

Strategy For Increasing Carrot Sales Of Ud Cece To Pepito Supermarket In Denpasar

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ABSTRACT

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This study aims to formulate a strategy to increase carrot sales at UD Cece, located in Baturiti Village, Baturiti District, Tabanan Regency, Bali Province. UD Cece is a business engaged in the distribution of horticultural vegetables, particularly carrots, supplying products to modern retail markets such as Pepito Supermarket Denpasar. The main problems faced by UD Cece include intense competition among distributors, fluctuations in carrot market prices, limited distribution channels, and increasingly strict quality standards imposed by supermarkets. This research employs a descriptive method with a quantitative approach. Data were collected through observation, interviews, documentation, and questionnaires distributed to 20 respondents selected using purposive sampling techniques. Data analysis was conducted using SWOT analysis supported by the IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), and the Internal-External (IE) Matrix. The results indicate that UD Cece's main strengths lie in the quality of carrots that meet supermarket standards, strong cooperation with local farmers, and the ability to supply products consistently. Major opportunities arise from the increasing demand for fresh vegetables in modern retail markets and the growth of the retail sector in Bali. The IFAS and EFAS scores place UD Cece in Quadrant I of the IE Matrix, indicating a strong internal position and significant external opportunities. Based on the SWOT analysis, the recommended strategy for UD Cece is an aggressive growth strategy, particularly the Strength-Opportunities (S-O) strategy, by leveraging internal strengths to capture market opportunities in order to increase sales volume and expand carrot distribution networks sustainably.

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1. Introduction

Horticultural commodities play an important role in supporting food availability and improving farmers' income in Indonesia. One of the widely cultivated horticultural products in highland areas is carrots, which are known for their nutritional value and increasing consumer demand. In Bali, especially in urban areas such as Denpasar, the demand for fresh vegetables continues to increase along with population growth, lifestyle changes, and the development of modern retail markets. Supermarkets require horticultural products that meet high standards in terms of quality, continuity, and distribution stability.

Previous studies on agribusiness marketing strategies have mainly focused on farmer-level production or large-scale distributors, while studies on small and medium agribusiness enterprises supplying horticultural products to modern retail markets are still limited. In addition, many studies emphasize production efficiency without thoroughly analyzing internal and external strategic factors

that influence sales performance. Therefore, there is a need for research that integrates internal and external strategic analysis to formulate practical sales improvement strategies for local agribusiness enterprises.

UD Cece is a local agribusiness enterprise that distributes carrots sourced from highland farming areas to Pepito Supermarket in Denpasar. The business has been able to meet supermarket standards in terms of product quality and supply consistency. However, UD Cece still faces several challenges, such as limited production capacity, dependence on a single distribution channel, and increasing competition from other distributors. These conditions require UD Cece to implement appropriate strategies in order to maintain and improve its sales performance.

Based on these considerations, this study aims to analyze the internal and external factors affecting UD Cece's carrot distribution business and to formulate appropriate strategies to increase carrot sales to Pepito Supermarket in Denpasar. The results of this study are expected to contribute to agribusiness development, particularly in strengthening the competitiveness of local distributors in modern retail markets.

2. METHOD.

2.1 Research Design

This study employed a descriptive qualitative and quantitative approach to analyze the sales strategy of carrot distribution conducted by UD Cece in cooperation with Pepito Supermarket, Denpasar. The research design was chosen to systematically identify internal and external strategic factors and to formulate appropriate strategies for increasing carrot sales through modern retail channels.

2.2 Data Collection

The data used in this study consisted of primary and secondary data. Primary data were collected through direct field observation, in-depth interviews, and the distribution of structured questionnaires.

Observation was conducted to understand the operational activities of UD Cece, including harvesting, sorting, packaging, storage, and distribution of carrots to Pepito Supermarket. In-depth interviews were carried out to obtain detailed information related to business management, marketing strategies, and operational constraints. Questionnaires were used to assess the importance and performance of internal and external strategic factors.

Secondary data were obtained from company records, sales reports, distribution documents, and relevant literature related to agribusiness marketing, supply chain management, and strategic analysis.

2.3 Respondents

The respondents in this study consisted of five (5) individuals, comprising one (1) business owner of UD Cece and four (4) workers who were directly involved in carrot production, handling, and distribution activities.

All respondents were selected using purposive sampling because they possess adequate knowledge and experience related to operational activities and strategic decision-making processes within the business. The selected respondents were considered capable of providing accurate assessments of internal strengths, weaknesses, opportunities, and threats faced by UD Cece.

2.4 Strategic Analysis Techniques

Strategic analysis in this study was conducted using several analytical tools, namely the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal–External (IE) Matrix, and SWOT analysis.

The IFAS matrix was used to identify and evaluate internal strengths and weaknesses, while the EFAS matrix was applied to analyze external opportunities and threats. The IE Matrix was then used to determine the overall strategic position of UD Cece based on the total IFAS and EFAS scores. Finally, SWOT analysis was employed to formulate alternative strategies aimed at improving carrot sales performance.

2.5 Strategy Formulation Procedure

The strategy formulation process was carried out through the following steps:

1. Identifying internal and external strategic factors based on observation, interviews, and questionnaire results.
2. Assigning weights and ratings to each factor to construct the IFAS and EFAS matrices.
3. Calculating weighted scores to determine the overall internal and external strategic positions.
4. Plotting IFAS and EFAS scores into the IE Matrix to identify the appropriate strategic orientation.
5. Developing alternative strategies using the SWOT matrix, including SO, WO, ST, and WT strategies, which were then recommended as strategic options to increase carrot sales of UD Cece to Pepito Supermarket.

3 Results and Discussion

This section presents the results of the analysis conducted in this study and discusses the findings in relation to the research objectives. The analysis focuses on the identification of internal and external strategic factors, the determination of the business position using the Internal–External (IE) Matrix, and the formulation of alternative development strategies through SWOT analysis.

3.1 Internal Factor Analysis Summary (IFAS)

The Internal Factor Analysis Summary (IFAS) matrix was used to evaluate the internal conditions of the agribusiness under study. Internal factors consist of strengths and weaknesses identified through observation, interviews, and questionnaires distributed to respondents.

Table 1. Internal Factor Analysis Summary (IFAS)

Faktor Strategi	Bobot Rattng skor		
Kekuatan			
Kualitas wortel UD Cece memenuhi standar Supermarket Pepito	0,13	4	0,52

Hubungan kerja sama yang baik dengan petani lokal	0.11	4	0,44
Proses pengemasan menjaga kesegaran dan daya tahan produk	0,10	4	0,40
Kemampuan memenuhi pasokan rutin ke Pepito Harga	0,12	4	0.48
jual kompetitif dibanding distributor lain	0,09	3	0,09
TOTAL KEKUATAN	0,55		2,11
Faktor Strategi	Bobot Rating skor		
Kelemahan			
Promosi dan branding masih belum optimal	0,09	3	0,27
Hubungan kerja sama yang baik dengan petani lokal	0,08	3	0,24
Ketergantungan pada satu saluran distribusi (Pepito)	0,10	3	0,40
Pemanfaatan teknologi pemasaran digital masih minim	0,09	3	0,27
Pengawasan kualitas belum konsisten setiap pengiriman	0,09	3	0,27
Total kelemahana	0,45		1,45
Total	1,00		3,56

The total IFAS score of 2.83 indicates that the business has relatively strong internal conditions, where strengths outweigh weaknesses. This suggests that internal resources and capabilities can support strategic development efforts.

3.2 External Factor Analysis Summary (EFAS)

The External Factor Analysis Summary (EFAS) matrix was used to identify opportunities and threats originating from the external environment that influence business performance

Table 2. External Factor Analysis Summary (EFAS)

Faktor Strategi	Bobot Rattng skor		
Peluang (Opportunities)			
Permintaan wortel di supermarket modern terus meningkat	0,14	4	0,56
Tren konsumsi sayuran segar masyarakat Bali meningkat	0,12	4	0,48
Peluang kerja sama dengan supermarket lain di Bali	0,11	4	0,44
Dukungan petani lokal terhadap UD Cece cukup tinggi	0,10	3	0,30
Perkembangan ritel modern membuka peluang ekspansi pasar	0,10	4	0,40
TOTAL PELUANG	0,57		2,18
Faktor Strategi	Bobot Rattng skor		
Ancaman (Threats)			
Persaingan antar distributor wortel semakin ketat	0,10	4	0,40
Distributor luar daerah menawarkan harga lebih rendah	0,09	4	0,36
Fluktuasi harga wortel di pasar	0,08	3	0,24
Persyaratan kualitas dari supermarket semakin ketat	0,08	3	0,24
Biaya transportasi dan logistik terus meningkat	0,08	3	0,24
TOTAL ANCAMAN	0,43		1,48
TOTAL EFAS	1,00		3,66

The EFAS score of **2.73** indicates that opportunities in the external environment are greater than threats, suggesting favorable external conditions for business growth.

3.3 Internal–External (IE) Matrix Analysis

The IE Matrix was constructed based on the total IFAS score of 2.83 and EFAS score of 2.73. These values place the business in Cell V (Hold and Maintain Strategy).

This position indicates that the business should focus on maintaining its current market position while improving efficiency and strengthening competitiveness. Appropriate strategies include market penetration and product development through quality improvement and expansion of distribution channels.

3.4 SWOT Strategy Formulation

Based on the identified internal and external factors, a SWOT matrix was developed to formulate alternative strategies.

Table 3. SWOT Matrix Strategy Formulation

Strategy Type	Strategic Alternatives
SO Strategy	Strengthen cooperation with modern retail by utilizing stable product quality and increasing production volume to meet market demand.
WO Strategy	Improve promotional activities through digital marketing to overcome limited promotion and expand market reach.
ST Strategy	Maintain product quality consistency to compete with increasing competitors and meet strict retail standards.
WT Strategy	Improve production efficiency and cost management to minimize risks from price fluctuations and limited capital.

The SWOT analysis shows that the most suitable strategy is the **SO strategy**, which leverages internal strengths to capture external opportunities.

3.5 Discussion

The conclusions of this study are systematically arranged based on the research problem formulation and research objectives as follows:

1. Internal and External Condition Identification

The results of the Internal Factor Analysis Summary (IFAS) indicate that the agribusiness possesses strong internal conditions, particularly in terms of product quality, strategic business location in Denpasar, and established cooperation with modern retail markets. However, several internal weaknesses remain, including limited promotional activities, dependence on certain distribution channels, and restricted production capacity.

Meanwhile, the External Factor Analysis Summary (EFAS) shows that the business environment provides considerable opportunities, especially due to the increasing demand for fresh agricultural products and the expansion of modern retail markets, although threats such as price fluctuations and rising competition continue to exist. Business Position Based on the IE Matrix, Based on the combined IFAS and EFAS scores, the business is positioned in Cell V of the Internal–External (IE) Matrix, which represents a Hold and Maintain Strategy. This position indicates that the business is relatively stable and has the potential to grow through efficiency improvement, market penetration, and strengthening existing competitive advantages.

2. Strategic Formulation Using SWOT Analysis

The SWOT analysis results show that the most appropriate strategy for the business is the Strength–Opportunity (SO) strategy. This strategy emphasizes maximizing internal strengths to capture external opportunities, particularly by maintaining consistent product quality, strengthening cooperation with modern retail partners, and increasing production capacity to meet market demand. Implications for Business Development

The implementation of the recommended strategies is expected to improve business competitiveness, enhance market reach, and ensure sustainable agribusiness development. Strengthening marketing activities, improving operational efficiency, and optimizing distribution systems are essential to maintaining long-term business performance.

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