
**MARKETING STRATEGY ANALYSIS OF CV. PUTRA SAWIT'S PALM OIL
RAMP BUSINESS IN MUSAN VILLAGE, PARINDU DISTRICT,
SANGGAU REGENCY, WEST KALIMANTAN****Dian Andhiny^{1*}, Junaidi²**Program Studi Agribisnis, Fakultas Sains dan Teknologi, Institut Teknologi Sawit Indonesia Medan^{1,2},E-mail: junaidisp87@itsi.ac.id

Received: 02/06/2026 | Revised : 11/06/2026 | Accepted: 23/06/2026 | Published :07/07/2026

Abstract

Palm oil is a strategic plantation commodity that plays an important role in the national economy. The high production of fresh fruit bunches (FFB) in Parindu District, Sanggau Regency, has encouraged the development of *ramp businesses* as marketing institutions that connect farmers with palm oil mills. Increasingly tight competition between *ramps* requires companies to have appropriate marketing strategies to be able to attract and retain farmers as suppliers. This study aims to analyze internal and external factors that influence marketing and formulate appropriate marketing strategies for CV. Putra Sawit in Musan Village, Parindu District, Sanggau Regency. The study was conducted from March to May 2026 using a qualitative descriptive method. Research informants were selected purposively, consisting of company owners, farmers who actively sell FFB to CV. Putra Sawit, and farmers who have switched to other *ramps*. Data collection was carried out through in-depth interviews, observation, and documentation, while data analysis used data reduction, data presentation, and conclusion drawing. Internal and external factors were analyzed using the IFAS and EFAS Matrices, then alternative strategies were formulated through the SWOT Matrix. The results of the study indicate that CV. Putra Sawit's marketing strategy is influenced by price, service quality, business location, relationships with farmers, transaction transparency, and trust levels. IFAS and EFAS analyses indicate that the company has greater strengths and opportunities than weaknesses and threats, thus being in a condition that supports the implementation of a growth strategy. The recommended strategy is to improve transaction transparency, service quality, communication of price information, and strengthening relationships with farmers to increase supplier loyalty and company competitiveness. The implementation of these strategies is expected to increase the volume of FFB receipts and maintain the sustainability of CV. Putra Sawit's business in facing competition.

Keywords: SWOT analysis; palm oil; marketing; ramp ; marketing strategy.

INTRODUCTION

Palm oil is a plantation commodity that plays a strategic role in the national economy. By 2023, Indonesia's oil palm plantations will reach 15.34 million hectares, spread across various regions, making Indonesia the world's largest palm oil producer. Smallholders play a crucial role in the national palm oil industry, managing approximately 40% of the total national oil palm plantation area. This situation indicates that the sustainability of national palm oil production is significantly influenced by the activities and productivity of smallholders, the primary actors in the oil palm farming business (Romandon *et al.*, 2022). As key actors in the production chain, farmers produce fresh fruit bunches (FFB) which are then marketed to palm oil mills (PKS), either directly or through middlemen known as *ramps*. *Ramps* play a crucial role in the FFB marketing system, acting as a link between farmers and palm oil mills. Furthermore, many farmers choose to sell their FFB through *ramps* due to their ease of access, relatively close proximity, and faster transaction process compared to selling directly to palm oil mills (Samosir, 2019). The role of *ramps* is becoming increasingly important in areas with high palm oil production, one of which is Musan Village in Parindu District, Sanggau Regency. Parindu District is one of the rapidly growing palm oil production centers because the majority of its residents work as palm oil farmers. Based on data from the Sanggau Regency Statistics Agency (BPS) (2025), this area has approximately 18,283 farming families with an oil palm area of 43,204 hectares and a total production of 152,926 tons. The high number of

farmers and production volume indicates that Parindu District has a fairly high FFB marketing activity, thus requiring the support of an effective marketing institution. Based on data on FFB production and the number of farmers in Parindu District for the 2020–2024 period, it can be seen that, despite year-to-year fluctuations, production levels and the number of farmers remain relatively high. This reflects that oil palm plantations remain a leading sector for the local community. This high production activity has also encouraged the emergence of various *ramp businesses* that serve as FFB marketing channels. As a result, competition between *ramps* to acquire and retain customers is increasingly fierce.

In an increasingly competitive environment, CV. Putra Sawit is one of the *ramp businesses* that has been operating in Musan Village for longer than several other competitors. However, the number of customers is still relatively small. This condition indicates that CV. Putra Sawit still faces challenges in maintaining and increasing the number of farmers supplying FFB amidst increasingly fierce competition between ramps. Furthermore, to date there has been no study that specifically analyzes the company's internal and external factors as a basis for developing an appropriate marketing strategy. If marketing strategy improvements are not made immediately, CV. Putra Sawit has the potential to experience a decline in farmer interest in selling FFB to the company (Hutajulu *et al.*, 2019). Therefore, this study is important to formulate an effective and applicable marketing strategy for CV. Putra Sawit..

THEORETICAL BASIS

Palm Oil Ramp

ramps are marketing institutions that function as traders collecting fresh fruit bunches (FFB) from farmers before they are distributed to palm oil mills (PKS). *Ramps* have fixed locations and facilities for receiving and temporarily storing FFB, thus playing a role in increasing distribution efficiency and maintaining a smooth supply of raw materials to the palm oil mills (Witjaksono *et al.*, 2023). In addition to functioning as marketing intermediaries, *ramps* also provide an alternative marketing channel for farmers with limited access to the palm oil mills. In practice, FFB prices at the farm level are influenced by FFB quality, the price set by the palm oil mill, and transportation costs. Therefore, service quality, weighing transparency, transaction speed, and partnerships with farmers are important factors in maintaining the competitiveness of *ramp businesses* (Kana *et al.*, 2022).

Internal Environmental Analysis

The internal environment consists of factors originating from within the business unit, including human resources, physical resources, management systems, organizational culture, and workforce capabilities, which influence business performance (Gunawan *et al.*, 2019). Internal environmental analysis is conducted to identify a company's strengths and weaknesses, thus providing a basis for improving business performance and competitiveness (Akbar, 2025).

External Environment Analysis

The external environment encompasses various conditions and factors beyond a company's control that can impact business development. External environmental analysis aims to identify opportunities and threats emanating from the surrounding environment so that the company can develop adaptive strategies to these changes (Gunawan *et al.*, 2019). The information obtained from this analysis serves as the basis for formulating strategies that capitalize on opportunities and anticipate threats (Kana *et al.*, 2022).

SWOT Analysis

SWOT analysis is a method used to identify the strengths, weaknesses, opportunities, and threats *facing* a business. Strengths and weaknesses originate from the internal environment, while opportunities and threats originate from the external environment (Sitorus *et al.*, 2025). *SWOT* analysis helps companies develop strategies by maximizing their strengths and opportunities while minimizing weaknesses and threats. Because it's systematic and easy to implement, *SWOT analysis* is widely used as a basis for strategic planning and marketing (Kholmi *et al.*, 2024).

Marketing Strategy Analysis

Internal Strategy Factor Matrix (IFAS)

The Internal Factor Analysis Summary (IFAS) matrix is used to evaluate a company's internal factors, including strengths and weaknesses, that influence business performance. This matrix helps companies

systematically assess internal conditions, thus providing a basis for developing appropriate strategies (David *et al.* , 2020). *The Internal Factor Analysis Summary* (IFAS) also provides an overview of a company's internal readiness to face competition (Rangkuti, 2018).

External Strategy Factors Matrix (EFAS)

External Factor Analysis Summary (EFAS) matrix is used to identify and evaluate opportunities and threats originating from a company's external environment. This analysis helps companies understand factors beyond management's control that can impact business continuity (Sitorus *et al.* , 2021). *The results of the External Factor Analysis Summary* (EFAS) analysis serve as the basis for formulating strategies that can effectively respond to environmental changes (Kholmi & Rahmawati, 2020).

SWOT Matrix and Strategy Formulation

SWOT matrix is used to combine the results of *the Internal Factor Analysis Summary* (IFAS) and *External Factor Analysis Summary* (EFAS) analyses to produce four alternative strategies, namely SO (*Strengths–Opportunities*), ST (*Strengths–Threats*), WO (*Weaknesses–Opportunities*), and WT (*Weaknesses–Threats*). These strategies serve as the basis for determining the direction of marketing policies that are appropriate to the company's internal and external conditions (Sitorus, 2025).

Marketing Strategy Concepts and Theories

A marketing strategy is a series of decisions and actions designed to achieve a company's goals by creating value for customers and building long-term relationships. Marketing strategy includes determining target markets, product or service offerings, and the company's competitive position (Sinaga *et al.* , 2025). According to Rahayu *et al.* (2021), marketing strategy aims to create competitive advantage through the utilization of internal resources and adaptation to market conditions. In the palm oil *ramp business* , marketing strategies must consider farmers' needs, particularly regarding pricing, weighing transparency, and speed of service. Good service, a strategic location, competitive prices, and good social relationships with farmers can increase farmers' interest in selling fresh fruit bunches (FFB) to the *ramp* (Sari & Damrus, 2021).

RESEARCH METHODS

This research was conducted at CV. Putra Sawit, located in Musan Village, Parindu District, Sanggau Regency, West Kalimantan, from March to May 2026. The research location was selected purposively *because* Musan Village is an area with high fresh fruit bunch (FFB) marketing activity and is supported by a large number of oil palm farmers. Furthermore, CV. Putra Sawit was chosen because it has direct marketing relationships with farmers, making it relevant for analyzing its marketing strategies. Informants were selected using a *purposive sampling technique* . The informants consisted of the owner of CV. Putra Sawit as the key informant, farmers who actively sell fresh fruit bunches (FFB) to CV. Putra Sawit as supporting informants, and farmers who had previously sold fresh fruit bunches (FFB) to the company but had switched to other *ramps* as comparison informants. The number of informants was determined until the saturation point was reached (*data saturation*). Data validity was strengthened through source triangulation by comparing information obtained from *ramp owners* , farmers, field observations, and documentation.

Data collection was conducted through *in-depth interviews, observation, and documentation*. *Semi-structured* interviews were used to gather information regarding the company's strengths, weaknesses, opportunities, threats, and marketing strategies. Observations were made of *the ramp's operational conditions* , while documentation was used to obtain supporting data in the form of transaction records, price lists, and other related documents. Data analysis used a qualitative descriptive method. Data obtained through interviews, observations, and documentation were analyzed through data reduction, data presentation, and conclusion drawing. Next, internal factors, including strengths and weaknesses, and external factors, including opportunities and threats, were identified and analyzed using *the Internal Factor Analysis Summary* (IFAS) and *External Factor Analysis Summary* (EFAS) matrices. The matrix was compiled by assigning weights and *ratings* to each factor based on its importance and impact on the business (Rangkuti, 2018; Sitorus *et al.*, 2021).

The results of the IFAS and EFAS analyses were then combined into a *Strengths, Weaknesses, Opportunities, and Threats* (SWOT) Matrix to formulate alternative marketing strategies. The *SWOT Matrix* yields four alternative strategies, namely *Strengths–Opportunities* (SO), *Strengths–Threats* (ST), *Weaknesses–Opportunities* (WO), and *Weaknesses–Threats* (WT), which are compiled based on the internal and external

conditions of the business (Melati, 2023; Sitorus, 2025). The resulting strategies are expected to serve as recommendations for increasing the competitiveness and marketing effectiveness of CV. Putra Sawit's palm oil ramp business.

RESEARCH RESULT

Internal Factor Analysis of CV. Putra Sawit

Internal factors were analyzed to identify strengths and weaknesses influencing CV. Putra Sawit's marketing strategy based on information from the owner, farmers, and triangulated informants. The analysis covered product and operational aspects, pricing, location, promotion, farmer relations, and human resources and management.

Table 1. Average Internal Factor Scores According to Key Informants

Internal Aspects According to Key Informants	Average Score	Interpretation
Product/operational - strengths	3.67	Very high
Product/operational - weaknesses	1.67	Low
Price - power	3.33	Very high
Price - weakness	2.00	Currently
Location - power	4.00	Very high
Location - weakness	3.00	Tall
Promotion and relationships - power	3.00	Tall
Promotions and relationships - weaknesses	3.67	Very high
HR/management - strengths	3.50	Very high
HR/management - weaknesses	2.67	Tall

Key informant assessments indicate that location is CV Putra Sawit's primary strength, supported by strong product, operational, and human resource and management aspects. However, promotions and marketing relationships remain key weaknesses, requiring improvement in marketing communications and customer loyalty.

Table 2. Average Internal Factor Scores According to Active Farmer Informants

Internal Aspects According to Active Farmers	Average Score	Interpretation
Production/operational - strength	2.95	Tall
Production/operations - weaknesses	1.85	Currently
Price - power	3.12	Tall
Price - weakness	1.93	Currently
Location - power	3.12	Tall
Location - weakness	2.48	Currently
Promotion and relationships - power	2.90	Tall
Promotions and relationships - weaknesses	2.58	Tall

According to active farmers, CV. Putra Sawit's main strengths lie in its pricing and location, which facilitate transactions and are supported by a robust payment system. However, promotion, farmer relations, and on-site facilities remain weaknesses, as pricing information and efforts to build farmer loyalty have not been optimal.

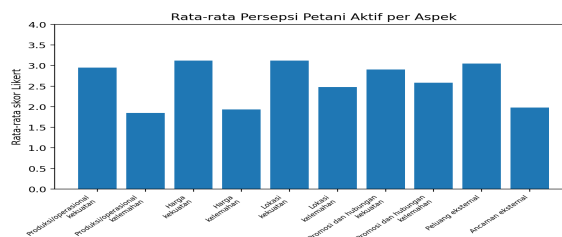


Figure 1. Average Perception of Active Farmers per Aspect

The research results show that active farmers positively assess aspects of payment, location, and business development opportunities. However, aspects of communication, promotion, and supporting facilities still need

improvement. This finding aligns with the marketing strategy concept of *ramp businesses*, which emphasizes the importance of competitive pricing, transaction transparency, quality service, and good relationships with farmers in building supplier loyalty (Kana *et al.*, 2022; Sari & Damrus, 2021).

External Factor Analysis of CV. Putra Sawit

External factors were analyzed to identify opportunities and threats beyond CV. Putra Sawit's direct control. These aspects included market and demand, competition, policies and regulations, CPO/FFB price fluctuations, and social and environmental factors.

Table 3. Average External Factor Scores According to Key Informants

External Aspects According to Key Informants	Average Score	Interpretation
Market and demand - opportunities	2.67	Tall
Market and demand - threats	2.50	Currently
Competition - opportunities	2.67	Tall
Competition - threats	2.00	Currently
Policy/regulation - opportunities	1.00	Low
Policy/regulation - threats	2.33	Currently
Price fluctuations - opportunities	3.00	Tall
Price fluctuations - a threat	2.50	Currently
Social/environmental - opportunities	4.00	Very high
Social/environmental - threats	1.00	Low

Key informants identified social and environmental opportunities as highly supportive external factors. Good relationships with the surrounding community provide social capital for business sustainability. The potential for price fluctuations is also considered high, as rising CPO prices drive increased FFB volumes. However, threats to FFB quality standards, mill rejections, and demand fluctuations still require attention.

Table 4. Average External Factors According to Active Farmers

External Aspects According to Active Farmers	Average Score	Interpretation
External opportunities	3.05	Tall
External threats	1.98	Currently

From the perspective of active farmers, external opportunities are categorized as high. Farmers still see the possibility of improving FFB prices and are confident that CV. Putra Sawit can grow. External threats from the perspective of active farmers are categorized as moderate. This indicates that active farmers have not yet been completely motivated to abandon CV. Putra Sawit, but threats from *competitors* and price fluctuations could still increase if weaknesses in pricing, discounts, facilities, and communication are not immediately addressed.

IFAS Matrix

The IFAS matrix was developed to summarize CV. Putra Sawit's internal strengths and weaknesses. Weights are obtained by normalizing the average factor scores, resulting in a total weighting of all internal factors of 1.00. Ratings use the average Likert score of the related indicators.

Table 5. IFAS Matrix of CV. Putra Sawit

Code	Internal Strategy Factors	Weight	Rating	Score
S1	Accurate weighing and fast service process	0.105	2.98	0.313
S2	Cash/transfer payments are made quickly and on time	0.125	3.55	0.445
S3	Easy to reach location and safe/comfortable transaction area	0.113	3.18	0.358
S4	The relationship with farmers is relatively good and the service is friendly.	0.109	3.09	0.338
S5	The owner is directly involved and the workforce is quite <i>skilled</i> .	0.124	3.50	0.433
W1	The price/cut of fresh fruit bunches is not yet fully competitive compared to marketing alternatives.	0.068	1.92	0.131
W2	Promotion and communication of the latest prices to farmers is not yet optimal	0.101	2.86	0.290
W3	Access, loading and unloading areas and field facilities still need improvement.	0.088	2.49	0.219
W4	Sorting systems, storage capacity, and operational management are still limited.	0.060	1.71	0.103
W5	Transaction recording and working capital management are still simple	0.106	3.00	0.318
	Total Power (S)			1,887
	Number of Weaknesses (W)			1,061
	Internal Difference (S - W)			0.826

The IFAS results show that the total strengths score of 1.887 is greater than the total weaknesses score of 1.061. The internal variance of 0.826 indicates that CV. Putra Sawit has a relatively strong internal position. The greatest strengths come from prompt and timely payments, owner involvement, and an easily accessible location. Meanwhile, the main weaknesses are transaction/working capital recording, price and promotion communication, and field facilities, which still need improvement.

EFAS MATRIX

The EFAS matrix is used to summarize external opportunities and threats. Similar to the IFAS, weights are derived by normalizing the average factor scores, resulting in a total weighting of all external factors of 1.00.

Table 6. EFAS Matrix of CV. Putra Sawit

Code	External Strategy Factors	Weight	Rating	Score
O1	The production base of fresh fruit bunches (FFB) and the number of farmers around Musan/Parindu Village is quite large.	0.118	2.67	0.313
O2	Farmers see the opportunity for FFB prices to improve and CV. Putra Sawit can still grow	0.134	3.05	0.409
O3	Social relations with the surrounding community support business sustainability	0.176	4.00	0.705
O4	Some farmers who have switched are still open to returning if prices, discounts and services are improved.	0.088	2.00	0.176

Code	External Strategy Factors	Weight	Rating	Score
O5	There is potential for policy/training support for local <i>ramp businesses</i> .	0.044	1.00	0.044
T1	<i>Ramp</i> competition and other marketing alternatives offer more attractive prices/services	0.091	2.05	0.186
T2	CPO/FFB price fluctuations create uncertainty and influence farmers' decisions.	0.084	1.92	0.162
T3	TBS quality standards and the risk of PKS rejection become operational pressures.	0.154	3.50	0.540
T4	The cost of levies/taxes and checking of scales can increase business burdens.	0.066	1.50	0.099
T5	Social/environmental issues have the potential to disrupt operations even if the intensity is low.	0.044	1.00	0.044
	Number of Opportunities (O)			1,649
	Number of Threats (T)			1,031
	External Difference (O - T)			0.618

The EFAS results show that the total opportunity score of 1.649 is greater than the total threat score of 1.031. The external difference of 0.618 indicates that the external environment still provides room for development for CV. Putra Sawit. The strongest opportunities come from social support from the community and farmers' confidence that CV. Putra Sawit can still grow. Threats that need to be considered are primarily related to FFB quality standards and the risk of PKS rejection, followed by competition between *ramps* and price fluctuations.

SWOT Strategy Position

Strategic position is determined by calculating the difference between strengths and weaknesses as the internal axis, and the difference between opportunities and threats as the external axis. Based on the IFAS and EFAS results, CV Putra Sawit's position coordinates are as follows:

Internal axis (X) = total strengths - total weaknesses = 1.887 - 1.061 = 0.826.

External axis (Y) = total opportunities - total threats = 1.649 - 1.031 = 0.618.

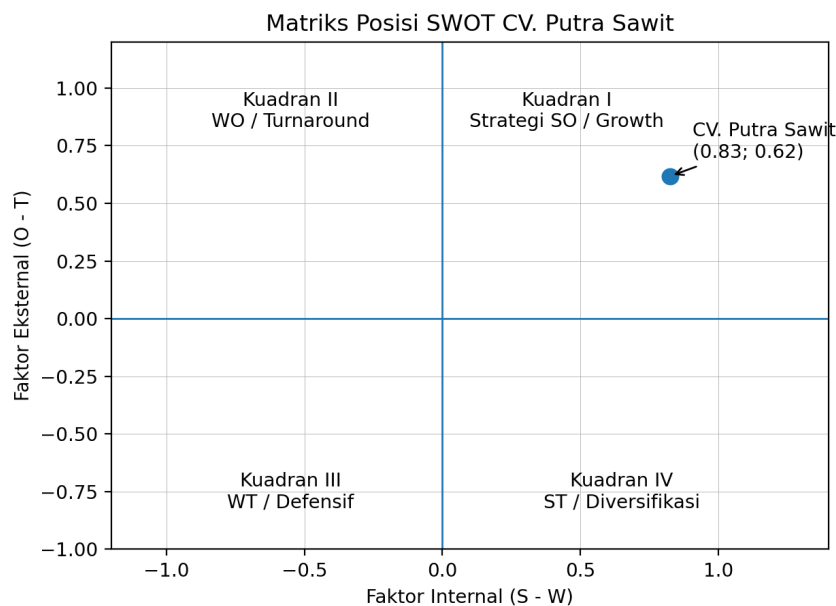


Figure 2. SWOT Position Matrix of CV. Putra Sawit

The SWOT coordinates are in Quadrant I, which is the SO strategy or growth strategy position. This position indicates that CV. Putra Sawit has greater internal strengths than weaknesses and greater external opportunities than threats. Therefore, the most relevant strategy is to leverage internal strengths to seize market opportunities. However, the suggested growth strategy still needs to be accompanied by improvements to key weaknesses, particularly discount transparency, price communication, access facilities, and transaction recording.

SWOT Matrix and Alternative Strategies

The SWOT matrix is constructed by matching the identified internal and external factors. This matrix produces four strategic groups: SO, WO, ST, and WT.

Table 7. SWOT Matrix of CV. Putra Sawit's Marketing Strategy

Alternative Strategy	Strategy Formulation
SO Strategy (using strengths to take advantage of opportunities)	1. Make fast payments, accurate weighing, and friendly service the main value proposition to attract new farmers.
	2. Strengthen relationships with farmers through regular communication on prices, FFB receipt schedules, and harvest reminder services.
	3. Develop cooperation with farmer groups and community leaders to expand the FFB supplier base.
	4. Utilize easily accessible locations and social support to increase the volume of TBS purchases.
	5. Create a simple loyalty program for active farmers, for example priority unloading, small assistance at certain times, or appreciation for regular suppliers.
WO Strategy (take advantage of opportunities to improve weaknesses)	1. Create a price and discount information board that is updated regularly and distributed via WhatsApp.
	2. Simplify and organize transaction recording with weighing notes, daily recaps, and financial spreadsheets.
	3. Repair the loading and unloading area, the floor around the scales, and access points that interfere with the comfort of farmers.
	4. Prepare SOPs for cutting/grading fresh fruit bunches so that farmers understand the reasons for each cut.
	5. Using input from transitioning farmers as a basis for service improvements, particularly cuts and unloading speed.
ST Strategy (using force to face threats)	1. Use the advantages of fast payment and direct owner service to protect farmers from competitors' <i>ramp offers</i> .
	2. Increase transparency of scales and cuts to reduce the risk of farmer displacement due to competitor prices.
	3. Maintain the quality of fresh fruit bunches (FFB) through initial sorting and mature harvest education to reduce the risk of PKS rejection.
	4. Monitor CPO/FFB prices and competitor <i>ramp prices</i> to make pricing decisions more adaptive.
	5. Maintain relationships with PKS so that requests and quality standards can be communicated more quickly to farmers.
WT Strategy (minimize weaknesses and avoid threats)	1. Avoid unhealthy price wars with competing <i>ramps</i> and focus on trust, payment accuracy, and transparency.
	2. Establish minimum service standards to reduce complaints about queues, slow loading and unloading, and recording errors.
	3. Create a simple complaint mechanism so that farmers can report problems with weight, cuts, or service.
	4. Prioritize low-cost facility improvements that have a direct impact on transaction convenience.
	5. Prepare working capital reserves so that the business can still purchase fresh fruit bunches when there are price fluctuations or changes in demand for PKS.

Priority Marketing Strategy

Based on Quadrant I's position, the most appropriate priority strategy is a farmer trust-based growth strategy. This strategy not only aims to increase FFB volume but also addresses the factors that cause farmers to switch to competitors' *platforms*. The priority strategy is formulated into five main agendas.

1. Price and discount transparency. CV. Putra Sawit needs to provide up-to-date price information and discount bases openly. This information can be posted on price boards at *ramp locations* and distributed to farmers via *WhatsApp*. Each transaction should be accompanied by a weigh slip containing the gross weight, discounts, net weight, price, and total payment.
2. Improve service speed and convenience. The advantage of fast payments must be maintained. Furthermore, vehicle flow, loading and unloading areas, and points around scales need to be improved to minimize long wait times for farmers. Repairing potholes or roads can be a short-term priority, as they directly impact transaction convenience.
3. Strengthening marketing relationships with farmers. Good relationships need to be developed from transactions to partnerships. CV. Putra Sawit can create a list of active suppliers, contact farmers regularly, provide pricing information, and provide simple tokens of appreciation to regular suppliers.
4. FFB quality control. CV. Putra Sawit needs to implement clear sorting SOPs and educate farmers on the criteria for ripe FFB, loose fruit, long stalks, unripe fruit, and rotten fruit. Quality control is crucial to reduce the risk of PKS rejection while increasing farmer confidence in the cutting system.
5. Improved record-keeping and working capital. Transaction recording needs to be streamlined through a daily cash book or spreadsheet. Daily transaction summaries can help owners monitor fresh fruit bunch (FFB) volume, payment amounts, discounts, margins, and working capital requirements. Good record-keeping also reduces errors and enhances business professionalism.

DISCUSSION

The research results show that CV. Putra Sawit's marketing strategy is not solely determined by promotional activities but is also influenced by pricing, service quality, business location, relationships with farmers, and the level of trust established. In marketing fresh fruit bunches (FFB), farmers tend to choose *platforms* that provide payment certainty, weighing transparency, reasonable discounts, and prompt service. This finding aligns with Rahayu et al.'s (2021) findings, which state that marketing channel efficiency, marketing margins, and relationships between marketing actors are crucial factors in the FFB supply chain.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, CV. Putra Sawit is in a strong position to grow because strengths and opportunities outweigh weaknesses and threats. However, the success of the formulated strategy still depends on the company's ability to address the various weaknesses still perceived by farmers. Interviews with comparison farmers indicate that switching suppliers is generally influenced by large discounts, more competitive prices than competitors, speed of service, and perceived better access and facilities.

In facing *inter-ramp competition*, CV. Putra Sawit cannot rely solely on pricing strategies. Competition focused on price has the potential to reduce business margins and is difficult to maintain in the long term. Therefore, the company needs to develop a differentiation strategy by increasing transaction transparency, payment speed, service convenience, more effective delivery of price information, and strengthening personal relationships with farmers. This strategy is considered more sustainable because it can build supplier loyalty.

Overall, the most appropriate marketing strategy for CV. Putra Sawit is a selective growth strategy oriented toward transparency and supplier loyalty. This strategy leverages the company's existing strengths, such as prompt payment, a strategic location, good social relationships, and direct involvement of business owners, while also addressing weaknesses in promotion, discounts, supporting facilities, and record-keeping. Consistent implementation of this strategy is expected to increase the volume of fresh fruit bunches (FFB) received and maintain long-term supplier farmer loyalty.

CONCLUSION

The results of the study indicate that CV. Putra Sawit's marketing strategy is influenced not only by promotion, but also by price, service quality, business location, relationships with farmers, and level of trust. Farmers tend to choose *ramps* that offer payment certainty, transparency in weighing, reasonable discounts, and fast service. Based on the analysis, CV. Putra Sawit has a good opportunity to grow because its strengths and opportunities outweigh its weaknesses and threats. However, several weaknesses still need to be addressed,

particularly related to discounts, service, and access and business facilities, which are the reasons why some farmers switch to other *ramps*. To face competition, CV. Putra Sawit cannot simply rely on competitive prices; it also needs to improve service quality, transaction transparency, price information communication, and improve relationships with farmers. Therefore, the most appropriate strategy is a growth strategy that focuses on increasing transparency and supplier loyalty by leveraging existing strengths while addressing existing weaknesses. Consistent implementation of this strategy is expected to increase the volume of fresh fruit bunches (FFB) received and retain supplier farmers in the long term.

REFERENCES

- Akbar, R. (2025). Strategi pengembangan usaha petani kelapa sawit di Desa Tabing, Kecamatan Koto Kampar Hulu. *Jurnal Teknik Industri Terintegrasi*, 8(2), 1919–1927. <https://doi.org/10.31004/jutin.v8i2.44088>
- Badan Pusat Statistik Kabupaten Sanggau. (2020). *Kecamatan Parindu dalam angka 2020*. BPS Kabupaten Sanggau.
- Badan Pusat Statistik Kabupaten Sanggau. (2021). *Kecamatan Parindu dalam angka 2021*. BPS Kabupaten Sanggau.
- Badan Pusat Statistik Kabupaten Sanggau. (2022). *Kecamatan Parindu dalam angka 2022*. BPS Kabupaten Sanggau.
- Badan Pusat Statistik Kabupaten Sanggau. (2023). *Kecamatan Parindu dalam angka 2023*. BPS Kabupaten Sanggau.
- Badan Pusat Statistik Kabupaten Sanggau. (2024). *Kecamatan Parindu dalam angka 2024*. BPS Kabupaten Sanggau.
- Badan Pusat Statistik Kabupaten Sanggau. (2025). *Kecamatan Parindu dalam angka 2025*. BPS Kabupaten Sanggau.
- David, F. R., David, F. R., & David, M. E. (2020). *Strategic management: A competitive advantage approach, concepts and cases* (17th ed.). Pearson.
- Gunawan, D. S., Alhabsji, T., & Rahardjo, K. (2019). Analisis lingkungan eksternal dan internal dalam menyusun strategi perusahaan (studi perencanaan strategi komoditi kelapa sawit pada PT Perkebunan Nusantara III (Persero)). *Jurnal Teknologi Industri Pertanian*, 3(3), 1–10.
- Hutajulu, P. O., Chalil, D., & Sembiring, S. A. (2019). Efficiency and marketing margins estimation of oil palm fresh fruit bunches (FFB) in Labuhanbatu Utara and Asahan Regency. *Indonesian Journal of Agricultural Research*, 2(2), 8–17. <https://doi.org/10.32734/injar.v2i2.1209>
- Kana, Y. A., Suyatno, A., & Suharyani, A. (2022). Analisis pemasaran Tandan buah segar (TBS) kelapa sawit di Kecamatan Binjai Hulu Kabupaten Sintang. *Jurnal Ekonomi Pertanian dan Agribisnis*, 6(4), 1247–1260. <https://doi.org/10.21776/ub.jepa.2022.006.04.5>
- Melati, S. R. (2023). Analisis strategi pemasaran terhadap peningkatan penjualan minyak kelapa sawit (studi kasus PT Perkebunan Nusantara IV Medan). *Edunomika*, 7(2), 1–13.
- Rangkuti, F. (2018). *Analisis SWOT: Teknik membedah kasus bisnis*. Gramedia Pustaka Utama.
- Sari, W., & Damrus. (2021). Strategi bauran pemasaran (4P) terhadap produk dari Tandan buah segar (TBS) kelapa sawit pada PT Beurata Subur Persada. *Jurnal Ilmiah Ekonomi Terpadu (JIMETERA)*, 1(1).
- Sinaga, H. Y., Hutajulu, J. P., & Oktoriana, S. (2025). Analisis efisiensi pemasaran Tandan buah segar kelapa sawit pada petani swadaya di Kabupaten Landak. *Jurnal Ekonomi Pertanian dan Agribisnis*, 9(3), 993–1006. <https://doi.org/10.21776/ub.jepa.2025.009.03.11>
- Sitorus, F. A. (2025). *Analisis pemasaran kelapa sawit rakyat di Desa Sei Lama Kecamatan Simpang Empat Kabupaten Asahan* (Skripsi). Universitas Medan Area.
- Sitorus, R. M. A. P., Sitanggung, E. R. A., & Raja, E. A. L. (2025). Pengaruh harga terhadap tingkat penjualan tiket pada Makmur/Halmera (analisis SWOT). *Jurnal Ilmiah Manajemen dan Kewirausahaan*, 4(1), 466–477. <https://doi.org/10.55606/jimak.v4i1.5972>
- Sugiyanto, A. R., Wirianata, H., & Willisiani, F. (2022). Strategi pengembangan usaha loading *ramp* kelapa sawit di Kecamatan Pangkalan Banteng, Kabupaten Kotawaringin Barat. *AGROFORETECH*, 1(3).
- Witjaksono, J., Yaumidin, U. K., Djaenudin, D., Astana, S., Harianja, A. H., Fery, S., Hasibuan, A. M., Khotimah, H., Hidayatina, A., Rusdin, Bungati, Imran, Rusdi, & Purba, R. (2023). The assessment of fresh fruit bunches supply chain of palm oil independent smallholder farmers in Southeast Sulawesi. *Uncertain Supply Chain Management*, 11(3), 941–950. <https://doi.org/10.5267/j.uscm.2023.5.004>

- Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 11(2), 3962–3974. <https://doi.org/10.25157/ma.v11i2.19678>
- Hutabarat, N. A. B. (2021). Analisis peranan penyuluh pertanian dalam penerapan Program Peremajaan Sawit Rakyat (PSR) di Kecamatan Bahorok Kabupaten Langkat. *Jurnal Ilmiah Mahasiswa Pertanian*, 1(November), 1–14.
- KUD Karya Maju. (2025). *Data peserta Program Peremajaan Sawit Rakyat (PSR) Desa Teluk Panji I Kecamatan Kampung Rakyat Kabupaten Labuhanbatu Selatan* [Dokumen internal].
- Machali, I. (2021). *Metode penelitian kuantitatif: Panduan praktis merencanakan, melaksanakan, dan analisis dalam penelitian kuantitatif*. UIN Sunan Kalijaga Yogyakarta.
- Maharani, A., & Laksmono, B. S. (2021). Peran Gapoktan Karya Bersama dalam implementasi Program Peremajaan Sawit Rakyat (PSR) di Bandar Durian, Aek Natas, Labuhan Batu Utara. *Jurnal Pembangunan Manusia*, 2(2). <https://doi.org/10.7454/jpm.v2i2.1022>
- Rahmawati, A., & Susanto, A. (2022). Kajian karakteristik abnormalitas tanaman kelapa sawit (oil palms). *Agronu: Jurnal Agroteknologi*, 1(2), 80–86. <https://doi.org/10.53863/agronu.v1i02.443>
- Rasmikayati, E., Tridakusumah, A. C., Zikriawan, M. D., Renaldi, E., & Saefudin, B. R. (2021). Comparison of conditions of farmers, farming and access to mango market in Greged and Japara District. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 7(2), 1673–1686.
- Rosalina, L., Oktarina, R., Rahmiati, & Saputra, I. (2023). *Buku ajar statistika*. CV Pustaka Indonesia.
- Sari, B. F., & Prihatin, P. S. (2024). Implementasi Program Peremajaan Sawit Rakyat oleh Dinas Perkebunan dan Peternakan di Kecamatan Ukui Kabupaten Pelalawan. *Pediaqu: Jurnal Pendidikan Sosial dan Humaniora*, 2(3), 11553–11559.
- Siahaan, J. M., Siregar, T. H. S., & Siahaan, E. (2020). Analisis kebijakan Program Peremajaan Sawit Rakyat melalui Badan Pengelola Dana Perkebunan Kelapa Sawit (BPDPKS) di Kabupaten Labuhanbatu Selatan. *Agrisains: Jurnal Ilmiah Magister Agribisnis*, 2(2), 139–147. <https://doi.org/10.31289/agrisains.v2i2.295>
- Siahaan, R., Maharani, E., & Hutabarat, S. (2023). Persepsi pekebun swadaya terhadap peremajaan perkebunan kelapa sawit di Kabupaten Rokan Hulu. *Jurnal Triton*, 14(1), 100–113. <https://doi.org/10.47687/jt.v14i1.277>
- Sihombing, D. P. S., Yulida, R., & Rosnita. (2024). Karakteristik dan pelaksanaan peremajaan kelapa sawit oleh pekebun di Kampung Sialang Sakti Kecamatan Dayun Kabupaten Siak. *Jurnal Triton*, 15(1), 120–130. <https://doi.org/10.47687/jt.v15i1.612>
- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Syafira, R., Nasution, Z., & Charloq. (2024). Analisis kendala Program Peremajaan Sawit Rakyat (PSR) terhadap potensi pertumbuhan ekonomi petani sawit rakyat. *Jurnal Ilmiah Global Education*, 5(1), 431–441. <https://doi.org/10.55681/jige.v5i1.2469>
- Wahyuni, M., & Barus, F. A. (2021). Peningkatan pola pikir petani untuk mengikuti Program Peremajaan Sawit Rakyat di Desa Laut Tador, Batu Bara, Provinsi Sumatera Utara. *Dinamisia: Jurnal Pengabdian Kepada Masyarakat*, 5(3), 724–732. <https://doi.org/10.31849/dinamisia.v5i3.5545>