



Formulating a Competitiveness Strategy for Local Agro-Products Through IFAS-EFAS-Based Packaging Design: A Case Study of the Ngudi Makmur Women's Farmer Group

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Abstract. Women's Farmer Groups (*Kelompok Wanita Tani-KWT*) contribute significantly through agro-based products and women's empowerment. However, limited branding, unattractive packaging, and low digital marketing adoption often reduce the competitiveness of community-based enterprises, including KWT Ngudi Makmur in Solo, Indonesia. This study aims to formulate, rather than test the outcomes of, a competitiveness strategy for KWT Ngudi Makmur through packaging innovation and digital platform optimization, using the Internal Strategic Factors Analysis Summary (IFAS) and External Strategic Factors Analysis Summary (EFAS) framework. A participatory case study design was employed, combining participatory observation, structured interviews, and focus group discussions (FGD) with a purposively selected group of 15 to 25 active KWT members and academic facilitators, with a limited quantitative IFAS-EFAS weighting technique. Identified strategic factors were evaluated using IFAS and EFAS matrices to determine the group's strategic position and formulate appropriate interventions. The IFAS analysis yielded a score of 2.39, indicating internal weaknesses in packaging, branding, and digital marketing, while the EFAS score of 2.80 revealed favorable external opportunities, including rising demand for local products. Relative to the theoretical midpoint of 2.50, this combination positioned KWT Ngudi Makmur in a growth-oriented quadrant, warranting a Weakness-Opportunity (W-O) strategy. The study proposes interventions-packaging redesign, brand identity development, and adoption of Google Maps and WhatsApp Business not yet implemented or empirically tested. If implemented, these interventions could enhance product competitiveness, expand market access, and support sustainable local economic development, women's empowerment, and progress toward SDG 5, SDG 8, and SDG 9.

Keywords: Digital Marketing, IFAS-EFAS Matrix, Packaging Innovation, Sustainable Community Development, Women's Farmer Group.

1 Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a highly vital role in the national

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economic structure of Indonesia (Bruce et al., 2023; Ikramuddin et al., 2021), extending beyond GDP contribution to significant labor absorption and poverty reduction in rural and semi-urban areas. One strategic embodiment of this grassroots economic movement is the Women's Farmer Group, widely known as *Kelompok Wanita Tani* (KWT), which serves as a collaborative platform for women in agricultural communities to pool resources, share knowledge, and collectively process raw agricultural outputs into commercial goods.

KWT Ngudi Makmur, located in Solo, represents a productive community group actively engaged in processing agricultural commodities into value-added food products, such as traditional cassava-, sweet-potato-, and banana-based snacks. The group currently operates without registered product permits (e.g., P-IRT or Halal certification) and sells almost exclusively through informal, localized channels; comprehensive baseline records of its total membership, monthly production capacity, and sales turnover were not systematically compiled prior to this study and are noted as a limitation in Section 5. This specific group contributes tangibly to supporting family economic resilience while driving women's empowerment through home-scale agro-industry potentials. The group consists of dedicated local women who transform harvests into traditional snacks and culinary products. By participating in these productive economic activities, the women in KWT Ngudi Makmur not only secure supplementary income for their households but also elevate their social standing within the community (Bayu Pinandoyo et al., 2022; Relawati et al., 2021). This aligns perfectly with the national agenda for gender equality and inclusive economic growth.

Despite having a competitive advantage in easy access to fresh local agricultural raw materials, KWT Ngudi Makmur faces critical operational constraints. The business characteristics remain semi-manual with limited production volume. The entire production chain relies heavily on traditional methods passed down through generations. While this preserves the authentic taste and organoleptic quality of the food, it severely limits scalability (Pratama et al., 2020). When demand spikes during local festivals or holiday seasons, the group struggles to fulfill large orders due to the lack of mechanized production tools and standardized operational procedures. This manual dependency creates a bottleneck that prevents the group from scaling their business to a regional level.

A fundamental weakness lies in the visual physical appearance of the products. The current packaging utilizes conventional plain plastics without informative label designs, brand identity, ingredient compositions, or expiration dates. In modern retail environments, packaging serves a purpose far beyond mere physical protection (I Kadek Jati Negara & Kusumadewi, 2025; Ling & Halabi, 2024). It acts as the primary communication medium between the producer and the consumer. Unattractive and uninformative packaging automatically positions the product in the lowest tier of the market hierarchy. Consumers often associate poor packaging with low hygiene standards and inferior quality (Dewi et al., 2025; Ling & Halabi, 2024; Sari et al., 2025). Consequently, the products of KWT Ngudi Makmur are frequently rejected by modern retail outlets and supermarkets because they fail to meet basic administrative and aesthetic requirements for consumer goods.

Furthermore, limited digital literacy restricts their marketing to conventional, localized direct sales without any digital presence on platforms like Google Maps, WhatsApp Business, or e-commerce marketplaces (Bruce et al., 2023; I Gusti Ayu

Widari et al., 2023). In an era where digital transformation dictates consumer behavior, the absence of a digital footprint is equivalent to business invisibility. Competitors who have successfully migrated to digital platforms are capturing a larger market share by offering convenience, transparent pricing, and direct delivery options. For KWT Ngudi Makmur, relying solely on word-of-mouth and neighborhood sales limits their revenue potential and exposes them to the risk of market stagnation.

Previous research on MSME development often discusses packaging innovation and digital marketing as separate entities. Suryadi et al. (2024) emphasized that professional packaging interventions significantly increase the perceived value and brand trust of middle-to-upper-class consumers. Their study demonstrated that consumers are willing to pay a premium price for products that display clear nutritional information and professional graphic design. Meanwhile, Nastiti (2024) highlighted that digital marketing adoption accelerates sales volumes exponentially compared to traditional face-to-face methods. Digital platforms allow micro-businesses to bypass traditional middlemen and connect directly with end consumers across different geographic locations (Mujayana & Santoso, 2022; Rindiyan et al., 2022; Sari et al., 2025).

However, as illustrated by Suryadi et al. (2024) and Nastiti (2024), most existing studies on KWT and similar rural women's agro-enterprises evaluate packaging or digital marketing as isolated, single-variable interventions, without an integrated diagnostic instrument capable of weighing internal capabilities against external market forces simultaneously. This leaves a research gap: the strategic management position of rural women's agro-enterprises transitioning towards modern retail standards has rarely been comprehensively evaluated using an integrated diagnostic tool. A holistic approach is required to ensure that interventions are not only proposed but also prioritized according to the organization's actual strategic quadrant before implementation is attempted.

The IFAS and EFAS frameworks themselves are established strategic management instruments (David & David, 2017; Wheelen & Hunger, 2008); this study's contribution is therefore contextual rather than methodological, to the authors' knowledge, among the first to apply an integrated IFAS-EFAS diagnostic specifically to the upstream-to-downstream packaging and digital marketing challenges of a Solo-based women's farmer group. The objective of this study is to formulate a comprehensive management strategy to strengthen the competitiveness of KWT Ngudi Makmur products through packaging design innovation and digital marketing optimization based on the IFAS and EFAS matrices. The findings of this research are expected to offer a context-specific reference point that similar community-based enterprises facing comparable constraints may adapt to their own circumstances.

2 Methodology

This research employed a participatory case study design, combining descriptive qualitative data collection with a limited quantitative IFAS-EFAS matrix weighting technique (David & David, 2017). As a single-case, participatory case study, the primary unit of analysis was the KWT Ngudi Makmur business unit located in Solo. The qualitative aspect allowed researchers to deeply understand the social dynamics,

historical context, and daily operational challenges faced by the women in the group. The quantitative aspect provided an objective mathematical framework to prioritize these challenges and formulate a definitive strategic direction.

Primary data were acquired through direct participatory observation at the production site, structured interviews with the chairperson and active group members, and Focus Group Discussions (FGD) involving the academic team from Politeknik Negeri Bali acting as program facilitators. The participatory observation was conducted over a period of several weeks to document the actual production processes, hygiene practices, and current packaging techniques without disrupting the normal workflow. Structured interviews were designed to extract specific information regarding financial management, historical sales data, and the members' perceptions of technological adoption. Qualitative data from the observations, interviews, and FGD transcripts were analyzed thematically, following the reduction, display, and verification stages, to derive the internal and external strategic variables presented in the following section. The exact study period and precise sub-district location are not reported in this manuscript; this is acknowledged as a reporting limitation in Section 5.

The FGD sessions were particularly crucial as they served as a collaborative platform for brainstorming and validation. Participants were purposively selected based on active production involvement and organizational tenure within the group; attendance varied session to session between 15 and 25 active members of KWT Ngudi Makmur, alongside the academic facilitators (a precise per-session headcount was not recorded, which is acknowledged as a limitation in Section 5). The discussions were guided by a semi-structured agenda focusing on identifying internal strengths, internal weaknesses, external opportunities, and external threats. The participatory nature of the FGD ensured that the identified strategic factors were grounded in the actual experiences of the group members rather than merely theoretical assumptions imposed by the researchers.

The strategic data processing and analysis procedure followed Fred R. David's conceptual stage model, executed through three systematic phases. First, the input stage involved recording empirical field data classified into internal matrices for strengths and weaknesses, alongside external matrices for opportunities and threats. Every single point raised during the FGD and interviews was carefully filtered, categorized, and consolidated into distinct strategic variables.

Second, the matching stage assigned weight values ranging from 0.00 to 1.00 based on relative urgency, and rating values on a scale of 1 to 4 reflecting the group's actual responsiveness to each variable. The expert panel consisted of the research team together with the KWT chairperson and senior members who had participated in the FGD; weights and ratings were determined through iterative open discussion during the FGD until agreement was reached, without a formal voting procedure, and the resulting values were cross-checked against the researchers' field observation notes for consistency. Because this validation relied on discussion-based consensus and field triangulation rather than an independent statistical test, the resulting scores should be interpreted as indicative rather than precisely calibrated; this is acknowledged as a limitation in Section 5. A variable deemed highly critical to the survival and growth of the business received a higher weight closer to 1.00. The rating scale measured the internal condition where a rating of 1 indicated a major weakness or poor response, and a rating of 4 indicated a major strength or superior response. For external factors, a

rating of 1 indicated a poor organizational response to a threat, while 4 indicated an outstanding response to an opportunity.

The weight values were then multiplied by the ratings to produce partial weighted scores. Third, the decision-making stage aggregated all weighted scores into a total IFAS score and a total EFAS score. This study uses the Internal-External (IE) Matrix approach, in which each total score is compared against the theoretical midpoint of 2.50 (David & David, 2017): a score below 2.50 indicates an internally or externally weak position, while a score above 2.50 indicates a strong position. The combination of the two positions (e.g., internally weak with externally strong opportunities) determines the resulting strategic quadrant aggressive growth, turnaround, diversification, or defensive and thereby facilitates the formulation of actionable problem-solving programs for both upstream and downstream operations. To avoid conflating diagnostic approaches, this study does not additionally construct a Cartesian S–W/O–T diagram; the IE Matrix threshold comparison is used consistently throughout the Results, Discussion, and Conclusion.

3 Result and Discussion

3.1 Result

The findings presented below are a thematic synthesis of the participatory observation, structured interviews, and FGD sessions described in Section 2; verbatim participant quotations were not systematically transcribed during data collection and are therefore not presented, which is acknowledged as a limitation in Section 5. An in-depth internal environmental audit was conducted to evaluate the functional performance of KWT Ngudi Makmur, covering group management lines, production efficiency, simple financial structures, and existing marketing reach. The evaluation revealed a stark contrast between the group's robust social capital and its fragile operational management. The IFAS analysis revealed that the main strength is the guaranteed continuity of local agricultural raw material supplies at low prices. Solo and its surrounding areas are known for fertile agricultural lands that produce high-quality cassava, sweet potatoes, and bananas. KWT Ngudi Makmur has established long-standing relationships with local farmers, ensuring a steady supply chain that is immune to major price fluctuations affecting imported goods.

Additionally, the high solidarity and commitment among the 15 to 25 female members serve as the driving force for production stability. The communal work ethic rooted in local culture ensures that production targets are met through mutual assistance. This social cohesion acts as a non-financial incentive that keeps the group operational even during periods of low sales. The members view the KWT not just as a workplace but as a vital social support system.

Conversely, crucial weaknesses stem from food product packaging that only utilizes conventional plain plastics, the absence of registered trademarks, zero nutritional or expiration labeling, and a lack of digital marketing utilization. The current packaging method involves sealing thin, transparent plastic bags with a simple heat sealer or even a candle flame. This method offers minimal protection against moisture and air, leading to a drastically shortened shelf life for the snacks. Furthermore, the lack of branding

means that consumers cannot easily identify or re-purchase the product if they enjoy it. The product remains anonymous in the market.

Table 1 summarizes the internal quantitative calculations. The packaging variable held the highest urgency weight of 0.15 with the lowest response rating of 1. This mathematical representation confirms the qualitative observation that poor packaging is the most severe internal bottleneck hindering progress (Wheelen & Hunger, 2008). The total weighted score for the IFAS matrix was 2.39.

Table 1. Internal Strategic Factors Analysis Summary (IFAS) Matrix of KWT Ngudi Makmur

Internal Strategic Factors (IFAS)	Weight	Rating	Score
Strengths			
1. Abundant and economical local agricultural raw materials	0.13	4	0.52
2. Member solidarity in productive economic activities	0.12	4	0.48
3. Good taste quality of processed food products	0.11	3	0.33
4. Affordable selling prices for local markets	0.09	3	0.27
Weaknesses			
5. Conventional packaging without attractive visual design	0.15	1	0.15
6. Lack of strong brand identity and logo guidelines	0.12	2	0.24
7. Incomplete product labeling information	0.10	2	0.20
8. Limited digital marketing literacy and zero online presence	0.11	1	0.11
9. Manual business management and financial recording	0.07	2	0.14
Total IFAS Score	1.00		2.39

The external macro and micro environments were analyzed to map growth opportunities and competitive threats outside the direct control of KWT Ngudi Makmur. The current economic landscape heavily favors the development of grassroots enterprises. Opportunities include the ongoing wave of national MSME digitalization and rising e-commerce adoption (Bruce et al., 2023; Ikramuddin et al., 2021), alongside community service funding schemes from higher education institutions like Politeknik Negeri Bali. Government programs such as the Asta Cita and the integration of Sustainable Development Goals (SDGs) into local policies provide a supportive regulatory framework that encourages institutional partnerships.

Based on field observation and FGD input, the main threat identified by the group is the expansion of competitor products in the Solo area that have adopted modern premium standing pouch packaging and completed formal distribution permits. Members reported that competitors are targeting the same consumer base with superior visual presentation and legal assurances like P-IRT (Home Industry Food Production Permit) and Halal certification. This local observation is consistent with the broader

shift in consumer expectations toward instant communication, fast delivery, and marketplace-based ordering documented in recent MSME digitalization literature (Sari et al., 2025). The EFAS matrix calculation resulted in a total index score of 2.80, as detailed in Table 2.

Table 2. External Strategic Factors Analysis Summary (EFAS) Matrix of KWT Ngudi Makmur

External Strategic Factors (EFAS)	Weight	Rating	Score
Opportunities			
1. Massive adoption of digital marketing and e-commerce trends	0.15	4	0.60
2. Availability of partnership programs from higher education (PNB)	0.14	4	0.56
3. Supportive national government policy regulations	0.12	3	0.36
4. Increasing consumer interest in high-nutrition local foods	0.10	3	0.30
Threats			
5. Intense competition from modernly packaged competitor products	0.16	2	0.32
6. Shifting consumer behavior demanding fast digital responses	0.12	2	0.24
7. Risk of losing customer loyalty due to poor visual competitiveness	0.11	2	0.22
8. Fluctuating prices of packaging materials in regional markets	0.10	2	0.20
Total EFAS Score	1.00		2.80

3.2 Discussion

Based on the IE Matrix threshold used in this study (David & David, 2017), the theoretical midpoint average is an index value of 2.50. The fact that KWT Ngudi Makmur's IFAS score is 2.39 indicates that the organization is internally fragile. The group has not been able to optimally utilize its strengths to eliminate inherent structural weaknesses. The failure of KWT Ngudi Makmur to expand its market segmentation stems directly from the inability of existing product packaging to attract modern consumers and meet retail standards. When products look unprofessional, it creates a negative halo effect where consumers assume the taste and quality are equally sub-standard, regardless of the actual organoleptic excellence of the food.

Conversely, the EFAS score of 2.80 indicates that the external environment is comparatively conducive to business growth, particularly in relation to the macro-scale digital market acceleration opportunities discussed below. The high EFAS score demonstrates that the market is ready and waiting for local agricultural products that are packaged and marketed correctly. The support from higher education institutions provides a crucial bridge of knowledge and technology transfer that the group could not afford independently.

Combining the IFAS and EFAS total scores against the 2.50 threshold positions the

management governance of KWT Ngudi Makmur in the Growth-Oriented Strategy Quadrant of the IE Matrix, corresponding to an Aggressive/Integrated Strategy. This combination indicates that the recommended management strategy is not defensive but rather the optimal utilization of external opportunities to address internal organizational weaknesses, known as the Weakness-Opportunity Strategy. It is recommended that the group leverage academic partnerships to help resolve their packaging and digital marketing deficits.

To operationalize this strategy, three structured intervention program clusters are proposed as the recommended outcome of this diagnostic study; none has yet been implemented, and their impact has not been empirically measured. First is the proposed Production Innovation Cluster, which would focus on redesigning packaging and branding. It proposes a transformation from plain transparent plastic clips to premium aluminum foil standing pouches or full-color carton boxes. These modern materials would be expected to provide superior barrier properties against oxygen and moisture, thereby extending the shelf life of the snacks. The proposed label designs would integrate unique brand identities, ingredient compositions, expiration dates, internal production codes, Halal certification processes, and official order contacts. As Kotler and Keller (2016) argued, packaging functions as a silent salesman that represents brand positioning and quality assurance; on this basis, a well-designed standing pouch is expected to help reposition the product from a rural commodity toward a premium urban retail item, though this expected effect has not yet been tested with KWT Ngudi Makmur's own consumers.

The second proposed intervention is the Digital Marketing Cluster, intended to build an interactive digital ecosystem. It is proposed that this cluster include registering the group's geolocation on Google Maps, migrating personal WhatsApp accounts to official WhatsApp Business accounts equipped with digital catalogs, and opening an official digital store on the Shopee marketplace to expand national distribution. As designed, the Google Maps registration would allow local tourists and buyers to more easily navigate to the production house, and the WhatsApp Business catalog would allow consumers to browse products and prices without waiting for manual replies. It is recommended that a designated digital administrator (drawn from the members trained under the third cluster below) be made responsible for maintaining these three channels, with implementation targeted within the first three months following training, and progress tracked using process indicators such as the completeness of the Google Maps and WhatsApp Business profiles, average response time to customer inquiries, and the number of products listed on Shopee rather than sales outcome indicators, which this study did not measure. This aligns with Chaffey and Ellis-Chadwick (2019), who argued that digital marketing facilitates micro-businesses in cutting geographical boundaries with highly efficient operational costs.

The third proposed cluster, Institutional Capacity Education, is intended to be delivered through continuous training facilitated by the Politeknik Negeri Bali service team, covering financial literacy, food safety and hygiene practices, and the appointment of a dedicated digital administrator. Providing new packaging and digital accounts is expected to be insufficient without the human resource capacity to manage them, and without addressing production readiness for the larger, more consistent order volumes that improved packaging and online visibility may generate. Accordingly, this cluster also proposes assessing and gradually strengthening the group's production

capacity (e.g., standardizing batch sizes and production scheduling), pursuing P-IRT and Halal certification as a prerequisite for formal retail and marketplace listing, and establishing a simple order-fulfillment workflow so that increased digital inquiries can be handled without compromising product quality or delivery timeliness. Within this cluster, training sessions are proposed to teach the women how to calculate the Cost of Goods Sold (COGS) accurately, taking into account the new packaging expenses. Furthermore, designating specific members as digital administrators is intended to help ensure that online inquiries and Shopee orders can be processed promptly, though whether this translates into higher customer satisfaction has not been measured.

4 Conclusion

The in-depth strategic management analysis concludes that KWT Ngudi Makmur is situated in a highly prospective external business position with an EFAS score of 2.80, yet experiences significant internal structural barriers indicated by an IFAS score of 2.39. The synthesis of these matrix values yields an absolute recommendation to apply an aggressive, growth-oriented strategy. The strategic recommendation to boost the group's competitiveness is to implement a growth strategy based on appropriate technological innovations simultaneously. By combining the restructuring of product packaging from conventional plain models to modern informative formats and strengthening digital marketing platforms like Google Maps, WhatsApp Business, and Shopee, KWT Ngudi Makmur is expected to have a stronger opportunity to expand its market reach; the actual effect on sales turnover has not been measured and would need to be evaluated once the proposed clusters are implemented.

Furthermore, if implemented, this intervention is expected to help professionally differentiate the brand identity and support the sustainable economic independence of women farmers. This proposed strategy is designed to support the broader objectives of community empowerment and has the potential to contribute to global development goals, specifically SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation, and Infrastructure) understood here as a potential contribution contingent on future implementation, not a demonstrated outcome. Should the proposed clusters be implemented and evaluated, this case may offer a reference model for the transformation of similar traditional agro-based enterprises into more competitive, modern market players.

This study has several limitations that should guide its interpretation and any follow-up research. First, the study formulates a strategy but does not implement or empirically test its outcomes; claims about improved competitiveness, sales, or market access are therefore projections, not measured results. Second, several methodological details the exact study period and precise location, the exact number of FGD participants, and verbatim participant quotations were not systematically documented and are not reported in this manuscript. Third, baseline quantitative data on the group's total membership, monthly production capacity, and sales turnover were not formally compiled prior to this study. Fourth, the IFAS-EFAS weighting and rating values were derived through discussion-based consensus among the research team, the chairperson, and senior members rather than an independently validated scoring procedure, so the resulting scores should be read as indicative of relative priority rather than precisely

calibrated measurements. Future research is encouraged to address these gaps and, ideally, to evaluate the proposed intervention clusters after implementation.

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