can be marketed through online shopping applications such as Tokopedia, Shopee, Buka Lapak, Lazada, etc.

Strategy W – T (Weaknesses – Threats)

This strategy is a tactic to defend by reducing internal weaknesses and avoiding threats. A company that is faced with a number of internal weaknesses and external threats is actually in a dangerous position. Here are the results obtained from the SWOT matrix on the W-T strategy:

1. Create new products so as to create product diversification. The manufacture of new products is very important for the diversification of agricultural products in order to create development products from the Prosperous Farmers Association II, so that the income of this group can increase.
2. Increase sales with social media in addition to fertilizers and agricultural products. The role of social media such as TikTok, facebook, Instagram and Twitter is very important to reach a wider market share, not only in Lumajang Regency but also throughout Indonesia.

Alternative Strategies in QSPM

To determine the right strategy in developing its business, here are some alternative strategies that can be used by the Prosperous Farmers Association II in the short term, namely:

1. Market Penetration
2. Market Development
3. Product Development

From the third alternative, analysis and ranking are carried out, if the largest score indicates the priority of strategies that can be recommended in the Prosperous Farmers Association II as follows:

Table 4. Strategy Order of QSPM Matrix Analysis Results

Order	Alternative Strategies	Value TAS
1	*Market Penetration*	6,18
2	*Market Development*	6,17
3	*Product Development*	6,16

Source: Primer data, 2023

Alternative marketing strategies to increase sales of liquid biofertilizers that have the highest total attractiveness value are strategic priorities that can be applied. The results of the QSPM analysis show that the top priority strategy is Market Penetration (6.18), which means by increasing marketing efforts. Gapoktan Tani Makmur II, since the beginning has been running a marketing business in the form of product promotion at bazaar stands at agricultural product exhibitions held by the Lumajang district agriculture office so that its market share is not only the Pandanwangi area but other Lumajang areas. In addition, it can be improved with marketing strategies for businesses: Content Marketing, Inbound marketing, Paid Marketing, Organic Marketing, Social Media Marketing, Search Engine Optimization, Transactional Marketing, Earned Media, Account Based Marketing, Search Engine Marketing, Conversational Marketing, Email Marketing, Event Marketing, Service Marketing and Point-of-Purchase Marketing. The alternative strategy in the second order is Market Development (6.17), which means continuing to increase marketing efforts to other regions through segmenting, targeting and positioning activities. Gapoktan Tani Makmur II since the beginning of its business model in addition to selling organic fertilizers both manure and compost self-sufficient Gapoktan Tani Makmur II and selling agricultural snack products such as tortilla chips, marinated corn, and candied papaya. The third alternative is Product Development (Poduk Development) of (6.16), which has been carried out by the Prosperous Farmers Association II.

Gapoktan Tani Makmur II can also combine all other alternative QSPM outcome strategies with the use of resources in increasing income through training, assistance in efforts to create new innovations with local and government extension workers so that it will help farmers in standardization and certification of license rights for each farmer's product to be able to compete with a healthy market. In addition, farmers are also able to make good use of technology which is supported by the provision of knowledge obtained in the creation of the latest innovations in accordance with the current environment.

The statement above is supported by (Indriarti &; Chaidir, Application of Quantitative Strategic Planning Matrix (QSPM) to Formulate Business Strategies, 2021) said that every business actor is required to always pay attention to changes that occur in their environment because every change can be a potential opportunity for every business that wants to develop. Business actors must anticipate every change and goal both in the medium and long term.

CONCLUSION

Based on the results of research conducted at the Prosperous Farmers Association II Pandanwangi Village regarding marketing strategies to increase sales of liquid biological fertilizers, it can be concluded that the results of identifying internal and external factors are obtained that with the availability of raw materials around and at the same time the active farmer groups on knowledge about making fertilizers so that the creation of selling prices more affordable than chemical fertilizers in general will facilitate in market expansion and also able to compete. But on the other hand, biofertilizer products have not been registered with applicable SNI standards with the lack of knowledge of the management of the Tani Makmur Association regarding licenses so that this results in many products being imitated and marketed by others.

Marketing strategy efforts in prosperous farmers II with alternative strategies are the ability to innovate, knowledge of fertilizer certification and institutional performance. The addition of this policy strategy is considered necessary which is prepared consisting of 3 levels with the peak level as the focus / goal consisting of optimizing resources, strengthening microeconomics, maintaining Pandanwangi Village as a fertilizer producer and improving institutional performance.

Based on the IFE value (3,664) and EFE value (2,774), the position of the Tani Makmur II association at the Matching Stage stage is in quadrant I, namely cell I and cell IV, this means that the Tani Makmur II Association is in the Growth and Build phases. In quadrant I, Gapoktan Tani Makmur II is advised to use an intensive strategy.

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