

# STRATEGY FOR INCREASING THE COMPETITIVENESS OF MULUR RICE PRODUCT THROUGH SWOT ANALYSIS (Case Study : Mulur, Sukoharjo)

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## Abstract

*This study, titled "Strategi Peningkatan Daya Saing Produk Beras Mulur melalui Analisis SWOT," aims to analyze the competitive position of Beras Mulur and propose strategic measures to enhance its market competitiveness. The research employs a SWOT analysis framework, combining quantitative and qualitative approaches to evaluate internal and external factors affecting the product. Data collection methods include surveys, interviews, and documentation, with a purposive sampling of key stakeholders such as farmers, distributors, and consumers. The findings indicate that Beras Mulur possesses significant strengths, including superior quality and competitive pricing, while facing challenges such as limited product diversification and underdeveloped marketing strategies. Opportunities exist in the form of growing consumer preference for local products and the expanding digital market, though threats from imported competitors and fluctuating raw material prices persist. The research concludes that strategic initiatives, such as digital marketing, product diversification, and leveraging government support, are essential to improving the product's competitive edge. By addressing weaknesses and mitigating threats, Beras Mulur can strengthen its market position and achieve sustainable growth. This study contributes to the literature on agribusiness strategy and offers practical recommendations for local product development.*

**Keywords:** *Mulur's Rice, SWOT Analysis, Competitive Strategy, Local Product*

## Abstrak

Penelitian ini, berjudul "Strategi Peningkatan Daya Saing Produk Beras Mulur melalui Analisis SWOT," bertujuan untuk menganalisis posisi kompetitif Beras Mulur dan mengusulkan langkah-langkah strategis untuk meningkatkan daya saingnya di pasar. Penelitian ini menggunakan kerangka analisis SWOT, yang mengombinasikan pendekatan kuantitatif dan kualitatif untuk mengevaluasi faktor internal dan eksternal yang memengaruhi produk tersebut. Metode pengumpulan data mencakup survei, wawancara, dan dokumentasi, dengan teknik sampling purposive yang melibatkan pemangku kepentingan utama seperti petani, distributor, dan konsumen. Hasil penelitian menunjukkan bahwa Beras Mulur memiliki kekuatan signifikan, termasuk kualitas yang unggul dan harga yang kompetitif, namun menghadapi tantangan seperti keterbatasan diversifikasi produk dan strategi pemasaran yang belum berkembang. Peluang muncul dari meningkatnya preferensi konsumen terhadap produk lokal dan berkembangnya pasar digital, meskipun ancaman dari pesaing impor dan fluktuasi harga bahan baku tetap menjadi hambatan. Penelitian ini menyimpulkan bahwa inisiatif strategis seperti pemasaran digital, diversifikasi produk, dan memanfaatkan dukungan pemerintah sangat penting untuk meningkatkan daya saing produk. Dengan mengatasi kelemahan dan mengurangi ancaman, Beras Mulur dapat memperkuat posisinya di pasar dan mencapai pertumbuhan yang berkelanjutan. Penelitian ini memberikan kontribusi terhadap literatur tentang strategi agribisnis serta menawarkan rekomendasi praktis untuk pengembangan produk lokal.

**Kata Kunci:** Beras Mulur, Analisis SWOT, Strategi Kompetitif, produk lokal.

## 1. Introduction

Indonesia is known as an agrarian country with rice as one of the main agricultural products and basic needs of the people. Mulur rice, one of the local varieties of rice that has superior quality and taste, has become part of the food tradition in some regions. However, in the era of globalization, the challenges for local rice products are more complex, especially in high quality rice and changing consumer preferences. In this situation, strategic efforts are needed to maintain excretion and improve the competitiveness of local products such as Mulur Rice.

Competition in the rice market includes not only product quality, but also other factors such as distribution efficiency, price, promotion, and consumer trust. Mulur rice, although it has advantages in terms of taste and texture, often loses to the competition due to the lack of innovation in marketing and branding. In addition, limited distribution and manufacturers' lack of understanding of market dynamics add to the challenges they face. Because of that, a systematic approach is needed to solve the main problems and plan the strategy. One of the methods that can be used to evaluate the condition of Mulur Rice is SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This approach helps to understand internal strengths and weaknesses, as well as external opportunities and threats that affect product competitiveness. SWOT analysis provides a comprehensive framework in formulating strategies that can improve the position of Mulur Rice in the market.

Internally, the strength of Beras Mulur lies in the superior product quality and distinctive taste. However, weaknesses such as lack of product diversification and limited distribution network need to be overcome immediately. On the external side, opportunities that can be utilized include increasing consumer awareness of local products and government support for national food security. On the other hand, threats such as competition from imported rice and market price fluctuations can be serious obstacles.

This research aims to identify and analyze the factors that affect the competitiveness of Mulur Rice through the SWOT approach. By using primary and secondary data, this research will examine in depth the existing strengths, weaknesses, opportunities, and threats. The results of this analysis are expected to produce an effective strategy to increase the competitiveness of Beras Mulur, both at the local and national levels. The results of this research will not only provide practical benefits for Mulur Rice producers, but also be an academic contribution in the development of local product marketing strategies. Thus, this research is expected to be a reference for the development of other agricultural commodities in facing the challenges of the global market.

## 2. Research Methods

### 2.1. Subject, Time and Place of Research

This research uses a descriptive method with a quantitative and qualitative approach. Descriptive methods are used to describe the internal and external conditions that affect the competitiveness of Mulur Rice. This research started in Oktober 2024.

### 2.2. Data Collection Technique

The quantitative approach is used to calculate the weight and score of internal and external factors through the matrix IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation). Meanwhile, a qualitative approach was conducted to analyze data from in-depth interviews and field observations in order to obtain more contextual information

The population of this research is business actors and stakeholders involved in the Mulur Rice value chain, such as farmers, distributors, and consumers. The sample was taken using the purposive sampling technique, which is to select respondents who are considered to have in-depth knowledge about the conditions and challenges of Beras Mulur. The number of samples is determined based on the needs of SWOT analysis. Data collection is done through several techniques:

- a. In-depth Interview: Involving key stakeholders, such as farmers, entrepreneurs, and consumers, to explore information related to strengths, weaknesses, opportunities, and threats.
- b. Observation: Directly observe the production, distribution, and marketing process of Mulur Rice to understand the operational challenges.
- c. Documentation: Collect secondary data such as production reports, sales data, and government policies relevant to commodity development

### 2.3. Data Analysis Technique

The data is analyzed using the SWOT analysis method which consists of the following steps:

- Identification of Internal and External Factors: Grouping data into Strengths, Weaknesses, Opportunities, and Threats.
- Compilation of IFE and EFE Matrix: Give weight and score to each factor based on its level of influence on competitiveness.
- Making a SWOT Matrix: Combining the results of the IFE and EFE analysis to produce the main strategy (SO, WO, ST, WT).
- Strategy Prioritization: Determining the most relevant strategy to be implemented based on the results of calculations and discussions with stakeholders

### 3. Results And Discussion

How to analyze data with using IFAS scoring and EFAS. Results from the preparation of the Analysis Mulur Rice SWOT is presented in the following table:

**Results of SWOT Analysis of Mulur Rice**

Internal Strategic Factors		Weight	Relative	Rating	Score
No	Strength				
1	Superior quality rice with a distinctive taste.	3,0	0,072	3,8	0,274
2	Good product durability during storage	3,2	0,077	3	0,230
3	A local brand that is known in a certain community	3,9	0,095	3,4	0,323
4	The price is relatively competitive compared to similar products.	3,3	0,080	2,5	0,201
<b>Total</b>		<b>13,4</b>	<b>0,324</b>	<b>12,7</b>	<b>1,028</b>
No	Weaknesses	Weight	Relative	Rating	Score
1	Lack of product diversification (new variants).	4,0	0,100	3	0,301
2	Traditional marketing strategy.	3,4	0,086	3,2	0,274
3	Limited distribution network.	2,4	0,060	2,5	0,151
4	Low level of innovation in packaging.	4,1	0,103	2,9	0,299

<b>Total</b>	13,9	1,249	-	1,025
<b>TOTAL WEIGHT X SCORE FOR INTERNAL FACTOR</b>	<b>27,3</b>	<b>1,573</b>		<b>2,053</b>

External Strategic Factors		Weight	Relative	Rating	Score
No	Opportunities				
1	Government support for local products and food security.	3,0	0,072	3,8	0,274
2	Consumer awareness of the importance of local products.	3,2	0,077	3	0,230
3	A rapidly growing digital marketplace for marketing products.	3,9	0,095	3,4	0,323
4	Increased demand for premium rice in the domestic market	3,3	0,080	2,5	0,201
<b>Total</b>		<b>20,2</b>	<b>0,489</b>	<b>-</b>	<b>1,542</b>
No	Threats	Weight	Relative	Rating	Score
1	Competition is fierce with high quality imported rice products.	2,8	0,067	3,6	0,242
2	Fluctuation in the price of raw materials due to dependence on the season.	2,8	0,068	3,5	0,237
3	Poor international trade policy	3,6	0,086	2	0,173
4	Changes in consumer preferences towards other types of rice.	2,9	0,070	3,5	0,245
<b>Total</b>		<b>12,1</b>	<b>0,291</b>	<b>-</b>	<b>0,897</b>
<b>TOTAL WEIGHT X SCORE FOR EXTERNAL FACTORS</b>		<b>32,3</b>	<b>0,78</b>	<b>-</b>	<b>2,439</b>

From the results of the SWOT analysis above shows that the factor internal has a score of 2,053. While external factors have score of 2,439. From the results of the analysis above, it can be made in the SWOT matrix to determine competitive strategy of beras Mulur :

<p>Faktor Intern</p> <p>Faktor Eksternal</p>	<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1) Superior quality rice with a distinctive taste.</li> <li>2) Good product durability during storage</li> <li>3) A local brand that is known in a certain community</li> <li>4) The price is relatively competitive compared to similar products.</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1) Lack of product diversification (new variants).</li> <li>2) Traditional marketing strategy.</li> <li>3) Limited distribution network.</li> <li>4) Low level of innovation in packaging.</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1) Government support for local products and food security.</li> <li>2) Consumer awareness of the importance of local products.</li> <li>3) A rapidly growing digital marketplace for marketing products.</li> <li>4) Increased demand for premium rice in the domestic market</li> </ol>	<p><b>SO(Strengtness-Opportunities)</b></p> <ol style="list-style-type: none"> <li>1) Meningkatkan promosi melalui platform digital untuk memperluas pasar.</li> <li>2) Memanfaatkan dukungan pemerintah untuk meningkatkan skala produksi.</li> </ol>	<p><b>WO (Weaknesses-Opportunities):</b></p> <ol style="list-style-type: none"> <li>1) Meningkatkan diversifikasi produk untuk memenuhi kebutuhan pasar.</li> <li>2) Mengadopsi teknologi modern untuk meningkatkan efisiensi distribusi.</li> </ol>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1) Competition is fierce with high quality imported rice products.</li> <li>2) Fluctuation in the price of raw materials due to dependence on the season.</li> <li>3) Poor international trade policy</li> <li>4) Changes in consumer preferences towards other types of rice.</li> </ol>	<p><b>ST (Strengths-Threats):</b></p> <ol style="list-style-type: none"> <li>1) Menonjolkan kualitas unggul untuk bersaing dengan produk impor.</li> <li>2) Membentuk aliansi dengan pelaku usaha lokal untuk memperluas jangkauan pasar.</li> </ol>	<p><b>WT (Weaknesses-Threats):</b></p> <ol style="list-style-type: none"> <li>1) Mengembangkan pengemasan inovatif untuk menarik konsumen.</li> <li>2) Mengurangi ketergantungan pada musim dengan investasi pada penyimpanan.</li> </ol>

In the context of Beras Mulur, competitiveness is defined as the product's ability to survive and win the market through a strategy that utilizes competitive advantage. SWOT analysis is a strategic method used to identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) in order to formulate the right strategy. Akram et al., (2023) explained that SWOT analysis can be used to determine the company's strategic position by linking these factors in the SWOT matrix . From the results of the analysis of elastic rice it can be explained that Mulur rice has excellence in product quality and high durability. By taking advantage of opportunities such as government support for local products, the recommended strategy is to utilize e-commerce platforms and social media to increase product visibility. Wijihartono (2021) stated that technological innovation can expand market reach and strengthen competitive position .

Support from government programs can be used to improve production infrastructure, thus increasing efficiency and capacity. This is relevant to the market penetration strategy in Ansoff's theory (1987). Some weaknesses, such as lack of product diversification and limited distribution network, can be overcome with opportunities that exist Product Diversification by providing new variants, such as organic rice or premium products, which are more in line with market demand. This diversification strengthens the value proposition of the product. And Logistics Collaboration is partnering with logistics companies to expand distribution, which is in line with the supply chain network theory .

Threats such as competition with imported products require a strategy that highlights the strength of the product, among other things. Local branding by highlighting local identity and the story behind Beras Mulur as part of cultural heritage. According to Kotler and Keller (2016), a strong brand can be the main differentiator in a competitive market. In addition, Quality Image Reinforcement quality certification, such as organic certification, can help increase consumer confidence in products<sup>4</sup>. To overcome weaknesses while managing threats, mitigation measures are needed namely Technological Innovation with Investment in storage technology to reduce dependence on the harvest season. This supports the operational efficiency approach (operational efficiency) according to Porter (2008)<sup>3</sup>. In addition to that, increased partnership by developing cooperation with the local farming community to ensure sustainable supply while increasing community empowerment. Porter's competitive theory (1980) states that competitiveness can be achieved through cost leadership, differentiation, or focusing on market niches. In the case of Beras Mulur, the differentiation strategy by highlighting the unique quality of rice is the most relevant option. Meanwhile, David's strategic management theory (2020) emphasizes the importance of SWOT analysis in creating a proactive strategy based on a comprehensive understanding of internal and external factors<sup>1</sup>. By applying a SWOT-based strategy, Beras Mulur can increase its competitiveness significantly. This strategy not only increases sales but also strengthens the image of the product as part of the local identity. Thus, Mulur Rice can compete more effectively in the national and international markets.

#### 4. Conclusions

Research on the Strategy of Improving the Competitiveness of Mulur Rice Products through SWOT Analysis provides some important findings that can be the basis of strategic decision-making for the development of this product. Based on the results of the analysis, the following conclusions can be drawn Mulur rice has excellence in quality and distinctive taste, as well as good product durability. Big opportunities lie in increasing consumer awareness of local products, government support for agribusiness-based products, and digital market growth. With the differentiation strategy and utilization of digital marketing technology, Beras Mulur has the potential to expand its market, some of the weaknesses found are the limited diversification of products, the lack of optimal marketing strategies, and the narrow distribution network. The main threats come from competition with imported rice, fluctuations in raw material prices, and changes in consumer preferences. Mitigating these weaknesses can be done through product innovation and collaboration with logistics partners to expand distribution reach, by applying a SWOT-based strategy, Beras Mulur can improve internal weaknesses and utilize external opportunities effectively. This not only strengthens the competitiveness of products in the national market but also supports business sustainability in the long term.

This research recommends the development of technology-based marketing strategies, increased cooperation with local farmers, and product diversification to meet the needs of modern consumers. Continuous efforts in innovation and local branding will help these products face the dynamic market challenges.

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