

# The SWOT Analysis for Local Product Distribution Strategy in Empat Balai Village, Kampar Regency

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**Abstract.** Efficient and effective distribution is essential to connect local products with a wider market. Currently, the distribution pattern used is less efficient in reaching more consumers, as a result, the product is not recognized by many people and market demand is low. The distribution chain of local products in Empat Balai Village is disrupted, due to the scarcity of products in the market, the products produced are few and are only able to meet the demand of the local community or around the village. The development of local product distribution in Empat Balai Village has the potential to contribute to the development of the village economy. Local products that are successfully distributed more widely can make a positive contribution to increasing the competitiveness and image of the region as a center for developing typical products that are in demand by consumers both within and outside the area. The research used is descriptive method and using the SWOT analysis. The data needed are secondary data and primary data. The data collection technique used is by conducting field surveys, interviews, and documentation. The data obtained is then analyzed using SWOT analysis to determine the factors that are the strengths, weaknesses, opportunities, and threats of the local product distribution strategy in Empat Balai Village. The results of the study obtained from the SWOT diagram are that the company is in Quadrant I, which is positive and positive. The recommended strategy is Aggressive Strategy, meaning that local products are in a very profitable situation because they can use their strengths to take advantage of existing opportunities and have great opportunities to grow and develop.

## 1. Introduction

The regional potential encompasses all assets—both natural and human resources—within a region, whether these resources are currently utilized or not. These assets can contribute to enhancing the well-being of the population in that region and potentially in others as well [1]. The local potential of an area depends on its geographical conditions, climate, and landscape. These different natural factors contribute to the unique characteristics of the landscape, the behaviors and culture of the community, and the overall welfare of its residents, forming a triangle of interconnected interactions. Therefore, it is essential to consider these three elements when planning development activities and harnessing local potential. Local potential encompasses all resources—both natural and human—that can be utilized to provide benefits to the community and enhance the area as a whole.

Economic activities encompass production, distribution, and consumption. This study focuses on enhancing the distribution of superior local products in Empat Balai Village. Distribution is a marketing process aimed at ensuring that goods or services move effectively from producers to consumers. It is a critical activity, as it ensures that products reach consumers in good condition.

The role of distribution in marketing is vital; without it, marketing efforts cannot run smoothly or achieve success. A well-organized distribution system greatly increases the opportunities for companies to sell their products. The development of distribution can significantly boost the economy at the village level, positively affecting both economic and social progress within the community. Beyond economic advantages, promoting the distribution of superior local products also helps preserve local culture and identity. These unique local products reflect the region's cultural heritage and natural wealth. By enhancing the distribution of these products, the village can showcase its culture and identity to a broader market, thereby increasing awareness and appreciation of the richness of regional culture.

Empat Balai Village is located in Kuok District, Kampar Regency, Riau Province. Previously, this district was known as Bangkinang Barat District. Empat Balai Village is divided into four hamlets: Pulau Balai, Kebuh Tengah, Pulau Empat, and Sungai Lintang. The village is situated near the border between Riau and West Sumatra. The majority of the residents in Empat Balai Village earn their income through farming, raising livestock, and cultivating fish in cages.

Various high-quality local products possess unique features that set them apart from products in other regions. These products include agricultural items, handicrafts, traditional foods, and other offerings that can serve as sources of pride and appeal for consumers. However, despite their significant potential, the distribution of these superior local products in Empat Balai Village encounters several challenges, including limited market access, inadequate distribution infrastructure, and a lack of knowledge and skills in product marketing. Therefore, conducting research on the potential for developing the distribution of these exceptional local products in the village is highly relevant.

Regional superior products (PUD) are unique items that possess distinctive characteristics not found in other regions. They are competitive and can create job opportunities for local communities. These products are also environmentally friendly and cater to local, national, and regional markets. They represent a point of pride for the region and offer a significant opportunity to enhance the local economy [2]. The potential for developing the distribution of high-quality local products in Empat Balai Village plays a crucial role in enhancing the regional economy as a whole. Successfully distributing these superior local products can significantly boost the region's competitiveness and reputation as a hub for unique offerings that attract consumers both locally and from outside the region.

Based on the background provided, the problems identified in this study are as follows:

1. Potential of Superior Local Products in Empat Balai Village  
A product is anything that can be offered by a producer to be noticed, used, purchased, and/or consumed by consumers or other producers to fulfill needs or desires [3]. Empat Balai Village is an area abundant in natural resources and local culture. It is home to various unique local products that possess added value and distinct characteristics compared to those from other regions. However, the potential of these local products is not well known to many people, even though they present significant opportunities for development. Additionally, there are several local products that have become scarce in the village.
2. Distribution Patterns of Superior Local Products in Empat Balai Village  
Efficient and effective distribution is crucial for connecting local products with a larger market. However, the current distribution patterns are inadequate, resulting in limited consumer reach. This lack of visibility leads to reduced market demand for these products. Additionally, the distribution chain for local products in Empat Balai Village is disrupted

due to a scarcity of goods in the market. The production levels are low, only sufficient to meet the needs of the local community and surrounding areas.

3. **Potential for Developing Distribution of Superior Local Products in Empat Balai Village**  
According to Article 1, Number 2 of the Minister of Trade Regulation No. 85/M-DAG/PER/10/2014, which addresses the enhancement of product competitiveness through domestic market development, local products are defined as those produced by micro, small, and medium enterprises (MSMEs). These products are characterized by their high quality, competitiveness, and production within specific regions [4].

Developing distribution channels for superior local products from Empat Balai Village presents significant challenges that must be addressed to expand market access and support local economic growth. Limited transportation infrastructure hinders the movement of goods to larger markets, leading to high distribution costs and inefficiencies. Furthermore, an inadequate logistics system can create disruptions in the supply chain, negatively impacting delivery times and product quality.

Another challenge is the lack of market access, particularly for small local businesses that may have limited knowledge or skills in utilizing modern technologies, such as e-commerce and strategic distribution networks. To effectively enhance distribution, it is essential for local governments and stakeholders to collaborate in creating sustainable solutions. This can include improving transportation infrastructure, refining logistics systems, and providing training and mentoring to local business owners on adopting more efficient distribution technologies.

Local products have advantages compared to products from outside the region, namely the availability of raw materials that are easier and cheaper, more affordable prices and have added value for the local community. Therefore, the development of local products is very important to improve the regional economy. The development of local products can be done through various efforts, such as providing training and guidance to local business actors, marketing through social media and e-commerce, and cooperation with related parties such as the government and non-governmental organizations (NGOs) [5].

## 2. Research Methods

Problem limitation is essential to prevent deviations from the established research topic, ensuring that the study remains focused and avoids a broad discussion. Therefore, this research will specifically address the development of superior local product distribution in Empat Balai Village. The scope of the material discussed will focus on key aspects relevant to the study, which are limited to:

1. **Assessing the Potential of Superior Local Products in Empat Balai Village**  
The researcher begins with a field survey, consulting local business owners and government officials, conducting interviews with community members, performing market analysis, and identifying the unique characteristics of the products.
2. **Analyzing the Distribution Patterns of Superior Local Products**  
At this stage, the researcher carries out a field survey, conducts interviews with various business owners, and collects documentation. This information will then be analyzed to understand the distribution patterns used for these local products.
3. **Formulating a Distribution Strategy**  
The researcher processes the gathered data using SWOT analysis to develop a suitable distribution strategy for enhancing the distribution of superior local products in Empat Balai Village. The method applied for this analysis is descriptive qualitative.

This study focuses on Empat Balai Village, which is situated in Kuok District, Kampar Regency. Empat Balai Village is divided into four hamlets: Pulau Balai Hamlet, Kebuh Tengah Hamlet, Pulau Empat Hamlet, and Sungai Lintang Hamlet. The research time is how long it takes to conduct a research. The research time is from February to August 2024.

The method employed in this study will be a qualitative approach. This qualitative research method is grounded in post-positivism philosophy and is used to examine natural conditions, as opposed to conducting experiments. In this approach, the researcher acts as the primary instrument for data collection, utilizing triangulation techniques—combining multiple methods. Data analysis will be conducted inductively and qualitatively, with an emphasis on meaning rather than generalization [6].

In this study, to obtain data, the researcher used a sampling technique, namely Simple Random Sampling. It is said to be simple because the taking of sample members from the population is done randomly without considering the strata in the population. This method is carried out if the population is considered homogeneous [6]. The targets of Simple Random Sampling are business actors, the community, and the government. The number of samples obtained for Empat Balai Village was 97 samples, which were distributed into four hamlets.

**Table 1.** Research Variables and Indicators

No.	Variables	Indicators
1.	Potential of Superior Local Products	<ul style="list-style-type: none"> <li>- Number of local products in Empat Balai Village</li> <li>- Characteristics or uniqueness of local products</li> <li>- Market attractiveness of local products</li> <li>- Product quality</li> </ul>
2.	Market Access	<ul style="list-style-type: none"> <li>- Number of distribution channels</li> <li>- Market reach (local, national and international)</li> <li>- Partnerships with external parties (distributors, stores, online platforms)</li> </ul>
3.	Partnership or cooperation	<ul style="list-style-type: none"> <li>- Number of strategic partnerships established</li> <li>- Form of collaboration established (Joint sales, Joint marketing)</li> </ul>
4.	Government Support	<ul style="list-style-type: none"> <li>- Government programs that support the development of local village products</li> <li>- Financial or technical assistance from the government</li> </ul>
5.	Human resources and skills	<ul style="list-style-type: none"> <li>- Level of education of business actors</li> <li>- Skills in production</li> </ul>
6.	Infrastructure and technology	<ul style="list-style-type: none"> <li>- Use of technology in production</li> </ul>
7.	Finance	<ul style="list-style-type: none"> <li>- Source of business capital</li> <li>- Capital assistance from the government</li> </ul>
8.	Consumer needs and wants	<ul style="list-style-type: none"> <li>- Consumer satisfaction with the product</li> <li>- Market demand for the product</li> <li>- Product price and quality</li> <li>- Product packaging design</li> </ul>

\*Result of Analysis (2024)

To identify effective strategies for developing distribution activities of superior local products in Empat Balai Village, a SWOT analysis is conducted. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and it is a strategic planning method used to evaluate various aspects of a project or business. This analysis focuses on leveraging strengths and opportunities while minimizing weaknesses and threats, enabling better decision-making for business development [7].

This compilation is done by considering both internal and external factors. The combinations are as follows [8] :

- a. Strengths and Opportunities (SO): Utilize strengths to take advantage of opportunities.
- b. Strengths and Threats (ST): Use strengths to address threats.

- c. Weaknesses and Opportunities (WO): Capitalize on opportunities while minimizing weaknesses.
- d. Weaknesses and Threats (WT): Focus on defensive strategies to minimize weaknesses and avoid threats.

### 3. Results and Discussion

#### 3.1 Potential of Superior Local Products in Empat Balai Village

Based on field survey results, the following is a list of superior local products :

##### 1. Rice

The paddy rice commodity in Empat Balai Village is cultivated in both Sungai Lintang Hamlet and Pulau Empat Hamlet. The total area dedicated to paddy rice cultivation in Empat Balai Village spans 44.71 hectares, which is part of the broader community activity area covering 1,170.90 hectares. There are four farmer groups in Empat Balai Village, each consisting of 20 active members. The rice yield in this area reaches 3 tons per hectare, utilizing the Batang Piaman and IR 42 varieties, which are considered the best for rice cultivation. As a result, Empat Balai Village is known for its high-quality rice products. The typical Kampar rice variety remains popular, although its yield is not as high as that of the other superior varieties. The rice produced in the paddy fields of Empat Balai Village is consumed by the local community and has become a significant source of income through exports to several areas around Kuok District. However, one of the farmer groups focuses on producing rice primarily for their own consumption. If they have an excess, it is sold and distributed to local markets.

##### 2. Maco Crackers

Maco crackers are a typical food from Kampar Regency, especially Empat Balai Village, which has a recipe passed down from ancestors and is a food that is always present on Islamic holidays such as Eid al-Fitr and Eid al-Adha. Maco crackers are traditional foods in the form of round yellow chips with salted fish (maco fish) in the middle. The name maco itself is taken from the name of salted fish, namely maco fish, and this food has a savory taste. Maco crackers are made from rice flour, tapioca flour, water, turmeric, garlic, shallots, coriander, candlenuts, lime leaves, salt, and flavoring. How to make it is to grind all the ingredients then mix with flour and water, then mold using a used can lid, and fry. Maco crackers in Empat Balai Village have two topping variations, namely with maco fish topping and peanut topping. The maco topping used is small maco.



Figure 1. Maco Crackers

##### 3. Lomang Crackers

Lomang crackers are a typical food of Kampar Regency, especially Empat Balai Village, which has existed since the time of our ancestors with a recipe that has been passed down from generation to generation. Since ancient times, this food has been a mandatory food on major Islamic holidays such as Eid al-Fitr and Eid al-Adha. Now, lomang crackers continue to be preserved so that they remain popular among the community with various flavor innovations and can be found on ordinary days. Lomang crackers are traditional foods in the form of yellow chips and have a savory taste. Lomang crackers are made from cassava, but these

crackers have a different taste and texture from other cassava crackers. The name lomang (lemang) comes from the way it is made, which is molded similar to lemang, which is put into a tube mold.

#### 4. Bolu Ikan (Fish Cake)

Bolu Ikan one of the typical foods of Kampar Regency, especially Empat Balai Village. Fish cake is also one of the typical foods that since ancient times, this food has always been found on major Islamic holidays (Eid al-Fitr and Eid al-Adha). After being preserved, fish cake can now be found on ordinary days and is widely sold in markets or stalls. This food is usually eaten as a snack with coffee or tea. Fish cake is an old-school cake that has a drier and lighter texture compared to other cakes. This cake has a dominant sweet taste. The ingredients for making fish cake are very simple, namely wheat flour, sugar, eggs, vanilla and salt, this cake does not use cake developer and water unlike other cakes.



**Figure 2.** Bolu Ikan (Fish Cake)

#### 5. Sapik Cake

Sapik cake is one of the typical foods of Kampar Regency, especially Empat Balai Village. This food is also a hereditary food that has existed since our ancestors. Just like other superior local products, sapik cake is one of the foods that must be present during major Islamic holidays, namely Eid al-Fitr and Eid al-Adha. Sapik cake is a traditional food that has a crunchy and sweet texture. Sapik cake is spiral-shaped because it is made by rolling it. The name "sapik" means "pinching", it is called sapik cake because the process of making it is by pinching it. In other areas, there are also typical foods that are similar to the sapik cake in Empat Balai Village. The typical sapik cake from Empat Balai Village is made by frying it before rolling it, this is what distinguishes it from similar foods from other areas.



**Figure 3.** Sapik Cake

#### 6. Handicraft: Pin Cushion Crafts

A needle cushion is not an item that is passed down from ancestors like other superior local products of the village, but rather a new handicraft created by residents of Empat Balai Village under the guidance of the Head of Empat Balai Village, Mr. Abdi Syukri. The needle cushion functions as a place to stick needles so that the needles do not scatter. This craft is made by a group of residents who make it a superior local product of Empat Balai Village, this

craft is made of dacron and foam decorated with patchwork, ribbons and others with various attractive shapes and colors.



Figure 4. Pin Cushion Crafts

Following is a map illustrating the potential of superior local products in Empat Balai Village, as shown in Figure 5. This map serves as a strategic overview, highlighting various unique products from the village that possess economic value. By utilizing this potential map, the village can identify its strengths and opportunities for product development.

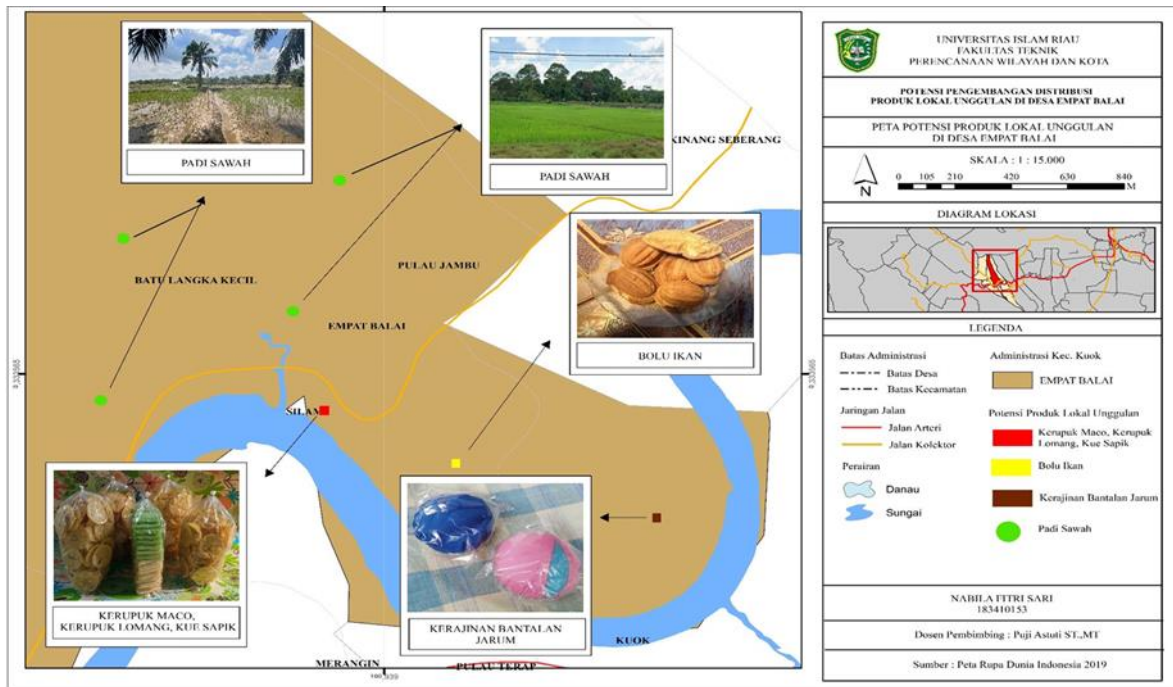


Figure 5. Map of Potential Superior Local Products in Empat Balai Village

### 3.2 Distribution Patterns of Superior Local Products in Empat Balai Village

Empat Balai Village has various types of superior local products that can improve the welfare of the village community and Kuok District as a whole. The superior local products in Empat Balai Village are almost all in the form of UMKM (Micro, Small and Medium Enterprises) or individual businesses. Based on field data, it is known that the distribution patterns used by business actors in distributing superior local products in Empat Balai Village are as follows:

#### 1. Direct Distribution Pattern (Producer - Consumer)

Producers directly sell and distribute products to consumers. Producers promote their products through social media, then customers also help by voluntarily promoting by word of mouth by providing positive reviews. This distribution channel is the only channel still used by producers of superior local products in Empat Balai Village.

2. Indirect Distribution Pattern (Producer - Partner – Consumer)

The partner in question is a consignment shop, namely a shop where souvenirs are kept. Producers entrust goods to the distributor, namely Konsinyi (Consignee) with a consignment system to be resold to consumers. This type of distributor does not have ownership rights to the goods and is only tasked with selling goods to consumers. However, this distribution channel is no longer used because producers with limited capital feel burdened by this system, producers have to wait a long time to get money from their sales.

**Table 2.** Distribution of Superior Local Products in Empat Balai Village

No.	Local Village Products	Distribution Spread
1	Paddy Rice	Desa Empat Balai, Pasar Kuok
2	Maco Crackers	Malaysia, Padang, Pekanbaru, Duri, Dumai, Tembilahan, Batam, Surabaya
3	Lomang Crackers	Malaysia, Padang, Pekanbaru, Duri, Dumai, Tembilahan, Batam, Surabaya
4	Bolu Ikan (Fish Cake)	Malaysia, Medan, Padang, Pekanbaru, Duri, Dumai, Tembilahan, Batam, Jakarta, Surabaya
5	Kue Sapik (Sapik Cake)	Malaysia, Padang, Pekanbaru, Duri, Dumai, Tembilahan, Batam, Surabaya
6	Pin Cushion Crafts	Desa Empat Balai

\*Result of Analysis (2024)



**Figure 6.** Local Product Distribution Map

3.3 Distribution Strategy for Developing Distribution of Superior Local Products in Empat Balai Village

In SWOT analysis, both internal and external strategic factors significantly influence the formulation of a strategy. This analysis is used to compare these factors. Internal factors are elements within the company's control that can impact its performance, while external factors are those beyond the company's control that can affect its strategic success or failure. Internal factors include strengths and weaknesses, whereas external factors consist of opportunities and threats.

**Table 3.** Internal and External Strategy Factors

Internal	Strategic Factors	
	Strength	1. Quality and taste
		2. Uniqueness
		3. Tradition and recipes passed down from generation to generation
		4. High consumer trust and loyalty
		5. Community support
	Weakness	6. Limited number of employees
		7. Unable to meet large market demand
		8. Location is not strategic
9. Consignment system is difficult to implement		
Exsternal	Strategic Factors	
	Opportunities	1. Promotion with social media
		2. Marketing potential with social media
		3. Opportunity to participate in activities to introduce products
	Threats	4. Similar products from other villages/regions
		6. Dependence on certain days
		7. Less than optimal promotion with social media
		8. No longer has support from the government

\*Result of Analysis (2024)

**Table 4.** SWOT Matrix

<b>Internal</b>	<b>Strength (S)</b> 1. Quality and taste 2. Uniqueness 3. Tradition and recipes passed down from generation to generation 4. High consumer trust and loyalty	<b>Weakness (W)</b> 1. Limited number of employees 2. Unable to meet large market demand 3. Location is not strategic 4. Consignment system is difficult to implement
<b>Eksternal</b>	5. Community support	

<p><b><u>Opportunity (O)</u></b></p> <ol style="list-style-type: none"> <li>1. Promotion with social media</li> <li>2. Marketing potential with social media</li> <li>3. Opportunity to participate in activities to introduce products</li> </ol>	<p><b><u>S - O STRATEGY</u></b></p> <ol style="list-style-type: none"> <li>1. Utilizing the taste, quality, and uniqueness of the product to promote through social media</li> <li>2. Participating in events to introduce superior local village products with traditions and recipes that have been passed down from generation to generation</li> <li>3. Utilizing high consumer trust for promotion and marketing through social media</li> <li>4. Utilizing assistance from consumers and the community who support superior local village products by promoting through social media</li> </ol>	<p><b><u>W - O STRATEGY</u></b></p> <ol style="list-style-type: none"> <li>1. Making promotions on social media can help in reaching a wider market for strategic locations</li> <li>2. Optimizing the consignment system through events by negotiating more flexible agreements with partners for cooperation</li> <li>3. Announcing through marketing with social media that the Company has a maximum number of orders with a pre-order system to overcome the inability to meet large market demand</li> </ol>
<p><b><u>Threat (T)</u></b></p> <ol style="list-style-type: none"> <li>1. Similar products from other villages/regions</li> <li>2. Dependence on certain days</li> <li>3. Less than optimal promotion with social media</li> <li>4. No more support from the government</li> </ol>	<p><b><u>S - T STRATEGY</u></b></p> <ol style="list-style-type: none"> <li>1. Focus on taste, uniqueness and quality to face competition from local products that are similar to other villages/regions.</li> <li>2. Provide discounts or price cuts on weekdays so that market demand does not only spike on certain days</li> <li>3. Utilize community support so that companies or business actors do not rely too much on government funding assistance</li> <li>4. Utilize community support for promotions on social media by providing positive reviews</li> </ol>	<p><b><u>W - T STRATEGY</u></b></p> <ol style="list-style-type: none"> <li>1. Companies or business actors can consider recruiting part-time employees or contract employees to be able to face large market demand on certain days</li> <li>2. Conduct training for employee members so that they can work optimally by adding technology that can increase work efficiency</li> <li>3. Have other trading system options besides the consignment system such as resellers so that companies or business actors can immediately receive product sales results at the beginning of the time</li> <li>4. Increase social media promotion by not only relying on one application</li> <li>5. Find alternative sources of funds to replace government funds</li> </ol>

\*Result of Analysis (2024)

Table 5. shows the internal strategic factors that contain strengths and weaknesses. In the internal factor, the strength has a total of (3.88), in the quality and taste indicators with a score of (0.92), in the uniqueness indicator with a score of (0.46), in the tradition and hereditary recipe indicators with a score of (1.15), in the high and loyal consumer trust indicator with a score of (0.81), and in the public trust indicator with a score of (0.54).

**Table 5.** IFAS (Internal Factor Analysis Summary) for Strengths Matrixs

No	Internal Strategic Factors	Significant Level	Weight	Rating	Score
	Strengths				
1	Quality and taste	3	0,23	4	0,92
2	Uniqueness	2	0,15	3	0,46
3	Tradition and recipes passed down from generation to generation	3	0,23	5	1,15
4	High consumer trust and loyalty	3	0,23	3,5	0,81
5	Community support	2	0,15	3,5	0,54
<b>TOTAL</b>		<b>13</b>			<b>3,88</b>

\*Result of Analysis (2024)

Internal weakness factors have a total number of (2.68), for the indicator of limited number of employees with a score of (0.82), for the indicator of not being able to meet market demand in large quantities with a score of (0.82), for the indicator of less strategic location with a score of (0.36), and for the indicator of the consignment system being difficult to implement with a score of (0.68).

**Table 6.** IFAS (Internal Factor Analysis Summary) for Weakness Matrixs

No	Internal Strategic Factors	Significant Level	Weight	Rating	Score
	Weaknesses				
1	Limited number of employees	3	0,27	2,99	0,82
2	Unable to meet large market demand	3	0,27	2,99	0,82
3	Location is not strategic	2	0,18	2	0,36
4	Consignment system is difficult to implement	3	0,27	2,5	0,68
<b>TOTAL</b>		<b>11</b>			<b>2,68</b>

\*Result of Analysis (2024)

From the data presented in table 5 and 6, it can be seen that the strengths score is still greater than the weaknesses score, which are 3.88 and 2.68. We can interpret that the distribution of superior local products in Empat Balai Village still has quite large internal strength in the strengths strategy.

Table 5-7 shows external factors that contain opportunities and threats. In external factors, opportunities have a total of (4.67), in the promotion indicator with social media with a score of (1.67), in the marketing potential indicator with social media with a score of (1.67), in the indicator of the opportunity to participate in activities in order to introduce products with a score of (1.33). External factors of threats have a total of (2.63), in the indicator of similar products from other villages/regions with a score of (0.68), in the indicator of dependence on certain days with a score of (0.45), in the indicator of less than optimal promotion using social media with a score of (0.82), and in the indicator of no longer having support from the government with a score of (0.68).

**Table 7.** EFAS (Eksternal Factor Analysis Summary) Matrixs

No	External Strategic Factors	Significant Level	Weight	Rating	Score
	Opportunities				
1	Promotion with social media	3	0,33	5	1,67
2	Marketing potential with social media	3	0,33	5	1,67
3	Opportunity to participate in activities to introduce products	3	0,33	4	1,33
<b>TOTAL</b>		<b>9</b>			<b>4,67</b>
No	External Strategic Factors	Significant Level	Weight	Rating	Score
	Threats				
1	Similar products from other villages/areas	3	0,27	2,5	0,68
2	Dependence on certain days	2	0,18	2,5	0,45
3	Promotion with social media is less than optimal	3	0,27	2,99	0,82
4	No more support from the government	3	0,27	2,5	0,68
<b>TOTAL</b>		<b>11</b>			<b>2,63</b>

\*Result of Analysis (2024)

From the data presented in table 8, it can be seen that the opportunities score is still greater than the threats score, which are 4.67 and 2.63. We can interpret that the development of superior local product distribution in Empat Balai Village still has quite large external strengths in the opportunities strategy. Furthermore, based on the results of the IFAS and EFAS matrix analysis, the (X, Y) axis will be determined. To determine the Y axis, the method is to subtract the total score of the strengths factor with the weaknesses, then to determine the X axis, the method is to subtract the total score of the opportunities factor with the threats. We can see the internal and external difference values, for the internal difference (Y) namely  $(3.88 - 2.68 = 1.2)$ . Then for the external difference (X) namely  $(4.67 - 2.63 = 2.04)$ . For more details, the following is a table of the IFAS and EFAS differences.

**Table 8.** IFAS and EFAS Difference Matrixs

No.	Strategic Factors		Score	Average
1.	Internal	Strenght	3,88	1,2
		Weakness	2,68	
2.	External	Opportunity	4,67	2,04
		Threats	2,63	

\*Result of Analysis (2024)

Once the X and Y values are established, the next step is to input these values into the SWOT analysis diagram. This will help determine the necessary actions for developing the distribution of superior local products in Empat Balai Village. Before proceeding with the analysis using the diagram, it's important to note that the SWOT diagram is divided into four quadrants, labeled I, II, III, and IV, each with distinct characteristics. To determine the SWOT diagram of the distribution of superior local products in Empat Balai Village from the results of X and Y can be seen in Figure 7 below:

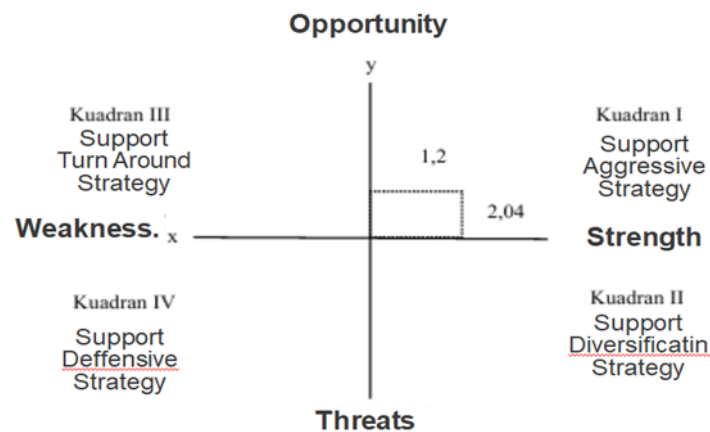


Figure 7. Cartesius Diagram

The analysis results presented in Figure 7 indicate that the development of superior local product distribution in Empat Balai Village falls within Quadrant I, categorized as "Aggressive Strategy." This positive designation suggests that the company possesses strong internal capabilities while operating in an external environment rich with opportunities. Being positioned in Quadrant I signifies that the company is in a highly favorable situation, as it can leverage its strengths to capitalize on existing opportunities. Consequently, there is significant potential for the company to experience substantial growth and development.

#### 4. Conclusions

- a. Based on the research results, the distribution patterns used to distribute superior local products in Empat Balai Village were identified, namely Direct Distribution Pattern and Indirect Distribution Pattern. Direct Distribution Pattern with distribution channels from Producers to Consumers. Then the Indirect Distribution Pattern with distribution channels from Producers to Partners (Consignment Stores) and to Consumers.
- b. Based on the results of the SWOT analysis, it shows that the Development of Superior Local Product Distribution in Empat Balai Village is in Quadrant I, which is positive, positive. The recommended strategy is aggressive, meaning that the company is in a very profitable situation, because the company can use its strengths to take advantage of existing

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