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Pineapple Marketing Strategy In Kualu Nenas Village, Tambang District, Kampar Regency, Riau Province

Valenia Anastacia Hutapea, Fahrial*

Department of Agribusiness, Faculty of Agriculture, Islamic University of Riau

*E-mail: fahrial2018@agr.uir.ac.id (Corresponding author)

Abstract. Kualu Nenas Village is one of the villages located in Tambang Sub-district, with a portion of its population working as pineapple farmers. This study aims to analyze: (1) characteristics and profiles of pineapple farmers and traders; (2) institutions, channels, costs, margins, profits, farmer's share, and marketing efficiency; and (3) marketing strategy. This research uses a survey method conducted over six months (November 2024–May 2025). Respondents were selected using purposive sampling for farmers and collecting traders (30 farmers, 5 collecting traders), while retail traders used census method (10 retailers). Data were analyzed quantitatively and qualitatively. Results show that farmers and traders are generally of productive age with moderate education levels. Two marketing channels operate in the village, with Channel I (Farmer → Collecting Trader → Retail Trader → Consumer) proving more efficient (11.62%) than Channel II (Farmer → Retail Trader → Consumer) at 19.14%, with higher farmer's share (61.53% vs 53.33%). SWOT analysis generated eight alternative strategies, with QSPM ranking Strategy 7 (seeking market information through social media to expand reach) as the top priority with a total attractiveness score of 6.52.

Keywords: *Pineapple, marketing strategy, marketing efficiency, SWOT, QSPM*

1. Introduction

Indonesia is an agrarian country endowed with abundant natural wealth, particularly in the agricultural sector. One of the sub-sectors that plays a vital role in agriculture is the food and horticulture sub-sector. Horticultural commodities have become one of the key alternatives for developing Indonesia's agricultural sector. Several economic growth indicators, such as Gross Domestic Product (GDP), export value, employment absorption, farmers' exchange rate, nutritional improvement, and environmental aesthetics, show that the contribution of the horticulture sub-sector to agricultural development continues to increase. Considering its vast potential and promising prospects, the strategic role of horticulture can still be further enhanced. The market potential for horticultural commodities remains significant, both domestically and internationally.

Pineapple (*Ananas comosus*) is one of the fruit crops cultivated in tropical and subtropical regions. Due to its adaptability to various soil types and growing conditions, pineapple cultivation has spread widely throughout Indonesia. Riau Province is among the regions most suitable for pineapple production and is one of the top-producing areas in the country.

Riau Province ranks as the fourth-largest pineapple-producing region in Indonesia. Pineapple production in Riau increased from 2,617,687 tons to 3,790,250 tons in 2023. Several pineapple production centers exist within Riau Province, one of which is Kampar Regency. Kampar Regency serves as one of the key pineapple cultivation areas, producing 1,674,712 tons

in 2022. The Tambang District possesses highly suitable land for pineapple development, with a total production of 25,800 tons in 2023. Among the districts in Kampar, Tambang recorded the highest production, with 25,800 tons and 17.2 million productive plants, while Kampar District recorded the lowest, producing only 0.01 tons from 4 productive plants.

Within Tambang District, the main pineapple-producing villages are Kualu Nenas and Rimbo Panjang. Among them, Kualu Nenas Village has the highest production levels. Kualu Nenas, as part of Kampar Regency, possesses strong potential for pineapple agribusiness development because the commodity is in high demand among consumers, making it a promising business opportunity. Its strategic location further supports pineapple cultivation and serves as a major source of income for local farmers.

Agribusiness competitiveness is determined not only by production performance but also by the efficiency of the value chain. In horticultural commodities, value chain efficiency is influenced by the effectiveness of production, post-harvest handling, transportation, marketing, and distribution activities. Better coordination among supply chain actors contributes to lower marketing costs, improved product quality, and higher value added for farmers [7].

Kualu Nenas Village recorded its highest production in 2019, reaching 3,984 tons with a land area of 1,100 hectares and a productivity rate of 3.62 tons per hectare. The lowest production occurred in 2022 and 2023, both at 2,970 tons with 825 hectares of cultivated land and productivity of 3.6 tons per hectare. The annual decline in production in Tambang District is primarily due to land-use conversion, as many farmers shift from pineapple cultivation to other plantation crops, and an increase in residential development reducing agricultural land.

Previous studies indicate that improving the efficiency of pineapple value chains is a key factor in increasing farmers' income and strengthening market competitiveness in developing countries. Efficient value chain management can reduce transaction costs, improve product quality, enhance coordination among marketing actors, and strengthen farmers' bargaining position within the marketing system [2] Therefore, evaluating the efficiency of marketing channels and formulating appropriate marketing strategies are essential to improve the sustainability of pineapple agribusiness.

A significant issue in the development of pineapple farming is the low marketing effort, which stems from several factors, including lack of product promotion. The absence of proper marketing activities limits consumer awareness and access to information, thereby hindering market growth and demand. Additionally, farmers' weak bargaining power in the agricultural supply chain results in an unfavorable position when setting selling prices, which in turn affects their income and welfare. The variability in pineapple prices is influenced by factors such as harvest season, product quality, and the absence of price standardization at the farmer level. Furthermore, excess supply during the harvest season exacerbates the problem, leaving farmers unable to influence prices due to insufficient market information.

Pineapple is a highly perishable horticultural commodity; therefore, efficient supply chain management is essential to maintain product quality and minimize post-harvest losses. The effectiveness of the pineapple supply chain depends on coordination among farmers, traders, retailers, and consumers, as well as efficient information and product flows [15]

2. Research Methods

2.1 Another example subsection heading.

This study employed a survey method conducted in Kualu Nenas Village, Tambang District, Kampar Regency, Riau Province**.** The location was selected purposively, considering that Kualu Nenas Village is one of the main pineapple production centers in the region. The research was carried out over a period of six months, from November 2024 to May 2025, encompassing the stages of proposal preparation, data collection, data analysis, and report writing.

2.2 Sampling Technique

The population consisted of pineapple farmers, collectors, and retailers. Farmers and collectors were selected using purposive sampling [13][14] with criteria: (1) farmers cultivating pineapples for at least one year, and (2) traders actively involved in pineapple marketing. The sample comprised 30 farmers, 5 collecting traders, and 10 retailers (census method).

2.3. Data Collection Technique

The data collected in this study comprised primary and secondary data**.** Primary data were obtained directly from the field through structured interviews with respondents using pre-prepared questionnaires. Secondary data were sourced from previous studies, relevant institutions such as the Central Bureau of Statistics (BPS), the Department of Agriculture, Village Offices, scientific journals, and other related literature.

2.4. Data Analysis

2.4.1 Farmer and Trader Characteristics Analysis

Characteristics (age, education, experience, dependents) and business profiles (history, scale, land area, capital, labor) were analyzed descriptively.

2.4.2 Analysis of Marketing Institutions, Channels, Costs, Margins, Profits, Farmer's Share, and Efficiency

Marketing performance was analyzed in two stages. First, marketing institutions and channels were identified through qualitative descriptive analysis by observing the actors involved and product flow from farmers to consumers based on direct interviews. Second, quantitative analysis was conducted using six performance indicators: marketing costs (weighing, loading/unloading, transportation, grading, storage), equipment depreciation, marketing margin (consumer price minus farm-gate price), marketing profit (margin minus costs), farmer's share (proportion of consumer price received by farmers), and marketing efficiency (ratio of total costs to product value at consumer level). The calculation equations are presented in Table 1, following methods from previous studies [7], [10], [11], [12], [16].

Table 1. Equations used for marketing analysis

Parameter	Equation	Variable description	Ref.
Marketing cost	$Bp=\sum Bi=B1+B2+B3$	Bp = marketing cost (IDR kg^{-1}); B1 = weighing cost (IDR kg^{-1}); B2 = loading and unloading cost (IDR kg^{-1}); B3 = transportation cost (IDR kg^{-1}).	[12]
Equipment depreciation	$D = \frac{NB-NS}{UE}$	D = depreciation value (IDR $year^{-1}$); NB = purchase value of equipment (IDR); NS = residual value (20% of purchase price) (IDR); UE = economic life (years).	[7]
Marketing margin	$MP = Pr-Pf$	MP = marketing margin (IDR kg^{-1}); Pr = selling price at the consumer level (IDR kg^{-1}); Pf = purchase price at the producer level (IDR kg^{-1}).	[10]
Marketing profit	$\boldsymbol{\pi} = M-BP$	π = marketing profit (IDR kg^{-1}); M = marketing margin (IDR kg^{-1}); BP = marketing cost (IDR kg^{-1}).	[11]
Farmer's share	$FS = \frac{Pf}{Pk} X\ 100\%$	FS = percentage of price received by farmers (%); Pf = farm-gate price (IDR kg^{-1}); Pk = retail price at the consumer level (IDR kg^{-1}).	[12]
Marketing efficiency	$EP = \frac{TBP}{TNP} X\ 100\%$	EP = marketing efficiency (%); TBP = total marketing cost (IDR kg^{-1}); TNP = total value of the product at the final consumer level (IDR kg^{-1}).	[16]

2.4.3 Strategy Analysis

SWOT Analysis

This study analyzes internal and external factors that influence the marketing of pineapples in Kualu Nenas Village. The analysis was conducted by identifying several factors that affect the success of marketing activities carried out by farmers and middlemen. These factors include strengths, weaknesses, opportunities, and threats, which are then examined using the SWOT analysis framework.

Quantitative Strategic Planning Matrix (QSPM) Analysis

The Quantitative Strategic Planning Matrix (QSPM) is a tool used to analyze various alternative strategies and determine strategic priorities. The strategies analyzed at this stage are those developed in the previous formulation by combining internal and external factors. Through QSPM, each alternative strategy is quantitatively evaluated to determine which strategy should be prioritized for implementation.

3. Results and Discussion

3.1.Characteristics of Farmers and Traders

Pineapple farmers in Kualu Nenas Village average 46.6 years, with 42.33% aged 42–48 years, indicating productive age suitable for agricultural extension programs. Most farmers (36.66%) have senior high school education (average 10.8 years), considered relatively low. Farming experience averages 14.87 years, with 36.66% having 1–7 years experience, positively correlated with improved skills and productivity. Average household size is 4.56 persons, with 50% having 3–4 dependents, implying higher family expenses.

Collecting traders average 30.8 years, with 100% aged 28–34 years, 80% senior high school graduates (12.8 years education), 3.8 years business experience, and 3.8 dependents. Retail traders average 37.9 years, 90% senior high school graduates (12.4 years education), 6.2 years experience, and 4.7 dependents. Sustainable food value chains require efficient logistics, transparent information, and digital marketing adoption [4].

3.2 Pineapple Business Profile

The analysis of business profiles aims to provide an overview of the conditions and characteristics of pineapple cultivation in Kualu Nenas Village, including business history, scale, land area, capital, and labor.

3.2.1 Business History

Kualu Nenas Village, located in Tambang District, Kampar Regency, Riau Province, was officially established as a village on September 10, 2003, after previously being classified as a preparatory village. Since then, it has been known for its pineapple cultivation, with the village name itself reflecting its flagship commodity. The area is one of the main pineapple production centers in Riau Province. Pineapple cultivation serves as the primary livelihood for local farmers. One notable farmer, Mr. Hj. Sarbaini, has been cultivating pineapples for 46 years, primarily using fertilizers such as urea, KCL, NPK, and ash**.** Since early 2025, farmer groups in Kualu Nenas Village have developed an Agro-Educational Tourism (Agro Edu-Wisata) program located within local pineapple farms. This initiative aims to provide an alternative source of income for farmers while attracting students and tourists. Although the cultivation practices remain relatively simple, the business has demonstrated good efficiency and has been able to meet market demand consistently.

3.2.2 Business Scale

Pineapple cultivation in Kualu Nenas Village falls under the micro-enterprise category, as it has not yet established formal legal status such as a CV or PT (limited partnership or company). Production and marketing processes are still simple, with limited labor and a total working capital of less than Rp 50,000,000**.** This micro-scale business also relies **on** simple tools**,** family labor, and direct involvement of owners in both production and marketing activities.

3.2.3 Land Area

The cultivated land area for pineapple farming ranges from 1.2 to 2.2 hectares**,** with all 30 farmers (100%) owning land within this range. Based on the data presented in Appendix 1, the average land area **is** 1.4 hectares, which can be considered relatively large. The typical planting distance is 30 cm × 30 cm with two rows per bed, and the spacing between beds ranges from 80 cm to 100 cm. Some farmers use a planting distance of 20 cm × 30 cm with one row per bed**.**

3.2.4 Capital

Most farmers in Kualu Nenas Village use capital ranging from Rp 42,000,000 to Rp 52,000,000, totaling 13 individuals (43.33%)**,** with an average capital of Rp 63,166,000**.** This indicates that pineapple farming in the area is still classified as micro-scale.

Farmers reported that their capital is entirely self-funded, without any external financial support from banks, cooperatives, or other institutions.

3.2.5 Labor

Pineapple farmers in Kualu Nenas Village generally employ 1–2 workers (100%), with a total of 30 respondents and an average of 1.4 workers per farm**.** Based on this, pineapple farming in the village is categorized as micro-scale in terms of labor utilization. The labor force **consists** mainly of family members (Family Labor – TKDK)**,** including husbands, wives, and children.

3.3 Marketing Institutions and Channels

Marketing channels refer to a series of interactions that occur among producers, intermediaries, and consumers in the process of selling products or services.

1. Channel I and Channel II

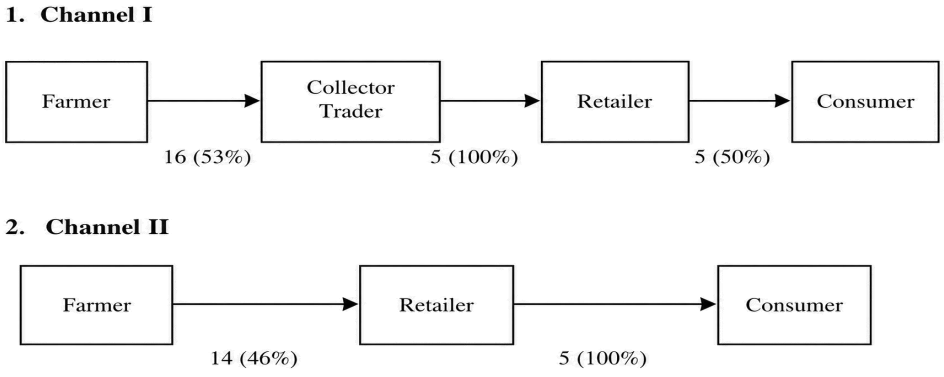

Figure 1. Marketing Institutional and Channel.

Marketing channels represent the distribution pathway through which agricultural products move from producers to consumers. The length of the marketing channel influences marketing costs, profit distribution, and farmers' share. Shorter marketing channels generally increase producers' income because fewer intermediaries participate in the distribution process [12].

It can be observed that there are two established marketing channels in the pineapple marketing system. Marketing Channel I is a two-level channel consisting of collecting traders and retailers, while Marketing Channel II is a one-level channel involving only retailers. The length of the marketing chain generally affects the magnitude of marketing costs, as a longer chain involves a greater number of marketing institutions. Although Channel I is longer than Channel II, the majority of pineapple marketing activities in Kualu Nenas Village occur through Marketing Channel I A total of 16 farmers (53%) are involved in Channel I, along with 5 collecting traders (100%) and 5 retailers (50%). Meanwhile, Marketing Channel II involves 14 farmers (46%) and 5 retailers (50%).

These findings are consistent with [2], who reported that efficient pineapple value chains are characterized by lower marketing costs, better coordination among value chain actors, and improved market access. Marketing efficiency not only reduces distribution costs but also contributes to higher farmer income and strengthens the competitiveness of agricultural products in developing countries

3.4 Marketing Function

The primary objective of every marketing activity is to deliver products to consumers. Therefore, in carrying out marketing activities, marketing organizations must adhere to fundamental activities or marketing principles. The various core activities in marketing that must be undertaken to achieve these objectives are referred to as marketing functions**.** The marketing institutions involved in the pineapple marketing process in Kualu Nenas Village include collecting traders and retailers.

Table 2. Pineapple Marketing Functions in Kualu Nenas Village, 2025

No	Marketing Functions	Marketing Agencies		
		Farmers/Consumers	Collecting Traders	Retail Traders
1	Exchange Functions:			
	a. Purchasing	-	✓	✓
	b. Selling	✓	✓	✓
	c. Risk Bearing	-	✓	✓
2	Physical Marketing Functions:			
	a. Transportation	-	✓	✓
	b. Storage	✓	✓	✓
3	FacilitatingFunctions:	--	-	-
	a. Standardization	✓	✓	✓
	b. Grading			

3.4.1 Exchange Function

In both marketing channels I and II, all marketing institutions engage in buying and selling activities. These transactions are generally measured in bundles, where each bundle weighs approximately 1–1.5 kilograms, consisting of 2 to 5 pineapples, depending on their size, and is commonly referred to as one “gandeng”**.**

a. Buying and Selling

In marketing channel I, the marketing function begins with the collecting traders, who purchase pineapples from farmers at a price of IDR 8.000 per kilogram. The **retailers** then buy the pineapples at IDR 10,000 per kilogram, and finally, the consumers purchase them at IDR 13,000 per kilogram. Meanwhile, in marketing channel II, the retailers directly purchase pineapples from farmers at IDR 8,000 per kilogram and sell them to consumers at IDR 15,000 per kilogram.

b. Risk Bearing

The risk-bearing function is performed by both collecting traders and retailers. These traders bear several types of risks, such as those arising during the transportation process, including vehicle breakdowns or other logistical issues that may disrupt product delivery.

3.4.2 Physical Function of Marketing

In both marketing channels I and II, the collecting traders and retailers carry out transportation and storage activities.

a. Transportation

In marketing channel I, the collecting traders are responsible for transporting pineapples from the farmers to the retailers. In contrast, in marketing channel II, the retailers handle transportation directly from the farmers at specific times, depending on the harvesting schedule and market demand.

b. Storage

The storage function is carried out to ensure that pineapples remain fresh and last longer until they reach the consumers. Proper handling is required during storage — pineapples are kept in enclosed warehouses, away from direct sunlight exposure, to prevent spoilage and decay.

3.4.3 Facilitating Function

The facilitating function refers to activities that support the smooth implementation of exchange and physical functions. These include standardization and grading. Both marketing channels I and II perform standardization and grading activities.

a. Grading

In both marketing channels, grading involves separating fruits based on quality, distinguishing between good and damaged pineapples. The process also includes sorting by size, such as two fruits per bundle or three fruits per bundle (each bundle weighing approximately 1–1.5 kilograms). This function is performed by all marketing institutions involved, including farmers, collecting traders, and retailers.

3.5 Marketing Costs, Margins, Profits, Farmer's Share, and Efficiency

The marketing cost in channel I amounted to IDR 1,511 per kilogram, while in channel II, it was IDR 2,872 per kilogram. This indicates that the marketing cost in channel I is lower than that in channel II. More specifically, the marketing cost in channel I consists of the collecting traders' marketing cost of IDR 215 per kilogram and the retailers' marketing cost of IDR 1,296 per kilogram. In contrast, the marketing cost in channel II only comprises the retailers' marketing cost, amounting to IDR 2,872 per kilogram. The relatively high marketing costs in both channels are primarily due to the grading component, which involves sorting pineapples based on their size, color, and level of ripeness.

Table 3. Results of the Analysis of Costs, Margins, Profits, Farmer's Share, and Marketing Efficiency of Pineapples in Kualu Nenas Village, 2025

No	Desciption	Value (Rp/Kg)	
		Channel I	Channel II
A	Farmer		
1	Selling Price	8.000	8.000
B	Collector Trader		
1	Purchase Price	8.000	-
2	Marketing Costs		-
	a. Transportation	118	-
	b. Loading and Unloading	97	-
	c. Storage	-	-

No	Desciption	Value (Rp/Kg)	
		Channel I	Channel II
	Total Marketing Costs	215	-
3	Sales	10.000	-
4	Margin	2.000	-
5	Profit	1.785	-
C	Retailer		
1	Purchase Price	10.000	8.000
2	Marketing Costs		
	a. Transportation	-	1.560
	b. Grading	137	133
	c. Loading and Unloading	759	757
	d. Storage	400	422
	Total Marketing Costs	1.296	2.872
3	Sales	13.000	15.000
4	Margin	3.000	7.000
5	Profit	1.704	4.128
D	Consumer		
1	Purchase Price	13.000	15.000
Total Marketing Cost (Rp/Kg)		1.511	2.872
Total Marketing Margin (Rp/Kg)		5.000	7.000
Total Marketing Profit (Rp/Kg)		3.489	4.128
Marketing Effeciency (%)		11,62	19,14
Farmer's Share (%)		61,53	53,33

3.5.1 Marketing Costs

The marketing cost in channel I amounted to IDR 1,511 per kilogram, while in channel II, it was IDR 2,872 per kilogram. This indicates that the marketing cost in channel I is lower than that in channel II. More specifically, the marketing cost in channel I consists of the collecting traders' marketing cost of IDR 215 per kilogram and the retailers' marketing cost of IDR 1,296 per kilogram. In contrast, the marketing cost in channel II only comprises the retailers' marketing cost, amounting to IDR 2,872 per kilogram. The relatively high marketing costs in both channels are primarily due to the grading component, which involves sorting pineapples based on their size, color, and level of ripeness

3.5.2 Depreciation Cost

Tabel 4. Equipment Depreciation Result

No	Type of Equipment	Quantity (Units)	Price (Rp/Unit)	Total Cost (Rp)	Depreciation Value (Rp/Process)
1	Car	1	246.000.000	246.000.000	410.000
2	Bamboo Basket	5	120.000	600.000	400
3	scale	1	310.000	310.000	516,666
	Quantity		245.120.000	246.600.000	410.961,666

Depreciation costs include vehicles and baskets, with a total depreciation value per marketing process amounting to IDR 410,916.67 per marketing cycle.

3.5.3 Marketing Margin

The marketing margin obtained by marketing institutions in marketing channel I was IDR 5.000 per kilogram, consisting of a margin of IDR 2.000 per kilogram received by collecting traders and IDR 3,000 per kilogram received by retailers. Meanwhile, the margin received in marketing channel II was IDR 7,000 per kilogram. This indicates that the marketing margin in channel II is higher than in channel I. The significant difference in margins between retailers in channel I (IDR 3.000/kg) and channel II (IDR 7.000/kg) can be explained by the fact that retailers in channel II purchase pineapples directly from farmers, thus reducing intermediary costs.

3.5.4 Marketing Profit

The marketing profit received by marketing institutions in channel I amounted to IDR 3,489 per kilogram, consisting of IDR 1,785 per kilogram earned by collecting traders and IDR 1,704 per kilogram earned by retailers. In contrast, the marketing profit in channel II amounted to IDR 4,128 per kilogram, fully received by retailers. This shows that the marketing profit obtained in channel II is higher than in channel I. The higher consumer selling price in channel II (IDR 15,000/kg) compared to channel I (IDR 13,000/kg) contributes to greater marketing profits, as channel II involves a shorter marketing chain.

3.5.5 Farmer's Share

The farmer's share in marketing channel I was 61.53%, while in channel II, it was 53.33%. The marketing channel with the highest farmer's share was channel I at 61.53%, indicating that out of the total consumer price, 61.53% represents the portion received by farmers. Farmer's share is widely used as an indicator of marketing performance because it measures the proportion of the consumer price received by producers. Higher farmer's shares indicate a more equitable distribution of value along the supply chain and reflect stronger bargaining power among farmers [6].

3.5.6 Marketing Efficiency

The marketing efficiency value in channel I was 11.62%, while in channel II, it was 19.14%. Both marketing channels fall within the efficient category (0–33%). The efficiency values of channels I and II indicate that, out of 100% of the consumer price of pineapples, the marketing cost accounts for 11.62% in channel I and 19.14% in channel II. This implies that marketing channel I is more efficient than channel II, as it incurs lower relative marketing costs.

3.6 SWOT analysis

SWOT analysis is a strategic management tool used to evaluate internal strengths and weaknesses together with external opportunities and threats. It assists decision makers in selecting strategic alternatives that maximize organizational strengths while minimizing external risks [5].

3.6.1 Identification of Internal Factors

Table 5. IFE Matrix Model

	Internal Strategic Factors	Weight	Rating	Weight x Rating
STRENGTH				
1	Cooperation with traders	0,14	3,3	0,46
2	Smooth distribution channels	0,16	3,8	0,60
3	Having regular customers	0,14	3,5	0,49
4	Having a wide marketing area	0,14	3,4	0,47
Subtotal		0,58		2,02
WEAKNESSES				
1	Lack of price information received by farmers	0,19	2,8	0,53

2	High transportation costs	0,08	1,9	0,15
3	No product promotion	0,08	1,9	0,15
4	Pineapples are easily perishable	0,12	2,9	0,34
Subtotal		0,47		1,17
Total		1,00		3,19

Qualitatively and quantitatively, the results of the SWOT analysis of pineapple marketing for internal factors, which include strengths and weaknesses, indicate that the strength factor has a value of 2.02, while the weakness factor has a value of 1.17, resulting in a total internal factor score of 3.19. These data show that the total weighted score of the strength factors is higher than that of the weakness factors. Therefore, the strength factors can be utilized as strategic steps in pineapple marketing, taking into account opportunities and threats as supporting factors for successful marketing performance.

3.6.2 Identification of External Factors

Table 6. EFE Matrix Model

External Strategic Factors		Weight	Rating	Weight x Rating
OPPORTUNITIES				
1	Increasing population growth	0,12	3,5	0,42
2	High demand for pineapples	0,13	3,8	0,49
3	Competitive product prices	0,13	3,7	0,48
4	Potential for product diversification into culinary businesses	0,12	3,4	0,40
Subtotal		0,52		1,79
THREATS				
1	Competition with similar products	0,12	3,6	0,43
2	Fluctuating market prices	0,14	4,0	0,56
3	Constantly changing consumer preferences	0,12	3,6	0,43
4	High transportation	0,07	2,2	0,15
Subtotal		0,48		1,57
Total		1,00		3,36

Based on the qualitative and quantitative analysis of the SWOT framework for pineapple marketing, the internal factors, which include strengths and weaknesses, indicate that the strengths have a total value of 2.02, while the weaknesses have a value of 1.17. Thus, the overall total of internal factors amounts to 3.19. From these data, it can be observed that the weighted score of the strengths is higher than that of the weaknesses. Therefore, the strengths can be utilized as a strategic foundation in developing pineapple marketing strategies, while considering external factors—namely opportunities and threats—as supporting elements for the successful implementation of pineapple marketing.

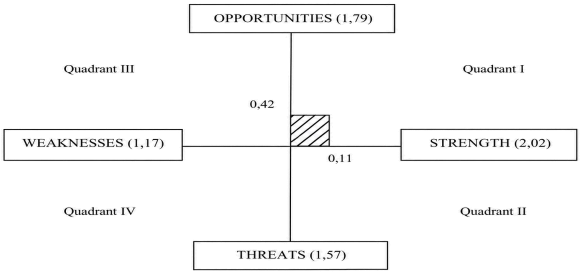

Figure 2. SWOT Analysis Result Diagram

$$\frac{strength\ score - weaknesses\ score}{2} : \frac{opportunities\ score - threats\ score}{2}$$

$$\frac{2{,}02-1{,}17}{2} : \frac{1{,}79-1{,}57}{2} = (0{,}42 : 0{,}11)$$

The results of the SWOT matrix analysis show coordinates of (0.42 : 0.11), which are located in Quadrant I, representing the SO (Strengths–Opportunities) strategy. This position indicates a highly favorable situation for both farmers and traders. The marketing of pineapples possesses both strengths and opportunities, allowing farmers to leverage their existing strengths to take advantage of these opportunities effectively.

3.6.3 SWOT Analysis

Table 7. SWOT Matrix

Internal Factors / External Factors	Strengths 1. Collaboration with traders. 2. Smooth and efficient distribution channels. 3. Existence of loyal or regular customers. 4. A wide and well-established marketing area.	Weaknesses 1. Lack of price information received by farmers. 2. High transportation and delivery costs. 3. Absence of product promotion activities. 4. Pineapples are highly perishable.
Opportunities 1. Increasing population growth. 2. High demand for pineapples. 3. Competitive product prices. 4. Potential for product diversification into culinary businesses.	SO Strategies 1. Increasing the selling value of pineapples (S1, O1, O2, O3, O4). 2. Maintaining product quality and service while optimizing pineapple marketing to other regions (S2, S3, S4, O2).	WO Strategies 1. Paying attention to the harvesting period so that pineapples can be marketed immediately to avoid the risk of fruit spoilage (W4, O1). 2. Conducting product promotions to increase public awareness and recognition (W1, W3, O1, O4).
Threats 1. Competition with similar products. 2. Fluctuating market prices. 3. Constantly changing consumer preferences. 4. High transportation costs.	ST Strategies 1. Traders are able to analyze market conditions by utilizing their existing experience (S1, S3, T2). 2. Establishing effective integration of marketing channels to ensure smooth product distribution (S2, T4).	WT Strategies 1. Seeking market information through social media to expand marketing reach, enabling the product to compete with others (W1, W3, T1, T2). 2. Improving product quality to reduce perishability, thereby enhancing competitiveness with other products (W4, T1, T3)

The table above presents the results of the SWOT matrix analysis, which produces eight alternative strategies for pineapple farmers or entrepreneurs. Modern horticultural supply chains require strategic integration among production, logistics, market information, and institutional collaboration. Strategic planning tools such as SWOT enable farmers and agribusiness actors to identify internal strengths and external opportunities that support sustainable market development [4].

3.7 Current Marketing Strategy Conditions of Pineapple Farmers in Kualu Nenas Village

The current marketing strategy for pineapples in Kualu Nenas Village shows that most farmers sell their produce through traders or directly to traditional markets. Consequently, the profits they obtain are generally not substantial. Although there are some direct sales from producers to local consumers, this practice has not yet been effectively implemented.

One of the main obstacles in pineapple marketing is the weak bargaining position of farmers. [2] emphasized that strengthening value chain coordination through better information exchange, market integration, and institutional collaboration can significantly

improve farmers' bargaining position and marketing performance. The adoption of more efficient marketing systems is therefore necessary to ensure that farmers receive a greater share of the final consumer price. This occurs because farmers often find themselves in a disadvantaged position within the marketing chain, especially when dealing with traders who dominate the market. As a result, farmers struggle to determine fair selling prices for their products and are often forced to accept low prices set by others. Additionally, the lack of access to market information—such as price levels and demand conditions—further hinders their ability to compete effectively. This weak bargaining position leads to unstable and often unsatisfactory income, which in turn affects their motivation and the sustainability of their farming activities. Therefore, it is essential for farmers to receive support in the form of better market access, adequate information, and negotiation skills to strengthen their bargaining power.

A strategy that can be employed to overcome marketing challenges is to shorten the marketing channels**,** allowing farmers to sell their produce directly to consumers. This aims to enhance marketing efficiency and provide better returns for farmers. By eliminating several distribution intermediaries—such as collecting traders and retailers—farmers can reduce distribution costs, secure better selling prices, and increase their income. Furthermore, shortening the marketing chain helps maintain the quality of pineapples due to shorter delivery times, ensuring that products reach consumers in a fresher condition.

To address the issue of weak bargaining power, farmers should also improve their access to market information**.** They need to be equipped with accurate and up**-t**o-date data on market prices, demand trends, and consumer preferences. By having this information, farmers can better understand prevailing market prices, build stronger relationships with traders, and negotiate more effectively to determine fair selling prices for their products.

QSPM Analysis

Table 8. Analysis of QSPM Matrix Results

No	Key Factors	Weight	Strrategy 1		Strrategy 2		Strrategy 3		Strrategy 4	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
S	Collaboration with traders	0,16	4	0,64	3	0,48	3	0,48	4	0,64
	Smooth and efficient distribution channels	0,16	3	0,48	3	0,48	3	0,48	3	0,48
	Existence of loyal or regular customers	0,12	3	0,36	4	0,48	4	0,48	3	0,36
	A wide and well-established	0,12	2	0,24	3	0,36	3	0,36	2	0,24
W	Lack of price information received by farmers	0,12	2	0,24	3	0,36	2	0,24	2	0,24
	High transportation costs	0,08	2	0,16	2	0,16	2	0,16	2	0,16
	No product promotion	0,08	3	0,24	4	0,32	3	0,24	4	0,32
	Pineapples are easily perishable Subtotal	0,16	3	0,48	3	0,48	3	0,48	3	0,48
O	Increasing population growth	0,13	3	0,39	3	0,39	3	0,39	3	0,39
	High demand for pineapples	0,13	4	0,52	3	0,39	4	0,52	4	0,52
	Competitive product prices	0,13	4	0,52	3	0,39	4	0,52	4	0,52
	Potential for product diversification into culinary businesses	0,13	3	0,39	3	0,39	3	0,39	3	0,39
T	Competition with similar products	0,13	4	0,52	4	0,52	3	0,39	3	0,39
	Fluctuating market prices	0,13	4	0,52	3	0,39	3	0,39	2	0,26
	Constantly changing consumer preferences	0,13	3	0,39	2	0,26	2	0,26	2	0,26
	High transportation	0,10	2	0,2	2	0,2	2	0,2	2	0,2
	STAS			6,29		6,05		5,98		5,85

Continuation……

No	Key Factors	Weight	Strrategy 5		Strategy 6		Strategy 7		Strategy 8	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
S	Collaboration with traders	0,16	4	0,64	4	0,64	4	0,64	4	0,64
	Smooth and efficient distribution channels	0,16	3	0,48	3	0,48	4	0,64	3	0,48
	Existence of loyal or regular customers	0,12	3	0,36	4	0,48	4	0,48	3	0,36
	A wide and well-established	0,12	3	0,36	3	0,36	3	0,36	3	0,36
W	Lack of price information received by farmers	0,12	1	0,12	2	0,24	1	0,12	2	0,24
	High transportation costs	0,08	2	0,16	2	0,16	2	0,16	1	0,08
	No product promotion	0,08	3	0,24	4	0,32	4	0,32	4	0,32
	Pineapples are easily perishable Subtotal	0,16	4	0,64	3	0,48	3	0,48	2	0,32
O	Increasing population growth	0,13	3	0,39	3	0,39	3	0,39	2	0,26
	High demand for pineapples	0,13	3	0,39	4	0,52	4	0,52	3	0,39
	Competitive product prices	0,13	3	0,39	3	0,39	4	0,52	3	0,39
	Potential for product diversification into culinary businesses	0,13	3	0,39	2	0,26	3	0,39	3	0,39
T	Competition with similar products	0,13	2	0,26	3	0,39	4	0,52	3	0,39
	Fluctuating market prices	0,13	2	0,26	3	0,39	3	0,39	3	0,39
	Constantly changing consumer preferences	0,13	1	0,13	2	0,26	3	0,39	2	0,26
	High transportation	0,10	2	0,2	2	0,2	2	0,2	1	0,1
	STAS			5,41		5,96		6,52		5,37

The results of the study indicate that the highest STAS (Strategic Total Attractiveness Score) value among the alternative strategies is found in Strategy 7, which is to seek market information through social media in order to expand market reach, thereby enhancing the product's competitiveness against other products, with a total attractiveness score of **6.52**. Farmers believe that the main factor influencing the increase in pineapple demand is the expansion of market reach through social media and other means.

4. Conclusions

The study concludes that the agribusiness system in Kualu Nenas Village is characterized by productive-age farmers and traders with moderate education levels and substantial experience, operating micro-scale pineapple enterprises with an average land area of 1.4 hectares, entirely self-financed capital of Rp 63,166,000, and family-based labor. In terms of marketing performance, two channels operate in the village, with Channel I (Farmer → Collecting Trader → Retail Trader → Consumer) proving more efficient than Channel II (Farmer → Retail Trader → Consumer), as evidenced by lower marketing costs (Rp 1,511/kg versus Rp 2,872/kg), higher farmer's share (61.53% compared to 53.33%), and superior efficiency (11.62% versus 19.14%), although Channel II generates higher margins and profits due to shorter distribution chains. The SWOT analysis positioned the marketing strategy in Quadrant I (Strengths-Opportunities), indicating a favorable internal-external alignment, and generated eight alternative strategies, with the QSPM analysis ranking Strategy 7—seeking market information through social media to expand marketing reach—as the top priority with the highest total attractiveness score of 6.52, as farmers perceive that digital market expansion is the most influential factor in increasing pineapple demand and enhancing competitiveness.

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