DEVELOPMENT OF BUSINESS STRATEGIES TO INCREASE SALES TURNOVER OF AGRICULTURAL MECHANIZATION EQUIPMENT WITH THE QSPM METHOD AT PT GOLDEN PRATAMA GEMILANG

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Abstract: This study aims to formulate marketing strategies for PT Golden Pratama Gemilang (GPG) to increase the sales turnover of agricultural mechanization tools by employing the SWOT approach and the Quantitative Strategic Planning Matrix (QSPM) method. The research utilizes a qualitative method by collecting data through in-depth interviews, document analysis, and direct observations. The SWOT analysis revealed that PT GPG's strengths include a strong company reputation, high-quality products meeting international standards, effective after-sales services, robust relationships with key clients, and efficient product demonstrations. However, the company faces weaknesses such as relatively high product prices, limited promotional capacity, and challenges in workforce regeneration. External opportunities identified include agricultural modernization policies, growing demand for mechanization, strategic partnerships with state-owned enterprises (BUMN) and private sectors, and advancements in mechanization technologies. Conversely, major threats include price competition from local competitors, macroeconomic challenges, insufficient market education, and negative perceptions of consumable parts. Through QSPM analysis, strategies with the highest Total Attractiveness Scores (TAS) were prioritized for implementation. The top-priority strategy identified is collaborating with local Original Equipment Manufacturers (OEMs) to reduce the cost of consumable parts, which achieved the highest TAS value. Other prioritized strategies include offering flexible payment options to small and medium-scale farmers, developing products tailored to specific land needs, and collaborating with the Ministry of Agriculture to promote agricultural modernization. The findings of this study emphasize the importance of a systematic approach in formulating marketing strategies. The proposed strategies are expected to assist PT GPG in enhancing competitiveness, expanding market share, and achieving sustainable sales growth in the agricultural mechanization industry.

1. Introduction

The agricultural sector is a strategic pillar of the Indonesian economy, contributing 12.72% to the national Gross Domestic Product (GDP) in 2022 (BPS, 2023), with the sugarcane plantation

subsector as one of the main components in the sugar industry, which is a basic necessity for society. In East Java, as the center of national agricultural production, this sector plays an important role in driving the regional economy. However, challenges such as low productivity and minimal application of mechanization remain significant obstacles (BPS, 2023; Ministry of Agriculture, 2021). Until now, the adoption of mechanization technology has only been limited to replacing human and animal labor, not yet reaching the optimal automation stage. Farmers' access to agricultural tools and machinery (alsintan) is also still limited in terms of price and technical support.

The low productivity of sugarcane compared to producing countries such as Thailand and Brazil is caused by non-optimal cultivation practices, minimal use of mechanization, and lack of technological innovation (Sudiarso et al., 2016). The government through Presidential Regulation No. 40 of 2023 has targeted sugar self-sufficiency in 2028, which is supported by increasing sugarcane productivity through policies from the Directorate General of Plantations (2023). Mechanization is proven to increase labor productivity by 30% and reduce production costs by 20% (Ministry of Agriculture, 2021), but its application still faces technical and structural challenges such as adaptation of farming systems and limitations of suitable technology (Nadhilah, 2024). Therefore, an effective and directed business strategy is needed to encourage increased mechanization in sugarcane plantations as a national strategic commodity.

PT Golden Pratama Gemilang (GPG) is an EPC (Engineering Procurement Construction) company in Indonesia that has been operating for more than 30 years as a service provider and authorized distributor of leading industrial machinery. Established in 1994, GPG has become a trusted partner in various industries, such as sugar, cement, fertilizer, power generation, and others. In 2019, the company began expanding its business to the sugarcane plantation sector by offering modern mechanization solutions, from land preparation to post-harvest. However, as a new player in the sugarcane mechanization market in Indonesia, GPG still faces challenges in competing with older competitors. Business strategy is key in facing this competition. Therefore, this study aims to design an effective marketing strategy for PT Golden Pratama Gemilang to increase sales of agricultural mechanization equipment in the Indonesian market.
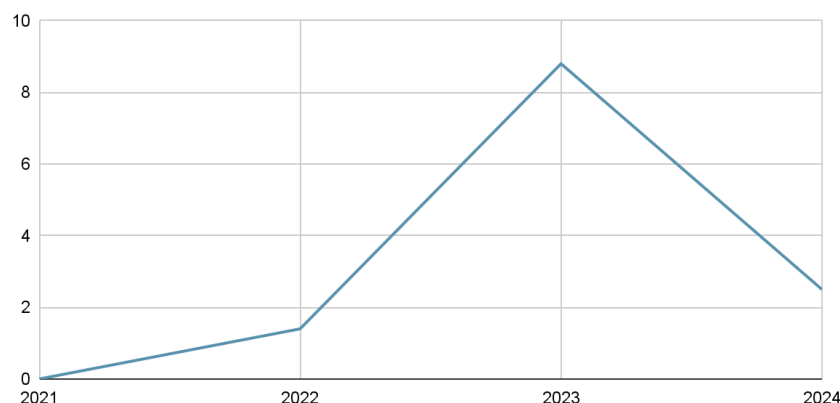
Figure 1. Sales Chart of Agricultural Mechanization Equipment of PT Golden Pratama Gemilang
Source: Internal Data, processed (2024)

Figure 1 is taken from the last 4 years of data (2021-2024) from the company's internal data. the time period was taken because PT Golden Pratama Gemilang had just recruited a marketing manager in 2021. Based on Figure 1, it shows that the highest sales were in 2023 where sales reached 8.8 billion Rupiah. In 2024 there was a decrease in sales turnover of more than 50% due to changes in the organizational structure of PT Perkebunan Nusantara (PTPN) at the beginning of the year. This change in structure hampered some marketing movements at PT Golden Pratama Gemilang. Other background problems faced by the company include several aspects. First, the traditional business and marketing strategy applied so far, namely direct visits to customers from East Java to Sumatra, is considered less than optimal in increasing sales. Second, changes in business dynamics at the company's main customers, namely State-Owned Enterprises (BUMN) such as PT Perkebunan Nusantara (PTPN), where there is a shift in focus from factories to on-farm, as well as the tendency of PTPN to prefer to use vendor services rather than make direct purchases of agricultural implementation tools.

In the ecosystem of the agricultural mechanization industry, private factories play an important role despite having different dynamics from BUMN. While BUMN tend to purchase equipment in a structured and coordinated manner, private factories often make independent decisions without involving equipment providers, so the equipment purchased does not always match the technical needs in the field. This leads to suboptimal use of the equipment, such as the case of purchasing high-tech equipment that is not compatible with the operational system. The agricultural mechanization industry in Indonesia itself is still developing, with a low level of adoption of modern tools, especially among small farmers (Ministry of Agriculture, 2021). In this ecosystem, PT Golden Pratama Gemilang (GPG) acts as a provider of modern mechanization tools for sugarcane, establishing relationships with global machinery manufacturers, state-owned enterprises, private factories, and farmers. As a new player, PT GPG offers mechanization solutions from upstream to downstream to increase productivity and cost efficiency. However, the company faces challenges from existing competitors and local vendors who have extensive networks and more competitive prices. This research uses the QSPM method to formulate business strategies to strengthen PT GPG's position in a competitive market.

Table 1. Growth of sugar demand in Indonesia

Challenges	Year	
	2023	2028
Number of Sugar Factories	65	85 - 90
Land Area	504,8 thousand hectares	± 1,200 million hectares
Sugarcane Yield	7,42 %	11, 2 %
Sugarcane Productivity per Hectare	70 Ton/Ha	90 Ton / Ha

Source: Internal Data, processed (2024)

Presidential Regulation No. 40 of 2023 on National Sugar Self-Sufficiency is an important driver for the modernization of the sugarcane sector through agricultural mechanization. This policy opens up opportunities for technology providers such as PT Golden Pratama Gemilang (GPG) to introduce modern tools that improve farming efficiency. However, this regulation also tightens industry competition, especially with local vendors offering lower prices. Other challenges include farmers' limited access to alsintan and the perceived difficulty of operating the technology. To respond to these dynamics, the study used the Quantitative Strategic

Planning Matrix (QSPM) method, which, according to David & David (2019), is effective in analyzing and prioritizing alternative strategies objectively based on SWOT data. The advantage of QSPM lies in its systematic, measurable, and relevant approach for various industrial sectors, including agricultural mechanization. Prasasti & Feranika (2024) research also confirmed that QSPM is superior to other methods such as Balanced Scorecard and Porter's Five Forces in determining the most appropriate initial strategy quantitatively.

2. Research Method

This research uses a descriptive qualitative approach with phenomenological methods (Moleong, 2010 in Damayanti & Firmansyah, 2019) to understand the subject's experience in depth. Data collection was conducted through semi-structured interviews (Creswell, 2018) and observation, with participants selected by purposive sampling (Patton, 2015). The sample consisted of 6 informants: 2 internal employees (marketing manager & sales supervisor), 1 competitor (benchmarking), and 3 customers, as recommended by Smith et al. (2021) for phenomenological research (3-10 participants). The business strategy analysis used Quantitative Strategic Planning Matrix (QSPM) to evaluate internal and external factors. The research was conducted in three stages:

1. Input Stage - Analysis of internal (IFE) and external (EFE) factors through primary (interviews, observations) and secondary (BPS reports, company documents) data.
2. Matching Stage - Strategy formulation using SWOT analysis.
3. Decision Stage - Determination of strategy priorities using QSPM.

The research was conducted at PT Golden Pratama Gemilang (an agricultural machinery import company) from May-December 2024, with primary data collection in November 2024. This combination of primary and secondary data ensured a holistic and contextual analysis.

Semi-structured interviews were used to explore informants' perceptions in depth (Creswell & Poth, 2018). This technique allows flexibility in topic exploration while still being guided by the interview guide (Sugiyono, 2018). Observation was carried out to observe behavior and work processes related to product use, with a participant/non-participant observation approach (Sugiyono, 2018).

Data Validity Test

Data validity testing is done through triangulation of sources, techniques, and time (Sugiyono, 2018). Source triangulation involved three different perspectives: (1) three customers of PT Golden Pratama Gemilang, (2) the senior marketing manager of PT Golden Pratama Gemilang, and (3) the marketing manager of a competing company. This approach compares data from multiple sources to increase the validity and reliability of the research findings.

Triangulation

a. Source Triangulation

According to Sugiyono (2018), the credibility of the data in this study was tested through source triangulation by checking data that had been obtained from several sources. Source triangulation is applied by utilizing data from interviews, observations, and internal company documents. Data obtained through interviews with marketing managers, customers, and competitors were compared with internal documents such as sales reports and market analysis to find the suitability of the information. Observations made in the

field were also used to validate these findings, by observing how customers use tools that they consider more economical.

b. Technical Triangulation

According to Sugiyono (2018), technical triangulation in testing data credibility is done by checking data from the same source using different techniques. In addition, technical triangulation is carried out by comparing data obtained from interviews with observations and documents. Observations showed whether customers' opinions matched the reality on the ground, while internal documents helped provide a supporting quantitative picture. This approach ensures that the information obtained is more in-depth and does not rely solely on one data collection method.

c. Time Triangulation

According to Sugiyono (2018), time often affects the credibility of data. Data collected through interviews in the morning, when the interviewee is fresh and has not faced many problems, tends to be more valid and credible. Similarly, observations were conducted both in the harvest season and off-season to understand how specific time conditions may influence customers' decisions to use or purchase mechanization tools.

Through the application of this triangulation, the research ensures that the data obtained is not only valid but also reliable as it comes from different sources, methods and time. This process results in more comprehensive and in-depth findings, so it can be used as a strong basis for formulating relevant and targeted business strategy recommendations.

3. Results and Discussion

Description of PT. Golden Pratama Gemilang

PT. Golden Pratama Gemilang (GPG) is an EPC (Engineering, Procurement, and Construction) company that was established in 1994 and has more than three decades of experience in distributing world-class industrial machines. This company serves various national industrial sectors such as sugar, cement, fertilizer, cigarettes, power plants, and oil and gas. GPG's organizational structure consists of:

1. Director, who leads the company and is responsible for the vision, mission, and strategic decisions.
2. General Manager, who oversees daily operations and bridges the director with department managers.
3. Marketing Manager, who designs marketing strategies, builds relationships with state-owned and private customers, and pursues sales targets.
4. Finance Manager, who is responsible for managing budgets, cash flow, and financial reports.
5. Project Manager, who manages the implementation of mechanization equipment projects in the field, ensures budget and time compliance, and coordinates with customers.
6. Logistics Department, which handles procurement, distribution, and storage of equipment and the availability of spare parts.
7. HRD, which manages employment aspects such as recruitment, training, employee development, and compliance with employment regulations.

Internal Environmental Analysis

The results of the study indicate that PT Golden Pratama Gemilang (GPG) has a number of significant internal strengths, which directly contribute to the competitive advantage and

sustainability of the company's operations. Based on the results of interviews and supporting documentation, several main aspects were successfully identified as dominant strengths.

a. Strengths
- Company Experience and Reputation
  PT. GPG has more than 30 years of experience in the agricultural mechanization industry, which has given it a strong reputation among customers. Long-term relationships with state-owned enterprises and large sugar factories strengthen sales stability and customer trust. This advantage is supported by a deep understanding of market needs and responsive after-sales support.
- International Standard Product Quality
  PT. GPG products meet international standards, with modern technology features that provide long-term operational efficiency. Customers appreciate the quality and durability of the products, which makes the higher price considered comparable to the benefits obtained.
- Effective After-Sales Service
  The company provides comprehensive after-sales service, including technical support, official warranty, and complete spare parts availability. This responsive service strengthens customer loyalty, especially in providing quick solutions to technical problems.
- Strong Relationships with Key Customers
  PT. GPG maintains close relationships with its key customers, especially state-owned enterprises and large sugar factories. A solution-based approach that is appropriate and well-maintained ensures long-term customer satisfaction and loyalty. This strategy strengthens the company's position in the market and minimizes business risks.
- Effective Product Demonstrations
  The company regularly conducts product demonstrations that allow customers to see firsthand the benefits of the tools offered. This increases customer understanding and trust in the product, and strengthens marketing based on real-world experience.

b. Weaknesses
- Dependence on Key Customers
  PT. GPG shows high dependence on the BUMN segment and large sugar factories. Interviews with informants indicate that although these segments provide stable income, the company is vulnerable to policy changes and slow procurement bureaucracy. This dependence also hinders market diversification, increasing the risk of economic and political fluctuations.
- Relatively High Product Prices
  PT. GPG's products have higher prices than local competitors due to superior quality and after-sales service. However, this is an obstacle in reaching the small farmer segment or customers with limited budgets. Lack of market education regarding the long-term benefits of quality products also reinforces negative perceptions of price.
- Challenges of Human Resource Regeneration
  The company faces a gap in human resource regeneration as many senior employees approach retirement. New workers who are skilled in modern agricultural technology are needed. In addition, attracting the interest of the younger generation to the agribusiness sector is a challenge in itself due to the low attractiveness of this sector compared to other fields such as digital technology.

- Limited Promotion Capacity
PT. GPG's promotional capacity is still limited, especially in terms of utilizing digital strategies. Promotion is still dominated by conventional methods such as exhibitions and customer visits, which are not widely available. Lack of resources and training in digital marketing makes it difficult for companies to reach new market segments optimally.

External Environmental Analysis
a. Opportunities
  - Government Policy for Agricultural Modernization
  Government support in agricultural modernization through regulations and subsidies is a great opportunity to expand the market. PT. GPG can take advantage of this policy by providing mechanization tools that support the efficiency and productivity of the agricultural sector.
  - Increasing Demand for Agricultural Mechanization
  The increasing demand for mechanization tools, especially in the sugarcane plantation sector, provides an opportunity to expand market share. Government policy support and the need for operational efficiency strengthen this trend.
  - Partnerships with BUMN and the Private Sector
  Long-term relationships with BUMN and growing partnerships with private companies open up opportunities for revenue stability and market expansion. Although dependence on BUMN has its risks, strengthening relationships with the private sector can diversify the customer portfolio.
  - Development of Mechanization Tool Technology
  Technological advances such as automation and IoT sensors in agricultural tools provide opportunities for innovation and competitiveness for PT. GPG, along with global demand for sustainable technology.

b. Threats
  - Price Competition with Local Competitors
  Price competition with local competitors offering lower prices can be a challenge, especially in more price-sensitive customer segments. PT. GPG needs to strengthen market education about the added value of quality products.
  - Macroeconomic Challenges
  Inflation and global economic fluctuations affect raw material costs and customer purchasing power. Economic uncertainty can slow investment in agricultural modernization, so PT. GPG must adjust its marketing strategy and offer more flexible payment schemes.
  - Lack of Market Education
  Lack of understanding about the long-term benefits of PT. GPG's products can reduce competitiveness in the market. Local competitors offering low prices without market education can take market share. PT. GPG needs to increase education efforts through digital media and workshops.
  - Bad Perception of Consumable Parts
  Customer complaints about the quality of consumable parts that wear out quickly can reduce trust in PT. GPG's products. The company needs to improve the quality of spare parts and transparency regarding equipment operating costs.

Internal-External Matrix

Based on the analysis of the internal and external environment above, we can describe the matrix as follows:

Table 2. Internal Matrix

Internal Analysis					
Strength	Company Experience and Reputation	International Standard Product Quality	Effective After-Sales Service	Strong Relationships with Key Customers	Effective Product Demonstrations
Weakness	Dependence on Key Customers (BUMN)	Relatively High Product Prices	Challenges of Human Resources Regeneration	Limited Promotion Capacity	

Source: Processed Data, 2025

Table 3. External Matrix

External Analysis				
Opportunity	Government Policy for Agricultural Modernization	Increasing Demand for Agricultural Mechanization	Partnerships with BUMN and the Private Sector	Development of Mechanization Tool Technology
Threat	Price Competition with Local Competitors	Macroeconomic Challenges	Lack of Market Education	Bad Perception of Consumable Parts

Source: Processed Data, 2025

After identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) of PT GPG, the next step is to hold a discussion with the company's internal team as respondents. At this stage, significance and importance level analysis is used to evaluate and prioritize each SWOT factor. The significance level measures the magnitude of a factor's impact on the company's performance, while the importance level assesses how much the factor contributes to achieving strategic goals. This assessment allows the company to determine the most relevant, efficient, and appropriate strategic priorities according to the actual conditions in the internal and external environments.

The level of significance in this study is expressed through weight, where the weight is a scale value that when added up must reach a total of 100% or 1. This weight reflects the level of relative influence of a factor, so the smaller the weight given, the lower the level of significance of the factor to the overall analysis.

Meanwhile, the level of importance is represented in the form of a score, with an ordinal scale from 1 to 5, where a value of 5 indicates a very high level of importance, and a value of 1 indicates a very low level of importance.

1=Not Important   4=Important
2=Less Important   5=Very Important
3=Fair

This approach provides a quantitative structure for measuring and comparing the relevance of each factor in the SWOT analysis framework.

Table 4. Internal Factor Evaluation Matrix-Strength

STRENGTH			Level of significance	Level of interest	
Critical Factor (1)	**LoS**	**Weight**	**Weight (2)**	**Score (3)**	**Total Score (4)**
Company Experience and Reputation	2,9	0,22	22%	5,0	1,1
International Standard Product Quality	2	0,15	15%	3,0	0,5
Effective After-Sales Service	3	0,23	23%	4,0	0,9
Strong Relationships with Key Customers	2,4	0,18	18%	4,0	0,7
Effective Product Demonstration	2,7	0,21	21%	5,0	1,0
Total Strength Score	**13**	**1,00**	**100%**		**4,3**

Source: Processed Data (2025)

Table 5. Internal Factor Evaluation Matrix-Weakness

WEAKNESS			Level of significance	Level of interest	
Critical Factor (1)	**LoS**	**Weight**	**Weight (2)**	**Score (3)**	**Total Score (4)**
Dependence on Key Customers (BUMN)	3	0,33	33%	4,0	1,3
Relatively High Product Prices	1,6	0,18	18%	2,0	0,4
Challenges of Human Resource Regeneration	2,3	0,25	25%	5,0	1,3
Limited Promotion Capacity	2,2	0,24	24%	2,0	0,5
Total Weakness Score	**9,1**	**1,00**	**100%**		**3,4**

Source: Processed Data (2025)

The Internal Factor Evaluation (IFE) table evaluates the strengths and weaknesses of PT. Golden Pratama Gemilang (GPG) based on the level of significance and importance. The main strength factors such as "Company Experience and Reputation" and "Effective After-Sales Service" recorded the highest weights (22% and 23%), with a total strength score reaching 4.3. On the weakness side, "Dependence on Major Customers (BUMN)" is the most dominant factor (33%), followed by "HR Regeneration" and "Limited Promotion Capacity", with a total weakness score of 3.4. These results indicate that although the strengths are superior, the company's weaknesses still need to be addressed strategically.

Table 6. External Factor Evaluation Matrix-Opportunity

OPPORTUNITY			Level of significance	Level of interest	
Critical Factor (1)	**LoS**	**Weight**	**Weight (2)**	**Score (3)**	**Total Score (4)**
Government Policy for Agricultural Modernization	2	0,27	27%	3,0	0,8
Increasing Demand for Agricultural Mechanization	1,6	0,22	22%	4,0	0,9
Partnership with BUMN and the Private Sector	2,5	0,34	34%	5,0	1,7
Development of Mechanization Tool Technology	1,3	0,18	18%	2,0	0,4
Total Opportunity Score	7,4	1,00	100%		**3,7**

Source: Processed Data (2025)

Table 7. External Factor Evaluation Matrix-Threat

THREAT			Level of significance	Level of interest	
Critical Factor (1)	**LoS**	**Weight**	**Weight (2)**	**Score (3)**	**Total Score (4)**
Price Competition with Local Competitors	2,9	0,29	29%	4,0	1,1
Macroeconomics Challenges	2	0,20	20%	3,0	0,6
Lack of Market Education	2,5	0,25	25%	4,0	1,0
Bad Perception of Consumable Parts	2,7	0,27	27%	5,0	1,3
Total Threat Score	10,1	1,00	**1,0**		**4,1**

Source: Processed Data (2025)

The External Factor Evaluation (EFE) table shows that PT. GPG's main strategic opportunities are "Partnership with State-Owned Enterprises and the Private Sector" with the highest weight (34%) and a score of 1.7, followed by "Government Policy for Agricultural Modernization" (27%) and "Increased Demand for Agricultural Mechanization" (22%), with a total opportunity score of 3.7. On the threat side, "Price Competition with Local Competitors" is the dominant factor (29%) with a score of 1.1, followed by "Bad Perception of Consumable Parts" and "Lack of Market Education". The total threat score of 4.1 confirms that even though great opportunities are available, the company must still focus on overcoming external challenges to maintain competitiveness.

SWOT Analysis

SWOT analysis arranged in the form of a matrix serves to identify and provide visualization of the position of internal resources and the external environment of the organization, with a focus on the elements of strength, weakness, opportunities, and threats. This matrix produces four main types of strategies, namely SO (Strengths and Opportunities) strategy, WO (Weaknesses and Opportunities) strategy, ST (Strengths and Threats) strategy, and WT (Weaknesses and Threats) strategy. The results of the SWOT matrix analysis can be seen through the following graphic representation:

Figure 2. SWOT Analysis Chart
Source: Internal Data, processed (2025)

The SWOT graph shows that the ST (Strength-Threat) strategy has the highest score (8.3), followed by SO (Strength-Opportunity) at 8.0. This indicates that PT GPG needs to prioritize internal strengths such as product quality and reputation to face external threats, such as price competition and bad market perception. A high score on the SO strategy also indicates the importance of taking advantage of opportunities, such as strategic partnerships and mechanization requests. Meanwhile, the WT (7.5) and WO (7.1) strategies highlight the need to improve internal weaknesses to be better prepared to face threats and take advantage of opportunities.

Based on the SWOT analysis, PT GPG's main strategy is the ST strategy, which is to develop land-specific products such as Mulcher to address the regulation prohibiting sugarcane burning, as well as offering maintenance contracts and digital education to address market threats. The SO strategy includes collaboration with the Ministry of Agriculture and flexible payment schemes to expand the adoption of mechanization tools. The WO strategy involves recruiting retired BUMN employees as advisors to address HR weaknesses. Meanwhile, the WT strategy is carried out by collaborating with local OEMs to reduce spare part prices and improve market perception. All of these strategies are designed to strengthen the company's competitiveness and adaptability in the dynamic agricultural market.

QSPM Analysis

The final step of this research is analysis with Quantitative Strategic Planning Matrix (QSPM), through interviews with experienced agricultural experts, Ir. Wayan Sukasedana, MM. The assessment is carried out by giving an attractiveness score (AS) to each strategy using a scale of 1-4, to determine the priority of strategy implementation based on its relevance and potential contribution to the development of PT GPG. This stage is the basis for formulating objective and applicable strategic recommendations.

Table 8. QSPM (Quantitative Strategic Planning Matrix)

Alternative Strategy	Weight	AS*	TAS	Ranking
STRATEGY 1	0,204082	2	0,408163	3
STRATEGY 2	0,102041	3	0,306122	5

STRATEGY 3	0,088435	1	0,088435	7
STRATEGY 4	0,163265	2	0,326531	4
STRATEGY 5	0,176871	4	0,707483	2
STRATEGY 6	0,081633	3	0,244898	6
STRATEGY 7	0,183673	4	0,734694	1

Source: Processed Data (2025)

Description:
Strategy 1 : Developing products according to the needs of each land
Strategy 2 : Offering periodic maintenance contracts and discounts for the purchase of original spare parts for existing customers
Strategy 3 : Creating easy-to-understand and exciting digital product education content
Strategy 4 : Collaborating with the Ministry of Agriculture to support agricultural modernization
Strategy 5 : Providing more flexible payment methods for small and medium farmers
Strategy 6 : Recruiting Retired BUMN Employees as Advisors
Strategy 7 : Collaborating with local Original Equipment Manufacturers (OEMs) to produce consumable parts for Cheaper Prices

The strategy with the highest TAS value is the main priority that must be implemented by the company. Based on the results of the TAS (Total Attractiveness Scores) calculation listed in Table 4.7, the following is the priority order for alternative marketing strategy development.
1. Collaborate with local Original Equipment Manufacturers (OEMs) to produce consumable parts to make them cheaper
2. Provide more flexible payment methods to small and medium farmers
3. Develop products according to the needs of each land area
4. Collaborate with the Ministry of Agriculture to support agricultural modernization
5. Offer regular maintenance contracts and discounts for the purchase of genuine spare parts for existing customers
6. Recruit Retired State-Owned Enterprise Employees as Advisors
7. Create easy-to-understand and fun digital product education content

The QSPM results show that Strategy 7—collaborating with local OEMs to produce cheaper consumable parts—is the top priority with the highest TAS value (0.73), due to its potential to reduce costs and increase competitiveness. This is followed by Strategy 5 (TAS 0.71), which provides flexible payment options for small-medium farmers to expand market access. Strategy 1 is in third place (TAS 0.41), focusing on developing products according to land needs, such as the introduction of Mulcher tools as a solution to the ban on burning sugarcane leaves outside Java. Strategies 4 (collaboration with the Ministry of Agriculture), 2 (maintenance contracts), and 6 (recruiting retired BUMN) are in the next positions, while Strategy 3 (digital education) is the lowest priority. Thus, PT GPG is advised to focus resources on Strategies 7 and 5, followed by other strategies gradually according to resource availability.

4. Conclusion
This study aims to formulate an appropriate marketing strategy for PT GPG in the agricultural mechanization equipment industry by utilizing SWOT and Quantitative Strategic Planning Matrix (QSPM) approaches. Through SWOT analysis, it was found that PT GPG has strengths

such as good corporate reputation, international standard product quality, effective after-sales service, strong relationships with key customers, and effective product demonstrations. However, weaknesses such as relatively high product prices, limited promotional capacity, and HR regeneration are also challenges that need to be overcome. The internal HR aspect at PT GPG shows that workforce regeneration is a significant challenge that affects the company's ability to adapt to market dynamics and the application of new technologies. The existing workforce is still limited in the digital and technical skills needed to support product innovation, modern promotions, and more responsive after-sales services. This hinders the company from maximizing its internal potential. Therefore, HR development through structured and focused training on technical capabilities, digitalization, and market understanding is an important solution to strengthen the company's internal foundation. By strengthening HR capabilities, PT GPG can improve the competitiveness and sustainability of its business strategy in the agricultural mechanization equipment market.

On the external side, there are significant opportunities such as agricultural modernization policies, increased demand for mechanization, partnerships with BUMN and the private sector, and technological developments in mechanization equipment. Meanwhile, threats such as price competition from local competitors, macroeconomic challenges, lack of market education, and poor perception of consumable parts need to be mitigated with the right strategy.

QSPM analysis helps in prioritizing the implementation of strategies based on their relative attractiveness to the company's objectives. The results show that Strategy 7 (working with local OEMs to reduce the cost of consumable parts) has the highest Total Attractiveness Score (TAS) value, making it the top priority. The next strategies are Strategy 5 (provide flexible payment options for small and medium farmers) and Strategy 1 (develop products according to land-by-land needs) by developing and marketing Mulcher as the main solution for post-ban sugarcane burning, PT GPG not only meets the urgent market needs, but also strengthens its position as a pioneer of environmentally friendly and innovative agricultural mechanization tools. This strategy also supports compliance with new regulations, enhances the company's competitiveness, and contributes significantly to sustainable agriculture in Indonesia. Other strategies, such as collaboration with the Ministry of Agriculture (Strategy 4) and after-sales service development (Strategy 2), are also important but have lower priority. Overall, this study successfully provided strategic directions that can help PT GPG improve competitiveness, expand market share, and face challenges in the agricultural mechanization equipment industry.

This study has several limitations that need to be considered. First, the data obtained from interviews has a limited scope and may not fully represent all stakeholders, potentially resulting in perspective bias. In addition, the focus of this research is mainly on the internal scope of the company, with limited exploration of external factors such as competitor dynamics and regulations. The use of QSPM as an analytical tool also has shortcomings in evaluating the relationship between strategies or the synergistic impact between factors, so the analysis is more focused on linear ranking. The strategies developed tend to be oriented towards the short to medium term, so there is less discussion of the implications for long-term plans. Limited access to quantitative data, such as market trends or implementation costs, meant that the assessment relied heavily on qualitative data. In addition, the results of this study are specific to PT GPG in the agricultural mechanization equipment industry, so they cannot be generalized to other sectors. Finally, the limited research time meant that some aspects, such as in-depth case studies or broader surveys, could not be incorporated into the analysis.

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