



Improving *Bio-Slurry* Marketing Strategies In KPSP (Dairy Farmer Cooperative)

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ABSTRACT

The utilisation of bio-slurry can improve sustainable agriculture and encourage increased community income, especially for dairy farmers at KPSP Setia Kawan Nongkojajar (www.kpspsetiakawan.com), Pasuruan, East Java, Indonesia which is a cooperative body for dairy farmers one of the largest in Indonesia where some of the farmers have processed livestock waste into biogas with a total of approximately 1547 biogas installation units and will continue to grow considering the number of dairy farmer members at KPSP Setia Kawan Nongkojajar about 7000 members. Therefore, in this study, the author aims to find the right bio-slurry marketing strategy to stimulate sustainable agriculture through processing livestock waste into biogas and bio-slurry. According to Li and Liu (2020), SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*) is a business analysis technique used to evaluate the strengths, weaknesses, opportunities, and threats a company or organisation faces. The data collection method used in this research is interviews and questionnaires to 3 respondents who are represented by one of the heads of breeders at KPSP Setia Kawan Nongkojajar, biogas officers and third-party collectors, namely PT Pupuk Suburkan Negeri (PSN) as the first buyer of bio-slurry from KPSP Setia Kawan Nongkojajar, Pasuruan, East Java, Indonesia by interviewing and filling out questionnaires to the three respondents for data collection in May 2023. The results of the research and discussion found that the *bio-slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia is an SO (*Strenght and Opportunity*) strategy is a marketing strategy that optimizes opportunities with the strengths possessed by KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar, Pasuruan, Indonesia with a total score of Strength 0.69 and Weakness 0.31 as IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) analysis Opportunity 0.51 and Treath 0.49 and quadrant EFE and IFE obtained Opportunity: 0.26, Y : Total (O-T), and X : Total (S-W) 0.66 Strength.

Keywords: Bio-slurry, SWOT Analysis, Strengths, Weaknesses, Opportunities, Threats, Marketing Strategy.

1. INTRODUCTION

The dairy cattle industry is dominated by smallholder farms, characterized by: (1) small scale business with household production motives, (2) conducted as a part-time business, (3) using simple technology, (4) labor-intensive and based on family members, and (5) the quality of production varies. As a result, income at the farm level is less than optimal. To increase farmers' income, in addition to the milk production of their livestock, other ways are also sought such as utilizing dairy cow manure into biogas (bio gas) to save household expenses for fuel such as cooking, lighting and others. The biogas waste, namely bio-slurry, can be directly used as organic fertilizer. Biogas has a high energy content that is not inferior to fossil fuels. Therefore biogas is





very suitable as a substitute for kerosene, LPG and other fossil fuels, with a low risk of fire. Biogas slurry (bio-slurry) is a by-product of the fermentation process of livestock manure into biogas, which is in the form of mud and is very useful as a source of nutrients and nutrients for soil and plants organically which will support sustainable development (SDGs).

As a joint enterprise (cooperative body) with dairy farmers in Tutar sub-district, Pasuruan, East Java, Indonesia and since 2006 the Setia Kawan Nongkojajar Dairy Farming Cooperative (KPSP) has cooperated with various parties and has made 1547 units of household-level biogas installations for its member farmers. The construction of this biogas installation was carried out by professional and trained cooperatives. With this experience and paying attention to the benefits of managing livestock manure into biogas and Organic Fertilizer (Bio-Slurry) pulp from biogas, KPSP Setia Kawan Nongkojajar invites livestock families to cooperate with cooperatives to develop the use of livestock manure into biogas and *bio-slurry* as Organic Fertilizer which has added value for farmer members besides biogas.

Processing animal waste into biogas provides many benefits. In addition to producing an energy source, another product that is no less useful is biogas dregs (bio-slurry). Bio-slurry is the final product of biogas waste processing in the form of mud which is very useful as a source of nutrients for plants as organic fertilizer. Bio-slurry is a high-quality organic fertilizer that is rich in humus content (Karki, Shrestha, Bajgain and Sharma, 2009). Not only has good nutritional content, bio-slurry fertilizer contains beneficial microbes "Pro-Biotics" which are useful for increasing the fertility and health of agricultural land organically. So that it has an impact on increasing the quality and quantity of pamanenan. As a quality organic fertilizer bio-slurry is safe to use by humans for fertilizing various food crops, vegetables, flowers, fruit and plantation crops. Risq (2017) states that, *bio-slurry* has advantages compared to fresh animal manure or ordinary manure, which can fertilize the soil because it can neutralize acidic soil well, add 10-12% humus so that the soil is more nutritious and able to store water, support the development activities of worms and soil microbes that are beneficial to plants, bio-slurry nutrient content especially nitrogen (N) is higher than manure / compost or fresh manure.

The utilization of *bio-slurry* can improve sustainable agriculture and encourage increased community income, especially for dairy farmers at KPSP Setia Kawan Nongkojajar, Pasuruan, Indonesia in addition to the main results of processing livestock waste into biogas. Therefore in this study the author, is expected to provide an effort to the right *Bio-Slurry* marketing strategy.

The definition of marketing strategy according to several experts is as follows:

Grönroos and Ravald (2020): Marketing strategy is the process of formulating and implementing an



action plan to build long-term relationships with customers by considering environmental factors such as technology, innovation, and sustainability.

Han et al. (2019): Marketing strategy is a systematic approach to developing, positioning, and managing product or service offerings with the aim of meeting customer needs and wants, and creating value for the company. Kotler and Keller (2019): Marketing strategy is the process of selecting and targeting specific markets and developing an integrated and coherent action plan to position the company's offerings so as to create value for customers and generate profits for the company. Tsotsou and Vlachopoulou (2018): Marketing strategy is the process of developing an action plan to position a product or service in a selected market by considering customer needs and preferences, market conditions, and company capabilities. Payne and Frow (2018): Marketing strategy is the process of developing and implementing an integrated action plan to achieve marketing objectives by considering organizational goals, customer needs, and environmental and technological factors. Jain and Haley (2017): Marketing strategy is a systematic approach to identifying customer needs, building long-term relationships with customers, and developing products and services that meet customer needs and optimize value for the company.

According to Arifien, et al (2019) marketing strategy is one of the bases used in compiling a comprehensive plan in running a business.

The above definitions emphasize the importance of considering customer needs and preferences, market conditions, environmental factors and technology in formulating and implementing a successful marketing strategy. It also shows a significant change in the role of marketing, from simply promoting products to becoming a holistic and integrated customer value manager. SWOT analysis is one of the reliable marketing strategies. According to Li and Liu (2020) SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is a business analysis technique used to evaluate the strengths, weaknesses, opportunities, and threats faced by a company or organization.

In the context of marketing, SWOT analysis can provide a number of advantages, including:
Understand the market position: SWOT analysis can help companies better understand their market position, including identifying competitors, competitors' strengths and weaknesses, and opportunities to compete in the market;

Improve marketing strategies: By knowing a company's strengths and weaknesses, SWOT analysis can help companies improve their marketing strategies, thereby increasing sales and business growth;

Identifying new opportunities: SWOT analysis can help companies identify new opportunities that



they may not have realized before, thus expanding their market share and growing their business;

Evaluate risks: By knowing the threats faced by the company, SWOT analysis can help the company mitigate the risks and take necessary actions to overcome the threats;

Strengthening brand image: By knowing the company's brand strengths, SWOT analysis can help companies strengthen their brand image, thereby increasing customer loyalty and expanding their customer base.

2. RESEARCH METHODS

This research was conducted in May 2023 at KPSP Setia Kawan Nongkojajar, Pasuruan Regency, East Java, Indonesia. According to Wei and Yang (2019), the SWOT research design is carried out by determining the focus of the research first, such as "Improving *Bio Slurry* Marketing Strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia". Then, data on strengths, weaknesses, opportunities, and threats were collected through interviews, questionnaires, and document analysis. According to David (2017), a SWOT research design is conducted by collecting data on an organization's internal strengths and weaknesses and external opportunities and threats. This data can be collected through interviews with employees, document analysis, and customer surveys. According to Wei and Yang (2019), a SWOT research design is conducted by first determining the focus of the research, such as a product, market, or company. Then, data on strengths, weaknesses, opportunities, and threats are collected through interviews, questionnaires, and document analysis.

The data collection methods used in this research are interviews and questionnaires. The unstructured interview method is data collection that allows researchers to obtain information from respondents in a more spontaneous and flexible manner. This method is used to obtain information about the *Bio-Slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia. The questionnaire method is used to collect data from a number of respondents in a more structured and efficient manner. Researchers can design questionnaire questions designed to explore information about the strengths, weaknesses, opportunities, and threats faced by KPSP (Cooperative of Dairy Farmers) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia in marketing *Bio-Slurry*. Identification of internal factors of *Bio-Slurry* marketing at KPSP Setia Kawan Nongkojajar, Pasuruan is an activity in the *Bio-Slurry* marketing strategy management environment, which consists of strengths and weaknesses owned by KPSP Setia Kawan Nongkojajar Pasuruan. The detailed identification of this strength factor (S) is measured from the strength aspects of the *Bio-Slurry* marketing strategy which



consists of:

Product (*Bio-Slurry*) is certified (S1);

Continuous *Bio-Slurry* Product from Farmers (S2);

Production Site of *bio-slurry* (S3);

(4.1) Product (*bio-Slurry*) Supervision from the Government (S4.1);

(4.2) Product Supervision (*bio-slurry*) from Private (KPSP Setia Kawan, PT. PSN Pupuk Suburkan Negeri) (S4.2);

(4.3) Product Supervision (*bio-slurry*) from State Owned Enterprises (S4.3); (4.4) Product Supervision (*bio-slurry*) from Regional Owned Enterprises (S4.4);

(4.5) Supervision of Products (*bio-slurry*) from Foreign Parties (S4.5).

(5.1) Partnership Support on *bio-slurry* Products (S5.1).

While the detailed identification of this weakness factor (W) is measured from the strength aspects of the *bio-slurry* marketing strategy which consists of :

Marketing Network of *bio-slurry* (W1);

Facilities and Infrastructure (Financing e.g. for buildings, drying machines, dryers, filters etc.) (W2);

Means of Promotion of Production from *bio-slurry* (W3);

Product Packaging Form of *bio-slurry* (W4);

HR (Human Resources) in Marketing (W5).

Identification of External factors of *Bio-Slurry* marketing at KPSP Setia Kawan Nongkojajar, Pasuruan is an activity in the *Bio-Slurry* marketing strategy management environment, which consists of opportunities and threats owned by KPSP Setia Kawan Nongkojajar, Pasuruan.

The detailed identification of this opportunity factor (O) is measured from the aspect of the *bio Slurry* marketing strategy opportunity which consists of:

Farmer Response to *bio-Slurry* (O1);

Product Demand and Market Potential of *bio-Slurry* (O2);

Product Name of *bio-slurry* Packaging (O3);

Product Content of *bio-slurry* (O4);

Regulation of *bio-slurry* Production for Increased Agricultural Production (O5).

While the detailed identification of this threat factor (T) is measured from the threat aspect of the *bio-slurry* marketing strategy which consists of:

Farmer Response to *bio-slurry* (T1);



Competitor Products of *bio-slurry* (T2);

Availability of Raw Materials from *bio-slurry* (T3);

Technological Innovation of *bio-slurry* (T4); and

Bargaining Position (Farmer - *bio-Slurry*) to KPSP Setia Kawan Nongkojajar (T5)

The Conceptual Framework for SWOT Analysis of KPSP Setia Kawan Setia Kawan Nongkojajar, Pasuruan, Indonesia can be seen in figure 1 as follows

:

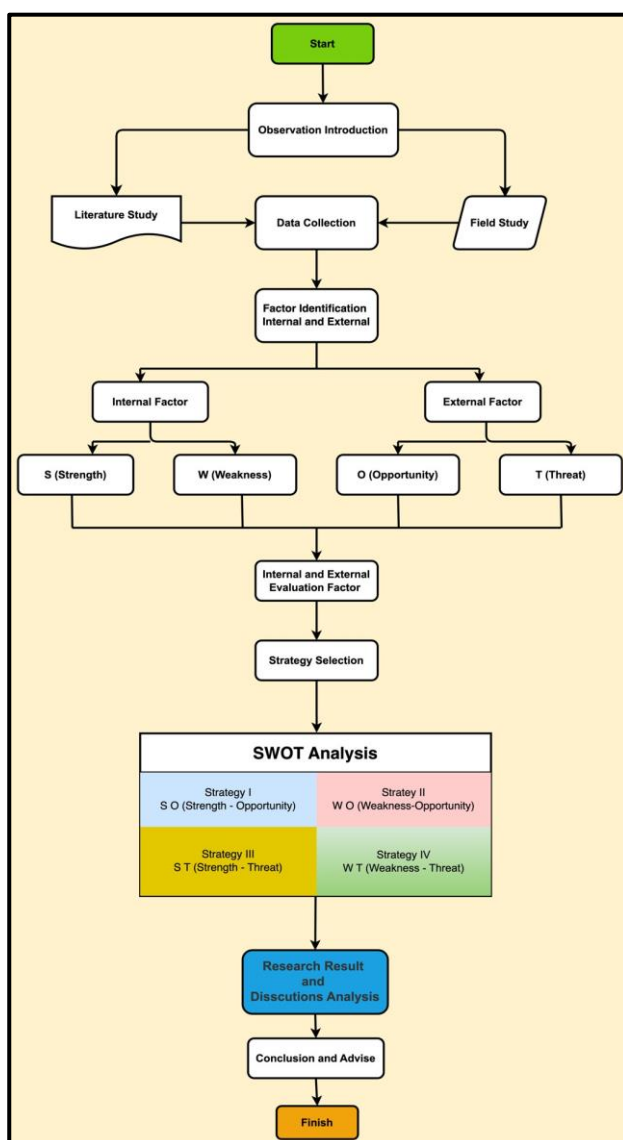


Figure 1. SWOT Conceptual Framework of KPSP Setia Kawan Nongkojajar Pasuruan, Indonesia



The data analysis technique in the study used the SWOT method, namely by determining the internal and external factors of *bio-slurry* marketing at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia then creating an IFAS matrix from the weight score of strength and weakness factors, EFAS Matrix from the weight score of opportunity and threat factors, then determining the SWOT analysis in improving the *bio-slurry* marketing strategy.

Photos documentation during data collection and bio-slurry packaging at KPSP Setia Kawan



Figure 2. Photos Documentation data collection SWOT analysis and bio-slurry packaging at KPSP Setia Kawan Nongkojajar, Pasuruan, East Java, Indonesia

3. RESEARCH RESULTS AND DISCUSSION

Strengths and weaknesses in determining the *bio-slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar, Pasuruan, East Java, Indonesia were analyzed using internal factor analysis (*Internal Factor Analysis Summary*). While opportunities and threats in determining the *bio-slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia were analyzed using external factor analysis (*External Factor Analysis Summary*).



IFE Matrix Analysis

Astuti, *et al.*, (2020) argue that internal factor analysis (*Internal Factor Analysis Summary*) using the IFE matrix in analyzing the influence of the internal environment can be done through identifying the internal factors of the *bio-slurry* marketing strategy at KPSP Setia Kawan Nongkojajar, so that the strengths and weaknesses of the company's *bio-slurry* marketing strategy can be known. The IFE matrix is calculated based on weight and rating to show the internal condition of KPSP Setia Kawan Nongkojajar marketing, in the form of strengths and weaknesses. Table 1 *Internal Factor Analysis Summary Analysis* below, it can be seen that the strengths possessed in *Bio-Slurry* marketing at KPSP Setia Kawan Nongkojajar are Product Supervision (*bio-slurry*) from Private (KPSP Setia Kawan Nongkojajar and PT.Pupuk Suburkan Negeri (PSN) being the main strength with the most dominant score weight of 0.31 (S4.2). The second strength of *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is Continuous *bio-slurry* Products from Farmers with a score weight of 0.25 (S2). And the third strength of *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is a certified product (*bio-slurry*) with a score weight of 0.19 (S1).

Table 1. Internal Factor Analysis Summary

No.	Internal Factors	Weight	Rating	Weight * Rating
Strength (Strength)				
1	S1	0.06	3.00	0.19
2	S2	0.08	3.00	0.25
3	S3	0.04	2.00	0.08
4	S4.1	0.03	2.00	0.07
5	S4.2	0.10	3.00	0.31
6	S4.3	0.03	1.00	0.03
7	S4.4	0.03	1.00	0.03
8	S4.5	0.07	2.00	0.14
9	S5.1	0.04	2.00	0.08
10	S5.2	0.05	3.00	0.15
11	S5.3	0.05	2.00	0.10
12	S5.4	0.05	2.00	0.10
13	S5.5	0.04	1.00	0.04
Total Score Strength		0.69		1.58
Weakness				
1	W1	0.05	3	0.15
2	W2	0.05	3	0.15
3	W3	0.07	3	0.21
4	W4	0.08	3	0.23
5	W5	0.06	3	0.19
Total Score Weakness		0.31	0.92	
Total IFE Score		1.00	2.50	



Source: Questionnaire data processed (2023)

Based on Table 1 above, it can be seen that the weaknesses in *bio-slurry* marketing at KPSP Setia Kawan are the Form of Product Packaging from *bio-slurry* being the main weakness (W4) with a score weight of 0.23. The second weakness in *bio-slurry* marketing at KPSP Setia Kawan is HR (Human Resources) in Marketing (W5) with a score weight of 0.25. And the third weakness of *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is the means of promoting the production of *bio-slurry* (S3) with a score weight of 0.19.

EFE Matrix Analysis

Astuti, *et al.*, (2020) argue that external factor analysis (*External Factor Analysis Summary*) using the EFE matrix in analyzing the influence of the external environment can be done through the identification of external factors of the *bio-slurry* marketing strategy at KPSP Setia Kawan Nongkojajar, so that the opportunities and threats of the company's *Bio Slurry* marketing strategy can be known. The EFE matrix is calculated based on weights and ratings to show the external conditions of KPSP Setia Kawan Nongkojajar marketing, in the form of opportunities and threats owned.

Table 2 *External Factor Analysis Summary Analysis* below, it can be seen that the opportunities possessed in *bio-slurry* marketing at KPSP Setia Kawan are the Product Content of *bio-slurry* (O4) being the main opportunity with the most dominant score weight of 0.40. The second opportunity for *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is the Product Name of *bio-slurry* Packaging from Farmers (O3) with a score weight of 0.37. And the third opportunity for *bio-slurry* marketing at KPSP is the Farmer Response to *Bio Slurry* (O1), Product Demand and Market Potential of *bio-slurry* (O2), Production Regulations from *bio-slurry* for Increasing Agricultural Production (O5) with a score weight of 0.26.

Table 2. *External Factor Analysis Summary*

No.	External Factors	Weight	Rating	Weight* Rating
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Opportunity

1	O1	0.09	3	0.26
2	O2	0.09	3	0.26
3	O3	0.12	3	0.37
4	O4	0.13	3	0.40
5	O5	0.09	3	0.26
Total Score	Opportunity	0.51		1.54
Threat				
1	T1	0.09	3	0.26



2	T2	0.09	2	0.17
3	T3	0.13	3	0.40
4	T4	0.10	3	0.29
5	T5	0.09	2	0.17
Total Score Threat		0.49	1.29	
Total Score EFE		1.00	2.83	

Source: Questionnaire data processed (2023)

Based on Table 2 above, the *External Factor Analysis Summary Analysis* also shows the threat posed in *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is the availability of raw materials from *bio-slurry* (T3) being the main opportunity with the most dominant score weight of 0.40. The second threat to *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is Technological Innovation from *bio-slurry* from Farmers (T4) with a score weight of 0.29. The third threat of *bio-slurry* marketing at KPSP Nongkojajar is the Farmer Response to *bio-slurry* (T1), with a weighted score of 0.26. And the fourth threat of *bio-slurry* marketing at KPSP Setia Kawan Nongkojajar is Competitor Products from *bio-slurry* (T2) and Bargaining Position (Farmers - *bio-slurry*) to KPSP Setia Kawan (T5), with a score weight of 0.17.

SWOT Quadrant Chart

The SWOT quadrant graph or cartesian diagram is obtained from the results of the calculation of the IFE - EFE Matrix score above (Table 1 and Table 2), the S- W and O-T score values are calculated to determine the X and Y axes, more clearly can be seen in Table 3. As follows:

Table 3. Calculation of X and Y Axis Values

IFE		EFE	
Category	Score	Category Opportunity (O)	Score
Strength (S)	1.58	Threat (T)	1.54
Weakness (W)	0.92		1.29
X (Total (S-W))	0.66	Y (Total (O-T))	0.26

Table 3. obtained the point value on the X axis (0.66) shows the results of the calculation of the score matrix of internal factors (IFE). In contrast, the point on the Y axis (0.26) shows the results of the calculation of the score matrix of external factors (EFE). Then, the meeting line between the two is drawn. This graph shows the *bio-slurry* marketing strategy at KPSP Setia Kawan Nongkojajar, can be seen in Figure 3, as follows:

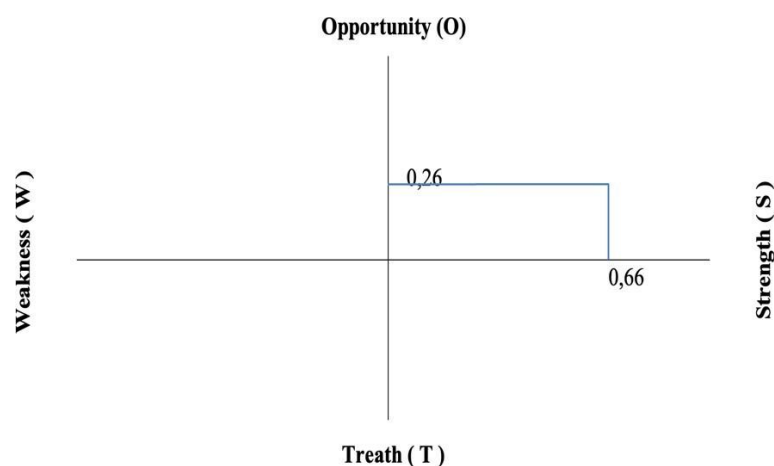


Figure 3. Quadrant diagram of SWOT analysis of *bio-slurry* Marketing Strategy KPSP Setia Kawan Nongkojajar, Pasuruan, Indonesia

Based on Figure 3. it is known that the results of the analysis place the KPSP Setia Kawan Nongkojajar, Pasuruan, Indonesia, *bio-slurry* marketing strategy in the first quarter, namely the SO (Strenght and Opportunity) Strategy.

DISCUSSION

The results of this SWOT analysis research study found that *the bio-slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia is a very profitable SO (*Strenght* and *Opportunity*) position, where the marketing strategy has opportunities and strengths, so that it Can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (*Growth Oriented Strategy*). To realize a marketing strategy that uses the strength of certified products (*bio-slurry*) through supervision from the private sector (KPSP Setia Kawan Nongkojajar, Pasuruan, Indonesia and PT.PSN Pupuk Suburkan Negeri) and continuous *bio-slurry* products from breeders, by maximizing the utilization of opportunities that *bio-slurry* products have with efforts to further maintain the quality of the product content of *bio-slurry*, and improve the product *brand of Bio-Slurry* packaging from breeders and maintain the continuity of breeder responses, product demand and market potential on *bio-slurry*, and maintain production regulations from *bio-slurry* in increasing agricultural production with organizational management and always prioritizing customer satisfaction, increasing cooperation with investors by maintaining the company's good name, increasing product quantity and expanding marketing networks.

These results are in line with several marketing strategists' opinions: Grönroos and Ravald

(2020): Marketing strategy is the process of formulating and implementing an action plan to build long-term relationships with customers and taking into account environmental factors such as technology, innovation, and sustainability. Han et al. (2019): Marketing strategy is a systematic approach to developing, positioning, and managing product or service offerings with the aim of meeting customer needs and wants, and creating value for the company.

Kotler and Keller (2019): Marketing strategy is the process of selecting and targeting specific markets and developing an integrated and coherent action plan to position the company's offerings so as to create value for customers and generate profits for the company. Tsotsou and Vlachopoulou (2018): Marketing strategy is the process of developing an action plan to position a product or service in a selected market by considering customer needs and preferences, market conditions, and company capabilities. Payne and Frow (2018): Marketing strategy is the process of developing and implementing an integrated action plan to achieve marketing objectives by considering organizational goals, customer needs, and environmental and technological factors. Jain and Haley (2017): Marketing strategy is a systematic approach to identifying customer needs, building long-term relationships with customers, and developing products and services that meet customer needs and optimize value for the company.

4. CONCLUSIONS

The internal environmental conditions (IFE) of the *bio-slurry* marketing strategy at KPSP Setia kawan Nongkojajar have the main strength in the product supervision (*bio-slurry*) from the private sector (KPSP Setia Kawan Nongkojajar and PT.PSN (Pupuk Subukan Negeri)) with the highest score weight, then followed by continuous *bio-slurry* products from certified breeders. This internal condition also has a major weakness in the form of product packaging from *bio-slurry* which is not very suitable in improving marketing strategies that are only in sack packaging and if possible can be in smaller packaging so that it covers many consumers, for example in urban areas to get products from the *bio-slurry*. While the external environmental conditions that have the greatest opportunity are mainly in the product content of *bio-slurry* which is very complete from other organic products such as Kohe (high in macro and micro nutrients), and from this external environment has the greatest threat to the availability of raw materials from *bio-slurry* which is very abundant.

The right *bio-slurry* marketing strategy at KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar Pasuruan, East Java, Indonesia is the SO (Strength and Opportunity) strategy is a marketing strategy that optimizes opportunities with the strengths possessed by KPSP (Dairy



Farmer Cooperative) Setia Kawan Nongkojajar, Pasuruan, East Java, Indonesia.

Suggestions

KPSP (Dairy Farmer Cooperative) Setia Kawan Nongkojajar, Pasuruan, East Java, Indonesia is expected to seek cooperation with many which are not only monopolized by PT. Pupuk Suburkan Negeri (PNS) alone, by working with many investors can make the product name more widely known, maintain the company's good name, increase product quantity and expand the marketing network through the findings of the SO (*Strenght and Opportunity*) strategy strategy by optimizing the strength of the product brand brand and continuous production of bio-slurry with the main opportunity for the product content of *bio-slurry* which is very complete from organic products, such as high compost – probiotic (high in macro and micro nutrients).

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