

Durian Marketing Strategy in Medan City: SWOT Analysis Approach, QSPM, CPM Method

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Abstract. The purpose of this study was to identify internal and external factors influencing the marketing strategies of two large local durian sellers in Medan City and to determine alternative local durian marketing strategies in Medan City using the Competitive Profile Matrix (CPM) method. This study employed quantitative analysis methods using SWOT analysis and Competitive Profile Matrix (CPM) analysis. The data sources used were primary and secondary data, with 10 sellers from each group. The sample for durian sellers and consumers was determined using purposive sampling. The results of this study indicate that the determining factors for durian marketing success are taste, packaging design, price, label completeness, packaging quality, sales location, and packaging color. The CPM analysis showed that Ucok Durian had the highest score, with a score of 2.8588. The strategies formulated for the sustainable competitiveness of the durian business are: 1) Emphasizing various product advantages, including strategic sales locations, constant stock availability, consistent taste, and maintaining permits and operational standards. 2) Innovating and improving the quality of durian souvenir packaging. 3) Pricing should be competitive with competitors.

Keywords: Durian, Marketing Strategy, SWOT Analysis

1 Introduction

Durian is not only consumed directly, but also serves as the base ingredient for various high-value processed products, such as durian dodol, durian pancakes, jam, ice cream, and fermented drinks. These processed products not only extend the shelf life of durian fruit, but also increase its selling value and expand its market share, especially among young consumers and tourists. With the increasing public awareness of local product consumption and the trend towards a healthy lifestyle, durian has great potential to be developed as a competitive and sustainable leading agribusiness commodity [1].

In the national context, durian production has been increasing year on year. This increase indicates that durian has bright prospects as one of the country's strategic horticultural commodities. However, this increase in production has not been fully accompanied by an optimal distribution system and marketing strategy. In some regions, including the city of Medan, the marketing of local durians is still conventional and has not been fully integrated with developments in digital technology and modern consumer behavior. This poses a challenge for businesses to compete, especially in the face of an increasingly competitive market.

The city of Medan itself is one of the major cities on the island of Sumatra that has great potential as both a production center and a distribution center for durian. The presence of various durian business centers, such as Ucok Durian and Bolang Durian, is proof that durian is not only an agricultural commodity, but also has high tourism and economic value. Ucok Durian has become an icon of culinary tourism that is widely known and able to attract tourists from various regions, even from abroad. On the other hand, Bolang Durian demonstrates a modern business approach by utilizing social media and digital platforms to expand its market reach. These two businesses represent different marketing models: one based on brand strength and direct experience, and the other on digital strength and promotional innovation.

This phenomenon shows that in the context of local durian marketing, an adaptive strategy based on an analysis of internal strengths and weaknesses, as well as external opportunities and threats, is needed. One method that can be used to analyze competitive positioning and develop marketing strategies is the Competitive Profile Matrix (CPM). The CPM method allows for comparisons between businesses based on key success factors, such as

product quality, price, customer service, innovation, and promotional strategies [2]. With this approach, businesses can determine their relative position compared to competitors and formulate more appropriate and superior marketing strategies.[3]

In addition to CPM, integrating SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) can strengthen local durian marketing strategies. By combining these two approaches, businesses can not only identify internal and external factors that affect their business performance, but also formulate more accurate and realistic strategies to face the challenges of an ever-changing market.[4]

The novelty of this study does not lie in the analytical techniques themselves, but in their integrated application to the local durian agribusiness sector in Medan City, which combines culinary tourism, local branding, and traditional marketing characteristics. Unlike previous studies that generally analyze only SWOT or marketing strategies separately, this research integrates SWOT, CPM, and QSPM into a single decision-making framework to identify competitive positioning and prioritize strategic alternatives for leading local durian businesses. Therefore, the contribution of this study is an empirical strategic framework that can serve as a reference for similar local agribusinesses.

2 Research Method

This research was conducted in Medan City, North Sumatra Province, with two local durian businesses as the research subjects, namely: Ukok Durian and Bolang Durian. These two businesses were chosen because they are large in scale, have a strong presence in the local market, and represent a variety of durian marketing strategies in Medan City. This research was conducted from July to September 2025.

This study employed purposive sampling because the objective was strategic analysis rather than statistical inference. The selected respondents consisted of business owners, sellers, and consumers who possessed sufficient knowledge regarding the operational and marketing characteristics of the two leading durian businesses. Since SWOT, CPM, and QSPM emphasize strategic assessment rather than population estimation, the sample was intended to obtain in-depth managerial information rather than statistical generalization. Nevertheless, we acknowledge that a larger sample would improve external validity, and this limitation has now been explicitly discussed.

This study uses three main analytical approaches:[5]

- a. SWOT Analysis
- b. Quantitative Strategic Planning Matrix (QSPM)
- c. Competitive Profile Matrix (CPM)

The SWOT factors were generated through direct field observations, structured interviews with business owners and sellers, and supporting evidence from previous literature concerning agribusiness marketing strategies. The identified factors were subsequently cross-checked among respondents to ensure consistency and minimize subjectivity. This triangulation process strengthened the validity of the strategic factors included in the IFAS and EFAS matrices.

The weights, ratings, and attractiveness scores were assigned through consensus among the research team after compiling information from interviews, field observations, and respondent assessments. All strategic factors were evaluated using identical criteria for both businesses to maintain consistency. Although this study did not perform formal inter-rater reliability testing or sensitivity analysis, we acknowledge that these approaches would further strengthen the robustness of the findings. Accordingly, this limitation has now been explicitly stated in the manuscript.

Ukok Durian and Bolang Durian were intentionally selected because they are widely recognized as the two most prominent local durian businesses in Medan City and represent different marketing characteristics. Ukok Durian emphasizes strong brand reputation and culinary tourism experience, whereas Bolang Durian demonstrates greater utilization of digital promotion and product innovation. Therefore, these businesses provide an appropriate comparison for strategic benchmarking. Nevertheless, we agree that future studies involving additional competitors would provide a broader representation of the competitive landscape.

3 Results and Discussion

3.1 SWOT Analysis of Ukok Durian Business

The prices are affordable for consumers and are comparable to the quality of the durians offered by Ukok Durian. Prices are determined based on the shape and aroma of the durian itself. If the durian does not meet the customer's preferences, it can be exchanged for another that better suits their taste.

- a. Weaknesses of Ukok Durian

The weaknesses of Ukok Durian are:

1. Ukok Durian's supply is unstable depending on the durian season itself, because Ukok Durian depends on certain suppliers only.

2. Ukok Durian does not utilize existing technology because its sales do not accept online sales or online orders, which could make it easier for customers.
 3. Ukok Durian has inadequate facilities, such as limited parking space and a limited number of tables and chairs.
 4. Ukok Durian's packaging is still relatively simple, so when consumers order it as a souvenir, it looks less attractive.
- b. Business Opportunities from Ukok Durian
- The opportunities offered by the Ukok Durian business are:
1. The rapid growth in demand for durian among the people of Medan and its surrounding areas, and even from outside the city of Medan, means that Ukok Durian has considerable opportunities in managing its business.
 2. The growing culinary tourism industry can enhance Ukok Durian's business opportunities.
 3. The development of the digital market can boost promotion and marketing for Ukok Durian's business. Ukok Durian can utilize existing social media platforms to promote and market its business, thereby increasing the number of customers interested in purchasing durians from Ukok Durian.
 4. Ukok Durian can leverage technological advancements and innovations by utilizing processed products such as pancakes, ice cream, and others to support its durian business.
- c. Threats to Ukok Durian Business
- The threats to Ukok Durian Business are:
1. The level of competition in the durian business is quite high due to the large number of durian businesses in Medan and the influx of imported durians, which can affect consumer interest in local durians.
 2. Extreme weather changes affect the availability of farmers, resulting in high bargaining power with suppliers during the off-season for durians.
 3. Unpredictable changes in consumer preferences cause demand for durians to become unstable.

3.2 Internal Factor Evaluation (IFAS Matrix) of Ukok Durian Business

Results of processing the internal factor analysis strategy (IFAS) matrix to determine ratings and weights, which are the results of

Table 1. IFAS Matrix for Ukok Durian Business

Internal Strategic Factors	Weight	Ratings	Score
Strengths			
1. The business is widely known by consumers	0,15	3,8	0,5588
2. Guaranteed and consistent durian quality	0,12	3,5	0,4118
3. Strategic and easily accessible business location	0,09	2	0,1765
4. The price matches the quality of the product	0,12	3,2	0,3765
5. Friendly and fast service	0,12	3	0,3529
Amount			1,87647
Weaknesses			
6. Durian supplies are not always stable every season	0,12	2,8	0,3294
7. Business promotion is still limited	0,09	2	0,1765
8. Business facilities are still inadequate	0,09	2	0,1765
9. Dependence on specific suppliers makes it difficult if there are supply issues	0,06	1,2	0,0706
10. Product packaging is still simple/inadequate	0,06	1,3	0,0765
Amount			0,8294
Total	1,00		2,7059

Table 1 shows that the IFAS (Internal Analysis Summary) matrix calculation results indicate a total internal factor value of 2.7059, with a strength value of 1.87647 and a weakness value of 0.8294. This indicates that Ukok Durian's internal position has the strength to overcome its problems.

3.3 External Factor Evaluation (EFAS Matrix)

The results of the External Factor Analysis Strategy (EFAS) matrix processing to determine ratings and weights are the results of surveys conducted at business locations.

The EFAS (External Analysis Summary) matrix calculation results show a total external factor value of 4.9059 with an opportunity value of 1.6148 and a threat value of 0.5852. This indicates that Ukok Durian's external position has the opportunity to overcome its threats.

Based on the IFAS and EFAS calculations, the results show that:

a. Internally: Strength > Weakness

$$2.8102 > 0.2524$$

b. Externally: Opportunity > Threats

$$1.9526 > 1.092$$

Based on these results, it can be confirmed that the strategy to be used is an aggressive strategy.

3.4 Quantitative Strategic Planning Matrix Analysis

Based on the previous matrices, an effort was made to select three strategies that could be implemented, namely "Utilizing a strategic business location to sell durians at lower prices but with good quality," "Promoting products to national and international markets by utilizing various online sales sites," and "Developing technological knowledge by utilizing new product features through adaptation, modification, combination, and innovation tailored to the needs of society and the times." If each factor influences the strategy, the strategy is given an AS rating between 1 and 4 (no appeal to high appeal). However, if a factor does not influence the strategy, it is given an AS of zero. The work is done row by row, and the same AS is not given to different strategies in the same row. The higher the Total AS value (STAS = Sum Total Attractiveness Scores), the more the strategy should be implemented first.

The QSPM matrix for Ukok Durian's business strategy 1 (Utilizing a strategic business location to sell durians at lower prices but with good quality) has a total influence score of 5.62. Strategy 2 (Promoting products to national and international markets by utilizing various online sales sites) has a score of 6.07, and Strategy 3 (Developing technological knowledge by utilizing new product features through adaptation, modification, combination, and innovation tailored to the needs of the community and developments of the times) has a score of 5.91.

3.5 Competitive Profile Matrix Analysis

A competitive profile matrix was conducted to obtain an overview of how Ukok Durian's business compares to Sibolang Durian's business. Samples were taken from traders and consumers of the two largest durian sellers in the city of Medan. Nineteen factors were identified, ranked, and weighted, then scored. The score is the product of the weight and rank. The score results show that Ukok Durian obtained a score of 2.8858. This score is higher than Sibolang Durian's score of 2.8518, which indicates that Sibolang Durian has the ability to compete with Ukok Durian.

Ukok Durian dominated the top rankings in the evaluation, with an overall score of 2.8858, higher than Sibolang Durian with a score of 2.8518. Ukok Durian was considered more appealing to the panelists.

Determining factors such as the quality of Ukok Durian products resulted in the highest score of 0.1790, while Sibolang Durian scored 0.1369. In the price category, Ukok Durian still scored the highest at 0.1428, while Sibolang Durian scored 0.1150. In the sales location category, Sibolang Durian scored higher at 0.1836, while Ukok Durian scored 0.155. In the promotion category, Ukok Durian scored 0.1482 and Sibolang Durian scored 0.1383. In the innovation category, Sibolang Durian achieved the highest score of 0.1929, while Ukok Durian scored 0.1291.

Hintoro and Wijaya (2021) emphasize that competitive strategies play a key role in determining the success and competitiveness of companies in the industry [6]. In durian marketing, competitive strategies are crucial to maintaining and improving market position with similar products. Identifying the vision, mission, and factors determining sales success are important steps. CPM analysis helps to understand the competitive position of sales in the market.

This study was designed to formulate business strategies instead of modeling consumer purchasing behavior. Consequently, regression analysis or Structural Equation Modeling (SEM) was beyond the scope of this research. We have clarified this distinction and recommended that future studies employ quantitative consumer behavior models to validate the relative influence of these variables.

Although digital transformation was highlighted in the Introduction, the current study primarily evaluated existing marketing practices of the selected businesses. Digital marketing indicators such as online engagement, customer reviews, social media analytics, and e-commerce performance were not quantitatively measured. Nevertheless, the proposed strategic recommendation regarding online promotion reflects an initial effort toward

digital transformation.

SWOT, CPM, and QSPM are strategic planning tools designed to prioritize alternative strategies rather than statistically validate causal relationships. Therefore, the recommendations should be interpreted as strategic priorities based on systematic strategic analysis.

4 Conclusion

The determining factors for success in durian marketing are taste, packaging design, price, label completeness, packaging quality, sales location, and packaging color. The results of the CPM analysis show that Uco Durian has the highest score, with a score of 2.8588. The strategies formulated for the sustainability of the durian business competition are 1) Highlighting product advantages, strategic sales locations, consistent stock availability, consistent taste quality, and maintaining operational standards. 2) Innovating and improving the quality of durian souvenir packaging. Pricing that is competitive with rivals. Market conditions, tourism intensity, supply chains, and consumer preferences differ across regions in Indonesia. Therefore, the proposed strategies should be viewed as adaptive strategic references rather than universally applicable solutions.

Future agribusiness competitiveness will increasingly depend on digital branding, Customer Relationship Management (CRM), e-commerce integration, supply chain optimization, and data-driven marketing analytics. Therefore, we have expanded the discussion to propose a more comprehensive future marketing framework that combines conventional competitive strategies with digital transformation. This recommendation provides practical directions for future research and managerial implementation within the Indonesian durian industry.

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