

Facing challenges, seizing opportunities: marketing communications of agricultural social enterprises in Indonesia

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Abstract. Agricultural social enterprises play a crucial role in addressing social and economic challenges in rural areas. However, their sustainability heavily depends on effective marketing communication strategies. This study aims to analyze the marketing communication strategies used by agricultural social enterprises in Indonesia, with a focus on identifying challenges, opportunities, and strategic approaches to enhance their market presence and social impact. Using a qualitative descriptive method, data were collected from six agricultural social enterprises through in-depth interviews. A SWOT analysis was conducted to systematically evaluate the strengths, weaknesses, opportunities, and threats influencing their marketing strategies. The findings were then synthesized to formulate strategic recommendations for enhancing marketing communication effectiveness. The findings reveal that limited funding, difficulties in customer engagement, and the need for continuous product education are significant obstacles, while opportunities exist in the form of digital media utilization, stakeholder collaboration, and increasing market awareness of locally sourced products. The study highlights the importance of integrating strategic partnerships and technology-driven innovations to enhance market competitiveness and social impact. This research offer valuable guidance for policymakers and social entrepreneurs in developing effective marketing strategies to strengthen business sustainability and expand social impact.

1 Introduction

Social entrepreneurship terminology has gained public attention as an innovative approach in addressing social, economic, and environmental challenges in a sustainable manner, including in rural areas, in the last two decades. In Indonesia, the dominant agricultural sector is carried out in rural areas, facing various challenges involving limited access to markets, capital, and technology which significantly hampers the productivity of smallholders. To address these challenges, agricultural social enterprises have emerged as a solution that is not only profit-oriented, but also aims to create sustainable social impact for local communities [1].

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As part of social entrepreneurship, agricultural social enterprises are unique entities with dual goals, namely economic benefits and social impact, and they are often faced with challenges in balancing these two aspects [2]. The imbalance between commercial and social goals often leads to business failure or limitations in business scale development [3]. In this context, marketing communication plays a very important role, not only in introducing products and services to consumers but also in building a broader understanding of the social value that social enterprises generate. Effective marketing communication is the key for agricultural social enterprises to stand out in the midst of competition with conventional commercial products. The rise of digitalization and increasing public awareness of socially impactful products have opened up new market opportunities. These trends enable social enterprises to enhance business sustainability [4]. However, limited internal resources and a lack of understanding of the right communication strategy are often obstacles to implementing innovative and collaborative marketing approaches.

Given these challenges and opportunities, this paper aims to explore marketing communication applied by agricultural social enterprises in Indonesia. Through an examination of the internal and external factors affecting their marketing approaches, alongside the development of strategies that incorporate strengths, weaknesses, opportunities, and threats via SWOT analysis, this study emphasizes the significance of strategic partnerships and technology-driven innovation in enhancing the competitiveness and societal impact of agricultural social enterprises.

This study analyzes case studies on six agricultural social enterprises in Indonesia. This research is expected to make a valuable contribution in understanding how marketing communication can be a strategic tool to expand social impact while addressing market challenges in an adaptive manner. This study provides new insights not only for social enterprises but also for other stakeholders such as policymakers and academics interested in inclusive and sustainable economic development. The research will provide theoretical insights into collaborative communication in agricultural social enterprises, and provide practical recommendations to help social enterprises improve the sustainability of their businesses and strengthen the social impact.

2 Methodology

This research adopts a constructivist framework combined with a qualitative descriptive methodology, which allows for an in-depth exploration of how agricultural social enterprises implement marketing communication strategies within their specific social and economic contexts. As a descriptive study, this research aims to provide a detailed understanding of marketing communication strategies applied by agricultural social enterprises in their specific social contexts, condition, or relationship through the use of words or numerical data [5]. In-depth interviews were conducted with key individuals from six agricultural social enterprises: Kulaku, Rumah Mocaf Indonesia, Beranda Natural, Rumah Sehat Qifa, Nichoa Chocolate, and Qanagara. To ensure rich variation in the data, the selection criteria included product diversity, marketing reach, social impact, geographical variety, sustainable practices, and potential for marketing innovation. This approach aims to deliver broader and more relevant insights for effective marketing communication strategies within Indonesia's agricultural social enterprise sector.

Table 1 presents a brief profile of the agricultural social enterprises as the cases of this study. As shown in table 2, agricultural social enterprises have supported the empowerment of local farmers and increase market access through product diversification and diversified marketing strategies. The social enterprises are spread across various regions in Indonesia with a focus on local commodity-based products such as coconut, mocaf flour, organic food, chocolate, and patchouli oil. The group of business beneficiaries is dominated by farmers of

related commodities, showing that the social enterprise plays an essential role both in the economic aspect and also in the empowerment of the farmer community. This reflects the importance of adaptive and innovative marketing communication strategies to scale social businesses and expand their social and economic impact.

Table 1. Brief profile of research informants.

| Business Name | Location | Product Type | Marketing Area | Beneficiaries |
|-----------------------|----------------------------|--|--|---|
| Kulaku Indonesia | Banyuasin, South Sumatra | Coconut oil; VCO; EVCO; Cocopot; Nata de coco | National, International/ Global | Coconut farmer and the children of coconut farmer |
| Rumah Mocaf Indonesia | Banjarnegara, Central Java | Mocaf flour; mocaf cookies, premix based mocaf flour | Local, National, Regional, International | Cassava Farmers |
| Beranda Natural | Bekasi, West Java | Food & beverages | Local | Consumer |
| Rumah Sehat QIFA | Palembang, South Sumatra | Organic healthy food | Local, national | Consumer |
| Nichoa Chocolate | Magelang, Central Java | Assorted Chocolate, Specialty chocolate, chocolate drinks, cookies, brownies | National, International/Global | Local chocolate farmers and consumers |
| Qanagara | Aceh, NAD | Patchouli perfume | Local | Patchouli farmers |

This study uses SWOT analysis to achieve the research objectives. “The SWOT analysis process begins with identifying internal and external factors in the marketing communication process carried out by social enterprises. These factors are categorized into four components, namely strengths, weaknesses, opportunities and threats. To further analyze these internal and external factors, the study employs the IFAS and EFAS matrices. The strengths and weaknesses will be grouped in the IFAS (Internal Factors Analysis Summary) matrix while the opportunity and threat factors will be part of the EFAS (External Factors Analysis Summary) matrix calculation.

The next step involves assigning weights to these factors using a value range from 0.0 (not important) to 1.0 (very important). Weights are determined using the pairwise comparison method, based on a 4-point scale, from 4 (very strong) to 1 (weak) based on the influence given by agricultural social enterprises in developing their marketing communication. The weight value of each factor is determined by dividing the number of values by the sum of the total values of the factors using the formula:

$$A_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Information:
Ai = weight of the i-th factor
Xi = i-th factor value
i = 1,2,...,n

The next stage is to measure the value of the weighting score in the IFAS and EFAS groups, which is obtained from the result of multiplying the number of weights of each factor and the rating obtained. The score value is then applied to the strategic position analysis matrix to find out the position of social enterprises at this time. The meeting point of the X axis representing internal factors and the Y axis for external factors in the quadrant in the

matrix will determine the focus of the strategy that must be used by agricultural social enterprises in carrying out marketing communication strategies. The X and Y axis values are calculated using the following formulas:

$$X = \text{Total Strengths} - \text{Total Weaknesses}$$

$$Y = \text{Total Opportunity} - \text{Total Threat}$$

The last step in this analysis is to design a marketing communication strategy by filling out the SWOT matrix. This matrix will recommend 4 strategies that are formulations of the internal and external conditions that have already been identified. Of the 4 strategies, the main strategy that will be recommended is the strategy that is the coordinate point of the calculation carried out in the previous stage.

3 Result and discussion

3.1 Overview of marketing communication of agricultural social enterprises in Indonesia

In agricultural social enterprises, marketing communication is used not only to promote products but also to convey their embedded social missions. Marketing communications conducted by agricultural social enterprises rely on social media and an organic approach to their marketing communications, focusing on daily frequency and internal management [6]. Analysis related to marketing communication media, frequency, proportion of costs, and implementation responsibilities in agricultural social enterprises are summarized in Table 2 that illustrates that all social enterprises leverage social media as their primary communication channel, underscoring its cost-effectiveness in reaching target consumers. Moreover, 83.33% of these enterprises utilize word-of-mouth strategies, highlighting the significance of trust and reputation within the realm of social entrepreneurship. While offline initiatives, such as exhibitions and pop-up markets, continue to be effective for engaging directly with consumers, other channels including e-commerce, radio/TV, digital advertisements, WhatsApp, and collaborative efforts are less frequently employed (16.67%), potentially due to resource limitations or insufficient experience among operators. Social enterprises predominantly emphasize cost-effective digital media, particularly social media, along with organic word-of-mouth marketing.

However, the minimal utilization of e-commerce and partnership strategies indicates potential areas for enhancing market outreach. In terms of the frequency of marketing communications, 50% of operators engage with their audiences daily, demonstrating a strong commitment to consumer interaction. Conversely, 30% opt for weekly communications to maintain efficiency, while 16.67% communicate every month, which may reflect targeted marketing strategies or limitations in capacity. Marketing budgets, ranging from 5–20% of total costs, reflect both resource limitations and the strategic importance of clear communication. A majority of social enterprises depend on internal teams for their marketing efforts, signifying a focus on cost efficiency and confidence in their competencies, while a subset employs a combination of internal and external resources for specialized marketing campaigns.

The findings provide important insights into the marketing communication strategies implemented by social enterprises, reflecting their strategic approach in reaching audiences with limited resources. Social media is the main communication channel for social enterprises that often operate with limited financial and human resources, while word-of-mouth marketing is also carried out to maximize their social reach and impact [7, 8]. This

trend can be explained through the Integrated Marketing Communication Theory (IMC), which emphasizes the importance of consistency in message delivery across multiple platforms. Social enterprises use social media to build narratives that align with their social mission, thus ensuring ongoing engagement with stakeholders. To better understand the communication practices of these enterprises, Table 2 presents key data on media use, communication frequency, and resource allocation

Table 2. Marketing communication in agricultural social enterprises.

| | | |
|--|--------------------------------------|-------------------|
| Marketing Communication Media | Media Type | Percentage |
| | Social Media | 100.00 |
| | Website | 50.00 |
| | Marketing Email | 50.00 |
| | Radio/TV | 16.67 |
| | Event/Exhibition/ Pop-up Market | 66.67 |
| | Word of Mouth | 83.33 |
| | E-commerce | 16.67 |
| | Collaboration with other stakeholder | 16.67 |
| | Digital Ads | 16.67 |
| | WhatsApp | 16.67 |
| Marketing Communication Frequency | Frequency | Percentage |
| | Daily | 50.00 |
| | Weekly | 33.33 |
| | Monthly | 16.67 |
| Cost of Marketing Communication | Proportion of Marketing Costs | Percentage |
| | 5-10 % | 50.00 |
| | 11-20 % | 50.00 |
| Marketing Communications Officer | Person in Charge | Percentage |
| | Internal Team | 83.30 |
| | External Team | 0.00 |
| | Combination (Internal & External) | 16.67 |

The minimal use of alternative marketing channels such as e-commerce, radio/TV, and digital advertising (16.67%) reflects challenges associated with inadequate funding and a shortage of technical expertise [9]. Furthermore, the lack of collaborative marketing initiatives implies that social enterprises are not fully leveraging the benefits of strategic partnerships. Collaborating with other organizations could facilitate the expansion of market networks and enhance resource accessibility for social enterprises [10].

These findings highlight several strategic implications for refining marketing communications within social enterprises by broadening the utilization of digital platforms, strengthening partnerships, assessing communication frequencies, and diversifying marketing strategies across various channels.

3.1.1 Marketing communications contents

Marketing communication is a core component of social business strategy. It helps enhance brand visibility, build customer relationships, and convey the social value of products and services. In the realm of social enterprises, marketing transcends mere commercial concerns to encompass the realization of social impact. The graph presented in Figure 1 depicts informan’s perceptions regarding the significance of various elements of marketing communication utilized by social enterprises.

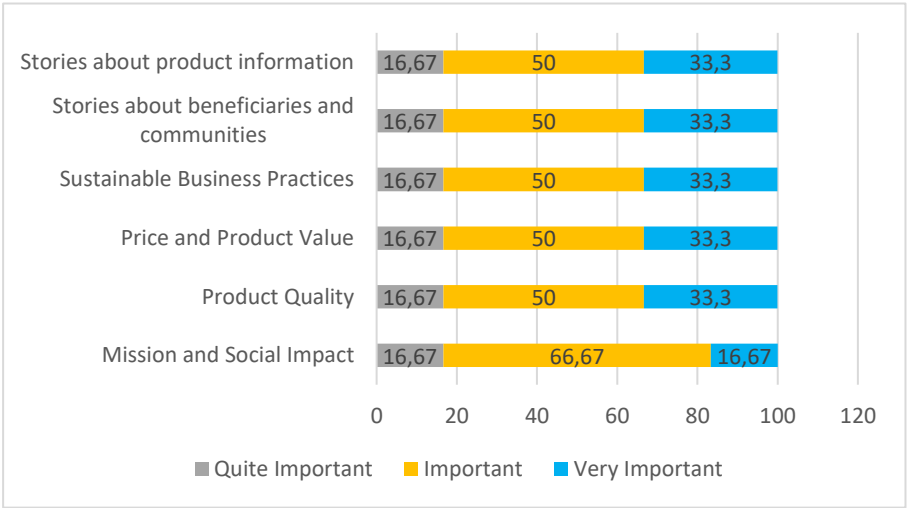


Fig. 1. Agricultural social entrepreneur perceptions regarding the significance of various elements of marketing communication content.

All aspects of marketing communication content emerge as the pivotal component in marketing communication, with the majority of respondents categorizing it as "very important" or "important." This underscores the necessity for social enterprise consumers to have access to clear product information before making purchase decisions. Furthermore, product quality, price, and perceived value received high ratings as well, highlighting that consumers prioritize functional attributes in conjunction with social value. These results show that consumers are looking for a balance between social and economic benefits. In addition, the mission and social impact distinctive to social enterprises plays a significant role in fostering consumer loyalty and differentiating brands [11]. Nevertheless, while narratives related to beneficiaries and sustainable practices are important, their significance varies, indicating that consumers tend to prioritize direct product-related aspects and the perceived benefits associated with them.

3.1.2 Perception of agricultural social enterprises on the impact of marketing communication

Marketing communication in agricultural social enterprises is an essential process to increase brand awareness and foster consumer relationships. An effective communication strategy can contribute to increased customer loyalty, willingness to pay, and an enhanced comprehension of social enterprises social value. The graph in Figure 2 illustrates the perception of agricultural social enterprises regarding the impact of marketing communication on several key indicators.

A primary advantage identified by participants is the enhancement of brand awareness. A consensus emerged among many that effective marketing communication takes an essential role in the public recognition of the products. This underscores that consistent messaging articulates the unique value of agricultural social enterprises to a wider audience. Furthermore, the comprehension of social value surfaces as a crucial outcome of marketing communication. Several participants noted that marketing elevates awareness regarding their

social objectives. This aligns with the principles of social value marketing, where consumers are drawn to products that deliver tangible benefits and resonate with their values [12].

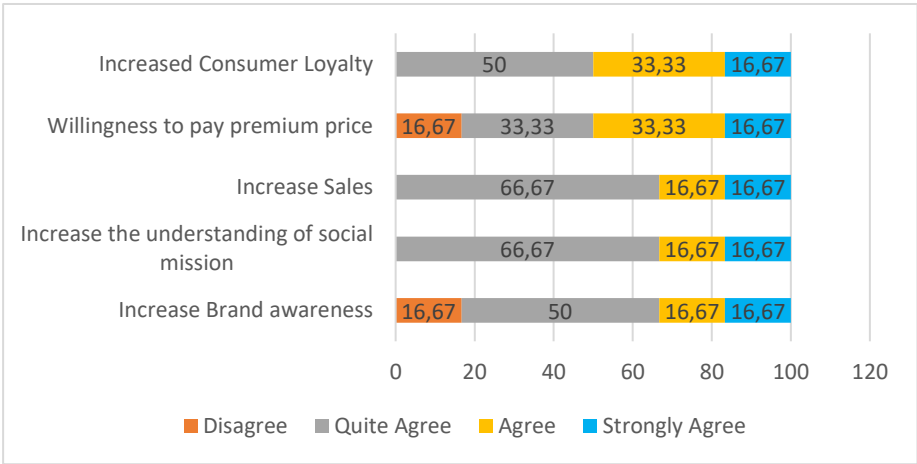


Fig. 2. Perception of agricultural social enterprises on the impact of marketing communication.

The acknowledgment of marketing's impact on sales growth varied among respondents. While the majority expressed "quite agree" or "agree" regarding marketing's direct influence on sales, a minority voiced uncertainty. This indicates that, despite marketing's efficacy in amplifying awareness, other factors such as product quality and pricing remain pivotal in consumer decision-making. The inclination to accept a premium price received lower levels of agreement; nonetheless, it remains pertinent for certain segments [13, 14]. This suggests the success of strategies that emphasize product value and social impact. Finally, customer loyalty is another advantage associated with effective marketing communication. Numerous participants conveyed strong support, highlighting the importance of authentic communication in nurturing enduring customer relationship [15].

3.2 SWOT Analysis

The development of marketing communication strategies for agricultural social enterprises is carried out through an assessment of strengths, weaknesses, opportunities, and threats, which is then translated into strategic planning based on these findings.

3.2.1 Strength

Strength can be considered in determining the marketing communication strategy of agricultural social enterprises. This study identified the following key strengths that shape the marketing communication strategies of agricultural social enterprises:

1. Unique product stories
The product has a strong story related to local community empowerment, environmental sustainability, and a healthy lifestyle. Some of the social enterprise cases in this study started this business with their experiences and life stories as children of coconut farmers, some began with an empowerment program carried out for cassava farmers, this can be a major attraction for customers who care about social impact.
2. Local impact
Agricultural social enterprise product contributes directly to the economy and welfare of the local community, such as social enterprises Kulaku, Nichoa Chocolate, Rumah

Mocaf and Qanagara which contribute to improving the welfare of local farmers, thereby increasing support from the community and stakeholders.

3. Innovative marketing

Social media is still the main channel in marketing communication, where the adoption of innovative marketing techniques, partnerships with influencers, and narrative-based campaigns will increase customer recognition and engagement.

3.2.2 Weaknesses

Weaknesses are internal factors that affect a business. They can obstruct the growth and marketing effectiveness of agricultural social enterprises. These weaknesses indicate the need for capacity building and consistent messaging strategies to strengthen engagement. In this study, the weaknesses in marketing communication of agricultural social enterprises are:

1. Limited funding

Participants in this study admitted that limited marketing budgets are a major obstacle in expanding market reach and increasing brand awareness, So that in practice they use a lot of cheaper communication platforms but are felt to be quite effective, such as the use of social media.

2. Customer engagement challenges

The difficulty of building a sustainable relationship with customers is due to a lack of adequate resources and communication skills. Some social businesses engage through social media, but often do not do it regularly due to limited resources and mastery of technology.

3. Need for product education

Social-based products often require continuous education and campaign for customers to understand the added value of the product, thus adding to the challenges in marketing.

3.2.3 Opportunity

Opportunity refers to favorable conditions in the business environment that serve as an external element and can be utilized to expand the market and increase the growth of agricultural social enterprises. Opportunities that can be identified from this social business marketing communication process are:

1. Digital media utilization

The use of social media and other digital platforms provides a better opportunity to be able to connect with a larger audience and can reduce costs compared to conventional marketing techniques.

2. Stakeholder collaboration potential

Opportunities to work with governments, NGOs, and the private sector to get support in the form of funding, training, and market expansion. The potential for collaboration will be obtained if the business are also networked in social enterprise ecosystem. The majority of the social enterprises in the research recognized that participating in the social enterprise ecosystem would enhance their chances of collaborating and obtaining the necessary resources.

3. Increased market awareness of local products

Customer data from social media, e-commerce, and surveys can be used to understand customer preferences and behaviors and improve more effective marketing strategies.

3.2.4 Threats

Threats are external factors that have the potential to hinder the growth of agricultural social enterprises. These challenges must be anticipated to reduce their impact on the business. Several identified threat factors include:

1. Competition with commercial products
The abundance of similar products on the market can lead to price pressures and demand stronger differentiation to attract customers.
2. Lack of government regulatory support
Government policies related to food, sustainable agriculture, and trade can have an impact on the operation and marketing of agricultural social enterprises.
3. Changes in market preferences
Customer trends and preferences can change rapidly, thus demanding flexibility and continuous innovation in marketing.

3.2.5 Internal factor analysis

Internal and external factor analysis is carried out after identifying the strengths, weaknesses, opportunities, and threats faced by agricultural social enterprises in their marketing communications. At this stage, it will produce IFAS and EFAS matrix that assess strengths and weaknesses on the internal and external sides. The findings from the IFAS matrix are presented in Table 3.

Internal factor analysis is carried out to understand the strengths and weaknesses faced by agricultural social enterprises in implementing their marketing communications. Table 3 shows the evaluation of internal factors based on the value weight, significance level, and score obtained from the multiplication of the two components.

Table 3. Internal factor analysis of marketing communication of agricultural socio enterprise.

| Internal Factor | Value (0-1) | Rate (1-4) | Score=(Vx R) |
|-----------------------------------|-------------|------------|--------------|
| Strength | | | |
| a. Unique product stories | 0,30 | 4 | 1,20 |
| b. Local impact | 0,20 | 3 | 0,60 |
| c. Innovative marketing | 0,20 | 3 | 0,60 |
| Total Score | 0,70 | | 2,40 |
| | | | |
| Weakness | | | |
| a. Limited funding | 0,40 | 2 | 0,80 |
| b. Customer engagement challenges | 0,30 | 3 | 0,90 |
| c. Need for product education | 0,30 | 2 | 0,60 |
| Total Score | 1,00 | | 2,30 |
| Internal Score (S-W) | | | 0,10 |

The IFAS matrix shows that agricultural social enterprises have great potential with key strengths in the form of unique product stories and local impacts. However, constraints such as limited funding and challenges in product education must be overcome to improve competitiveness and sustainability. Social narrative-based strategies, marketing innovation, and funding diversification are important steps to achieve these goals.

Table 3 presents the internal analysis factors pertaining to strengths and weaknesses. The Strengths Analysis indicates a Total Weight of 0.70 and a score of 2.40, signifying that social entrepreneurs have numerous advantages to leverage. The primary strength factors identified are:

1. **Unique Product Stories:** Unique product stories received the highest rating (1.20), reflecting the emotional appeal and authenticity of the social enterprises' missions. Compelling and authentic stories can create a strong emotional connection between the product and the consumer. In this study, the product story is usually related to partner farmers, the sustainable production process, and the social and environmental impact produced by the product.
2. **Local Impact:** This element, weighted at 0.20 with a score of 3, contributes 0.60. Local impact can be a major force in the development of agricultural social enterprises in Indonesia because social enterprises that focus on community empowerment and improving the quality of life of local farmers can build stronger relationships with consumers and create benefits that are immediately felt in the community. In this study, most of the social enterprises have local community beneficiaries, such as Kulaku, which provides benefits to the welfare of coconut farmers in Banyuasin, South Sumatra, Rumah Mocaf which has an impact on cassava farmers in Banjarnegara, or Nichoa with the beneficiaries of chocolate farmers in the Temanggung area.
3. **Innovative Marketing:** Similarly weighted at 0.20 and scoring 3, this factor also contributes 0.60 to the overall strength assessment. Through innovative marketing approaches, agricultural social enterprises can introduce their products to consumers in a more effective, engaging, and socially impactful way. Currently, the marketing communication method that is widely used by social enterprises is to utilize new media such as social media, and conventional media such as word-of-mouth communication

The weakness analysis yields an overall score of 2.30, indicating substantial challenges. The three primary disadvantages identified are as follows:

1. **Limited Funding,** resulting in a score of 0.80 with a weight of 0.40 and a rating of 2. Limited financial resources are something experienced by almost all social enterprises in this research, where this can hinder the progress and competitiveness of social enterprises.
2. **Customer Engagement Challenges,** resulting score of 0.90 with a weight of 0.30 and ranked 3. Customer involvement in the marketing communication process plays a role in achieving profit goals and strengthening the social impact that social enterprises want to achieve. The difficulty that is often experienced by social enterprises in this study is how to engage consumers consistently through the selected marketing media, as well as provide a deep experience for consumers so that consumers have the desire to be part of the achievement of social enterprise impact.
3. **Need for product education,** reflecting to a score of 0.60 with a weight of 0.30 and rating of 2. The products of social entrepreneurship often have social value that is not directly visible to consumers, such as community empowerment, sustainability, or poverty reduction. Without a clear understanding, consumers may not see the benefits or positive impacts resulting from buying these products, so there is a need for education on the products or services offered by social enterprises.

3.2.6 External factor analysis

Analysis of external factors is an important step in understanding the opportunities and threats that affect the marketing communication of agricultural social enterprises. External factors can provide strategic insights that help social enterprises identify opportunities for

growth as well as anticipate the challenges they may face. Table 4 displays the findings from the examination of external elements, which encompass the opportunities and challenges that agricultural social enterprises encounter in their marketing communication efforts.

Table 4. External factor analysis of marketing communication of agricultural socio enterprise.

| External Factors | Value (0-1) | Rate (1-4) | Skor=(Vx R) |
|---|-------------|------------|-------------|
| Opportunity | | | |
| a. Digital media utilization | 0,50 | 4 | 2,00 |
| b. Stakeholder collaboration potential | 0,30 | 3 | 0,90 |
| c. Increased market awareness of local products | 0,20 | 3 | 0,60 |
| Total | 1,00 | | 3,50 |
| | | | |
| Threats | | | |
| a. Competition with commercial products | 0,20 | 2 | 0,40 |
| b. Lack of government regulatory support | 0,20 | 2 | 0,40 |
| c. Changes in market preferences | 0,10 | 1 | 0,10 |
| Total | 0,50 | | 0,90 |
| External Score (Opportunities-Threats):O-T | | | 2,60 |
| | | | |
| Calculation of IFAS & EFAS | | | |
| S-W | 0,10 | | |
| O-T | 2,60 | | |

External factor analysis includes opportunities and challenges. Opportunity Analysis has a Total Weight of 1.00 and an score of 3.50, indicating that social enterprises have significant external potential to expand their impact. The opportunity factors are explained as follows:

1. Digital Media Utilization: With the highest weight of 0.50 and a rating of 4, this factor scores 2.00, making it the most important opportunity. Digital media, such as social media and online marketing, offers chances to expand market reach and promote social value.
2. Stakeholder Collaboration Potential: This element yields a score of 0.90. All social enterprises in this study stated that collaboration with related parties will make it easier for them to face the challenge of limited resources. Collaborating with stakeholders, including governments and large corporations, can enhance social enterprise business models through resource synergies. The difficulty experienced by social enterprises related to this collaboration is finding collaboration forums that allow them to meet with stakeholders according to their collaboration needs.
3. Increased Market Awareness of Local Products: This element carries a weight of 0.20 and a rating of 3, leading to a score of 0.60. Increasing consumer awareness of local products is an opportunity for social enterprises in Indonesia. Various campaigns and movements of local products carried out by social enterprises and other relevant stakeholders will further support the improvement of the local economy, sustainability, and market expansion. Social enterprises can capitalize on this trend by offering products that are authentic, eco-friendly, or based on community empowerment.

Threat Analysis has a weight of 0.50 and a score of 0.90, indicating several obstacles for social enterprises. Breakdown of main threat factors:

1. Competition with Commercial Products: This element has a weight of 0.20 and has received a rating of 2, leading to a score of 0.40. Social enterprise informants in this study stated that the limited resources they have often make it difficult for them to

develop products or services that are able to compete with similar products from conventional businesses. Social enterprises often have to compete with more established commercial companies, have more resources, and are able to offer products at more competitive prices. Competition with commercial products presents as an obstacle to the development of social enterprises

2. **Lack of Government Regulatory Support:** This element has a score of 0.40 with a weight of 0.20 and rank of 2. Government regulations that explicitly regulate social entrepreneurship do not currently exist. Most of the existing regulations focus more on commercial enterprises or the non-profit sector, so social enterprises tend to find it difficult to get recognition and support from the government. The absence of favorable policies, including subsidies or incentives, can hinder the development of social enterprises in Indonesia. In this study, social enterprise informants face many challenges in terms of licensing, taxes, and other administrative procedures. This can make it difficult for social enterprises to survive or thrive.
3. **Changes in Market Preferences:** This element has a weight of 0.10 and ranks 1, resulting in a score of 0.10. Changes in consumer preferences are one of the challenges in the development of social enterprises because hybrid business goals are accompanied by a level of market sensitivity to price, quality and convenience for consumers. The development of product trends can pose a risk to social enterprises that cannot adapt quickly.

The final score of the external evaluation is calculated by subtracting the threat score from the opportunity score and mendapatkan hasil 2,60. This score shows that social enterprises have a much greater opportunity than the threat. Thus, companies can capitalize on this positive momentum to accelerate growth and sustainability.

3.2.7 Strategic position analysis

Strategic position analysis serves to assess the position of agricultural social enterprises based on the results of calculations of internal and external elements carried out in the previous stage. Figure 3 presents the coordinates of the strategic position that can be prioritized by agricultural social enterprises in developing marketing communications, products or services. The coordinate point (0.10; 2.60) indicates social entrepreneurship in the aggressive strategy quadrant.

Figure 3 indicates that agricultural social enterprises are positioned within the quadrant of aggressive strategies, suggesting that they possess significant strengths to capitalize on the opportunities present in the external environment. These results indicate that agricultural social enterprises have a competitive advantage in terms of unique product stories, positive local impact, and innovative marketing. In addition, great opportunities such as the use of digital media and collaboration with stakeholders can further strengthen their position in the market.

Agricultural social enterprises positioned in this quadrant are well-equipped to strengthen their market presence by emphasizing their branding and marketing through values responsible consumption, such as sustainably sourced goods, ethically produced items, and products that support small farmers or local communities. Beyond internal strengths, agricultural social enterprises also have external opportunities that can be leveraged for growth, including utilization of digital media and online platforms, collaboration with stakeholders and strategic partnerships, and adoption of sustainable agricultural practices.

The strategic position illustrated in the graphic indicates that agricultural social enterprises have a solid foundation to implement an aggressive growth strategy. Their distinct advantages, including innovative product offerings, meaningful social impact, and strong digital marketing capabilities, enable them to expand their reach and influence.

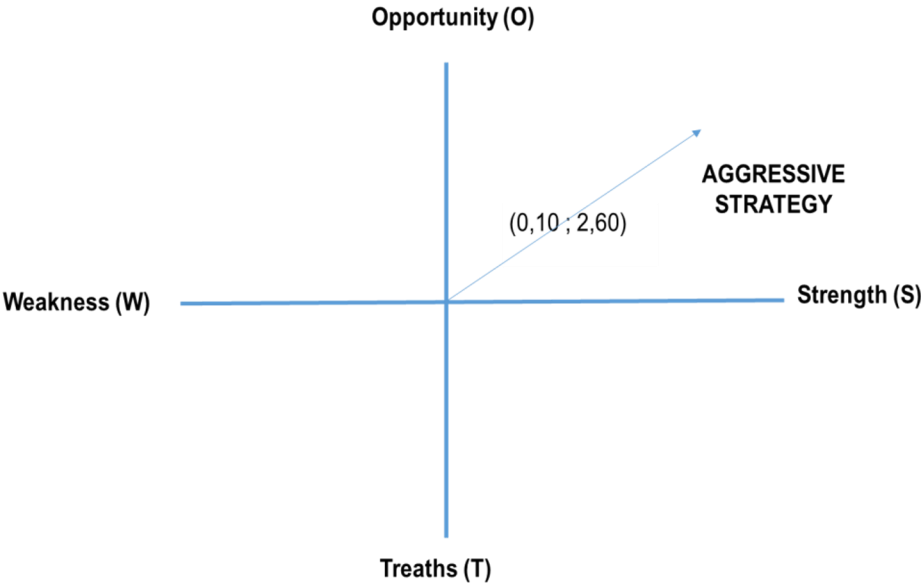


Fig. 3. Strategic position matrix of marketing communication.

3.3 Marketing communication strategy

Marketing communication strategies are a key element for agricultural social enterprises to take advantage of opportunities and face challenges in a competitive business environment. Based on the SWOT analysis outlined in Table 5, marketing communication strategies can be formulated by taking into account both internal factors (i.e. strengths and weaknesses) and external factors (i.e. opportunities and threats). The proposed strategies are categorized into four main categories: SO, WO, ST and WT Strategies.

Considering internal and external factors, an aggressive marketing communication strategy (SO Strategy) emerges as the most appropriate approach for agricultural social enterprises. Prioritizing efforts to enhance collaboration, boost digital capabilities, and strengthen community ties is essential for sustainable growth. By implementing the appropriate strategies, social enterprises can expand their markets, enhance their competitiveness, and create more extensive social impact.

Table 5. Marketing communication strategies of agricultural social enterprises based on SWOT analysis

| <div>Internal Factors</div> <div>External Factors</div> | STRENGTHS (S) <div>1. Unique product stories</div> <div>2. Local impact</div> <div>3. Innovative marketing</div> | WEAKNESS (W) <div>1. Limited funding</div> <div>2. Customer engagement challenges</div> <div>3. Need for product education</div> |
|---|---|---|
| OPPORTUNITIES (O) <div>1. Digital media utilization</div> <div>2. Stakeholder collaboration potential</div> <div>3. Increased market awareness of local products</div> | SO Strategies <div>1. Optimization of strategic collaborations by expanding partnerships with government agencies and international organizations to take financing and training opportunities.</div> <div>2. Expansion through digitalization by utilizing digital marketing capabilities to expand market access, both locally and globally.</div> <div>3. Promotion of social value by leveraging strong social impact narratives to increase consumer and investor support</div> | WO Strategies <div>1. HR capacity building by overcoming management limitations with training programs supported by external partners.</div> <div>2. Digital infrastructure strengthening by capitalizing on technological opportunities in digital marketing.</div> <div>3. Increased collaboration networks by accessing supportive social ecosystem programs, such as funding and training.</div> |
| THREATS (T) <div>1. Competition with commercial products</div> <div>2. Lack of government regulatory support</div> <div>3. Changes in market preferences</div> | ST Strategies <div>1. Community-based product diversification by using strong community relationships to develop products that suit local needs and potential markets.</div> <div>2. Communicating sustainability by using social value and positive environmental impact to compete with conventional players.</div> <div>3. Strengthening community trust by overcoming the threat of market loss through active engagement with local communities.</div> | WT Strategies <div>1. Improved operational efficiency by addressing resource shortages through collaboration with strategic partners who can provide logistical or financial support.</div> <div>2. Participatory collaborative approach by minimize the risk of local consumer exodus by building deeper engagement with communities.</div> <div>3. Organizational capacity building by reduce dependence on external sources by strengthening internal management.</div> |

4 Conclusion

Agricultural social enterprises in Indonesia use a combination of traditional and digital approaches in their marketing communications. These approaches include utilizing social networks, community fairs, collaboration with local partners, and using digital platforms to reach a wider market. Internal factors include the company's social values, strong relationships with local communities, and commitment to sustainability. While external factors are the support of the social ecosystem through collaboration with the government and international organizations, the development of digital technology, and the increasing

public interest in social impact-based products. To achieve effectiveness in marketing communications, social agricultural enterprises need to combine social value-based strategies with innovative, technology-oriented approaches and strategic collaboration. This enables enterprises to improve sustainability, expand social impact, and address market challenges more adaptively.

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