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DISTRIBUTION STRATEGY FOR CARICA FRUIT PRODUCTS TO INCREASE SALES VOLUME IN MSMES IN KEJAJAR DISTRICT, WONOSOBO REGENCY

ESTRATÉGIA DE DISTRIBUIÇÃO DE PRODUTOS DE FRUTAS CARICA PARA AUMENTAR O VOLUME DE VENDAS EM MICRO, PEQUENAS E MÉDIAS EMPRESAS NO DISTRITO DE KEJAJAR, REGIÃO DE WONOSOBO

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Abstract
This research examines distribution strategies to increase sales volume of Carica fruit products among Micro, Small and Medium Enterprises (MSMEs) in Kejajar District, Wonosobo Regency. Carica (Carica pubescens), a fruit that grows exclusively in the Dieng highlands, is processed into signature products of Wonosobo but faces distribution challenges. Using a qualitative approach with case study methodology, data was collected through interviews with 10 informants including MSME owners, government representatives, farmers, and consumers. The study employed SWOT analysis, Analytical Hierarchy Process (AHP), and Composite Performance Index (CPI) to analyze distribution strategies. Results indicate that the key to increasing sales volume is collaboration with experienced private sector partners who possess established distribution networks. The AHP analysis revealed three priority criteria: maintaining farmer partnerships (priority factor 0.370), improving company resources (0.353), and government support

Resumo
Esta pesquisa examina estratégias de distribuição para aumentar o volume de vendas de produtos derivados da fruta Carica entre micro, pequenas e médias empresas (MPMEs) no distrito de Kejajar, na região de Wonosobo. A Carica (Carica pubescens), uma fruta que cresce exclusivamente nas terras altas de Dieng, é transformada em produtos típicos de Wonosobo, mas enfrenta desafios de distribuição. Utilizando uma abordagem qualitativa com metodologia de estudo de caso, os dados foram recolhidos por meio de entrevistas com 10 informantes, incluindo proprietários de MPMEs, representantes do governo, agricultores e consumidores. O estudo empregou análise SWOT, Processo Analítico Hierárquico (AHP) e Índice de Desempenho Composto (CPI) para analisar as estratégias de distribuição. Os resultados indicam que a chave para aumentar o volume de vendas é a colaboração com parceiros experientes do setor privado que possuem redes de distribuição estabelecidas. A análise AHP revelou três

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(0.277). The main alternative strategies include improving production facilities and infrastructure (priority factor 0.305), intensifying Carica cultivation, expanding sales networks, and completing food safety certifications. The research identifies both direct distribution channels (farmer to processor to consumer) and indirect channels (involving collectors and distributors), each with distinct advantages and disadvantages. This study contributes to distribution management literature by providing an integrated framework for MSMEs operating with endemic agricultural products in rural areas, emphasizing the importance of strategic partnerships throughout the supply chain.

Keywords: Decision Support System. Poverty Identification. Brebes Regency. Decision Making. TOPSIS.

critérios prioritários: manter parcerias com agricultores (fator de prioridade 0,370), melhorar os recursos da empresa (0,353) e apoio governamental (0,277). As principais estratégias alternativas incluem melhorar as instalações de produção e infraestrutura (fator de prioridade 0,305), intensificar o cultivo de Carica, expandir as redes de vendas e concluir as certificações de segurança alimentar. A pesquisa identifica tanto canais de distribuição diretos (agricultor para processador para consumidor) quanto indiretos (envolvendo coletores e distribuidores), cada um com vantagens e desvantagens distintas. Este estudo contribui para a literatura sobre gestão da distribuição, fornecendo uma estrutura integrada para MPMEs que operam com produtos agrícolas endêmicos em áreas rurais, enfatizando a importância de parcerias estratégicas em toda a cadeia de abastecimento.

Palavras-chave: *Sistema de Apoio à Decisão. Identificação da Pobreza. Regência de Brebes. Tomada de Decisão. TOPSI.*

1 INTRODUCTION

Kejajar District, part of Wonosobo Regency, is known for producing Carica papaya, which is processed into carica syrup and has become a signature beverage from Wonosobo Regency. Carica (Carica pubescens) is known to occur in the highland region of the Dieng Plateau, Central Java, with a distribution largely confined to this cool, high-altitude environment, making its raw material limited and requiring proper management for sustainability (Adelisa et al., 2024; Rifqi & Chasani, 2024). Production data shows significant fluctuations: in 2021, with 67,473 trees harvested, total production reached 119.98 quintals with an average productivity of 1.78 quintals per tree. In 2020, with 66,662 trees harvested, total production was only 22,319 quintals with an average productivity of 0.33 quintals per tree. In 2019, with the same number of trees, production reached 60,993 quintals with an average productivity of 0.91 quintals per tree. This data indicates instability in both harvested area and production volumes, resulting in overall decline (UPTD Dinas Pangan Pertanian dan Perikanan Kecamatan Kejajar Kabupaten Wonosobo, 2021). Several Carica processing industries in Kejajar District include CV

Yuasafood Berkah Makmur, UD Podang Mas, and PT Banjarnegara Agro Mandiri Sejahtera, which are well-known in the region. Consumer response to Carica fruit products is very positive, as Carica is considered unique in both taste and fragrance. With nutritional benefits including sugar and vitamins A, C, and G (Dorothy & Hargreves, 1964), it is suitable for people with digestive sensitivities because it helps improve the digestive system (Popene 1920, cited in Hidayat (2000)).

Carica papaya, which grows only in the Dieng mountains in Kejajar District, has a land capacity of approximately 115.77 hectares. However, raw material sustainability remains uncertain with current estimates of only 91,814 trees in production and 24,341 immature trees (UPTD Dinas Pangan Pertanian dan Perikanan Kecamatan Kejajar Kabupaten Wonosobo, 2021). Development thus far has been limited to intercropping and terracing in the hills around Dieng, causing fluctuating raw material supply that has become a complaint from distributors. This is further complicated by Carica's seasonal nature and the requirement to process it fresh due to its short shelf life, which affects pricing. The coronavirus disease 2019 pandemic and resulting Public Activity Restrictions (PPKM) significantly reduced sales of Carica fruit products due to the closure of tourist attractions in the Dieng highlands. This directly affected sales at souvenir shops throughout Wonosobo Regency. Over a 5-year period from 2017 to November 2021, CV Yuasafood Berkah Makmur experienced fluctuating sales of Carica products, with the highest sales in 2019 (930,144 packs) and the lowest in November 2021 (289,629 packs). Similarly, UD Podangmas recorded 430,923 packs sold in 2019, declining to 269,970 packs by November 2021. This research aims to identify distribution strategies for partnering with farmers and developing key criteria through collaborations with experienced private companies to increase sales volume of Carica fruit products in Micro, Small, and Medium Enterprises (MSMEs) in Kejajar District, Wonosobo Regency.

Currently, both direct and indirect distribution channels are in operation. Direct distribution involves farmers selling directly to Carica processing industries, providing farmers with immediate cash payment while offering industries lower raw material prices. However, this system suffers from unstable raw material supply and requires significant working capital due to cash payment requirements. Indirect distribution involves farmers selling to collectors who then supply the processing industries. While this gives farmers

lower prices compared to direct sales, it offers industries more reliable raw material availability and payment flexibility, albeit at higher prices. This research focuses on: 1) Current implementation of Carica fruit product distribution strategies to increase sales; 2) Internal and external constraints in implementing distribution strategies to increase sales; 3) Appropriate future distribution strategies to increase sales volume in MSMEs in Kejajar District, Wonosobo Regency.

The novelty of this research compared to previous studies lies in the distribution strategy model using SWOT analysis, AHP to identify criteria expected to increase sales volume of Carica fruit products, and CPI to determine distribution channel typology.

2 METHOD

This research uses a qualitative approach with a case study method to analyze the distribution strategy of Carica fruit products in Micro, Small, and Medium Enterprises (MSMEs) in Kejajar District, Wonosobo Regency. The qualitative design aims to describe real conditions in the field without manipulation, while the case study approach enables an in-depth examination of distribution patterns, internal and external constraints, and strategies to increase sales volume. Data were collected through semi-structured interviews with MSME actors, agricultural extension officers, and Carica farmers; participatory observation in the Dieng highlands; questionnaires to support SWOT, Analytical Hierarchy Process (AHP), and Composite Performance Index (CPI) analyses; and documentation to obtain secondary data such as MSME sales reports and production records. Data analysis followed Creswell's (Creswell, 2014) stages—data preparation, categorization, coding, and theme identification—combined with triangulation of interview, observation, and documentation results. The findings were then processed using SWOT to identify key factors, AHP to determine priority criteria, and CPI to evaluate alternative strategies, producing a comprehensive model for improving Carica fruit product distribution and increasing sales volume through collaboration among farmers, MSMEs, and government institutions.

2.1 Research design

This study employs a qualitative research design with a case study approach focusing on the topic "Distribution Strategy for Carica Fruit Products to Increase Sales Volume in Micro, Small, and Medium Enterprises (MSMEs) in Kejajar District, Wonosobo Regency." The qualitative method is intended to describe empirical conditions objectively without manipulation or experimental treatment, while the case study approach enables an in-depth and comprehensive exploration of the Carica fruit distribution system, including internal and external influencing factors. This design was selected to formulate strategic solutions that are contextually grounded, empirically valid, and relevant to the distribution dynamics of MSMEs in the Carica fruit processing industry.

2.2 Research target/subject

The subjects of this research consist of key stakeholders directly involved in the Carica fruit distribution chain, including MSME actors (CV Yuasafood Berkah Makmur, UD Podang Mas, and PT Banjarnegara Agromandiri Sejahtera), government representatives from the Agricultural Extension Center of Kejajar District, Carica farmers, and consumers of Carica fruit products. The selection of these informants was carried out using a purposive sampling technique, based on the consideration that they possess substantial experience and relevant knowledge regarding the production, distribution, and marketing of Carica fruit products.

2.3 Research procedure

The research procedure was conducted systematically, beginning with the identification of research problems, the determination of research subjects, and the preparation of data collection instruments. Fieldwork was carried out through direct visits to MSME production sites and Carica cultivation areas in the Dieng highlands to obtain a comprehensive understanding of the distribution process and stakeholder interactions. The data collection process involved continuous verification, triangulation, and validation

to ensure the accuracy, reliability, and consistency of the findings throughout all stages of the research.

2.4 Instruments, and data collection techniques

The instruments utilized in this study comprised semi-structured interview guidelines, observation sheets, and questionnaires. Semi-structured interviews were conducted with MSME actors, government representatives, and farmers to obtain primary data regarding distribution practices, obstacles, and potential strategies. Participatory observation was implemented to observe behavioral and operational aspects within the distribution process. Questionnaires were distributed to support analytical techniques such as the SWOT analysis, Analytical Hierarchy Process (AHP), and Composite Performance Index (CPI), which were employed to identify key strategic factors, determine priority criteria, and rank alternative strategies. In addition, documentation techniques were applied to collect secondary data in the form of MSME sales reports, production statistics, and official government records relevant to Carica fruit development in Kejajar District.

2.5 Data analysis technique

Data analysis was carried out through several systematic stages following the model proposed by Creswell (Creswell, 2014), which includes data preparation, reduction, classification, coding, thematic interpretation, and drawing of conclusions. The validity of the data was strengthened through triangulation, integrating findings from interviews, observations, and documentation. The analytical process combined qualitative interpretation and quantitative assessment using SWOT analysis to identify internal and external factors, AHP to establish the hierarchical priorities of strategic criteria, and CPI to evaluate and rank alternative strategies based on performance indices. This integrated analytical framework was designed to produce a comprehensive and applicable distribution strategy model aimed at enhancing the sales performance of Carica fruit products among MSMEs in Kejajar District, Wonosobo Regency.

3 RESULTS AND DISCUSSION

3.1 Results

From 10 informants including executives from CV Yuasafood Berkah Makmur, UD Podang Mas, and PT Banjarnegara Agromandiri Sejahtera, government representatives from the Agricultural Extension Agency, Carica farmers, and a consumer, the following key findings emerged:

3.1.1 Distribution strategies currently implemented

Market segmentation targeting different consumer groups with various product packaging sizes (cup, glass jar, can) b) Pricing strategies aligned with different market segments c) Product placement in strategic locations (souvenir shops, restaurants, malls, pharmacies) d) Online and offline distribution channels e) Partnerships with farmers to secure quality raw materials f) Collaboration with Carica Cooperative Union (KSU) to stabilize supply chain g) Direct selling through owned outlets h) Agent/distributor networks in various regions i) Regional collaboration with larger distributors (PT SPK Jakarta and PT Ganis Gresik)

3.1.2 Distribution challenges

First, External factors, that include the following: 1) Limited outlet space for direct sales; 2) Staff shortages for online marketing and customer service; 3) Limited working capital; 4) Lack of product sampling opportunities for potential customers; 5) Administrative challenges with agent/distributor relationships; 6) Payment delays from distributors affecting cash flow.

Second, Internal factors, that include the following: 1) Limited outlet space for direct sales; 2) Staff shortages for online marketing and customer service; 3) Limited working capital; 4) Lack of product sampling opportunities for potential customers; 5) Administrative challenges with agent/distributor relationships; 6) Payment delays from distributors affecting cash flow.

3.1.3 Future strategy directions

The research used SWOT analysis followed by AHP (Analytical Hierarchy Process) and CPI (Composite Performance Index) to determine optimal distribution strategies. First, SWOT Analysis Results. Strengths: Unique endemic product, quality certifications (HACCP, GMP, BPOM, Halal certification, ISO 9001-2015), complete supply chain from upstream to downstream, online and offline sales channels, established marketing partnerships. Weaknesses: Non-intensive Carica cultivation, limited cultivation area, higher price compared to similar products, unstable raw material availability. Opportunities: Potential to expand supporting business chains through Karika Cooperative Union, utilizing information technology for broader promotion, educating consumers about food safety and quality. Threats: Limited food safety extension workers and supervisors, ongoing pandemic restrictions, competition from similar products

Second, AHP Results. The analysis showed a Consistency Ratio (CR) of 0.02, indicating consistent expert opinions. Priority criteria for increasing Carica fruit product sales volume are: 1) Carica papaya farmers (priority factor 0.370); 2) Processing companies (priority factor 0.353); 3) Government (priority factor 0.277). The priority alternative strategies are: 1) Improving production facilities and infrastructure (priority factor 0.305); 2) Intensifying Carica plant cultivation; 3) Expanding sales networks; 4) Completing food safety permits.

Third, CPI Results. The CPI analysis determined that the optimal distribution typology for increasing sales volume is through experienced private sector partners (score 322.53), followed by individuals (new players with existing distribution networks), successful farmers, farmer cooperatives, and Village-Owned Enterprises (BUMDes).

3.2 Discussion

Analysis of interview results, observations, and documentation has yielded various objectives and distribution strategies to increase company sales. These distribution strategies will now be elaborated according to each informant: Yuasafood Berkah Makmur management, Podang Mas, BAMS, Government (BPL of Kejajar

District), Carica fruit farmers, and Carica consumers, in accordance with the objectives of this research.

3.2.1 Identification of constraints

The identification of constraints, both internal and external factors, to formulate a distribution strategy for Carica fruit products to increase sales volume at MSMEs in Kejajar District, Wonosobo Regency. First, External factors: 1) The COVID-19 pandemic with the implementation of PPKM (activity restrictions) has constrained distribution sales, and the closure of tourist attractions has made souvenir shops lack visitors; 2) Difficulty in obtaining Carica raw materials because many Carica farmers cut down their trees due to low demand or sales due to PPKM implementation; 3) Limited Carica tree planting area: 4) Farmers expect price certainty in all conditions; 5) Lack of guidance from the Government regarding Carica tree farming and MSME extension. Second, Internal factors: 1) Staff delays in serving orders and questions through online or social media; 2) Difficulty in finding human resources who must master current marketing trends; 3) Limited capital; 4) No testers for potential consumers to try Carica processed flavor variants.

3.2.2 Distribution strategy synthesis

Based on accumulating research results from interviews with 10 informants, key distribution strategies involve: 1) For farmers: Creating stable price mechanisms, providing agricultural support (seeds, fertilizers, tools); 2) For MSMEs: Improving production facilities, expanding distribution networks through partnerships, enhancing digital marketing; 3) For government: Providing extension services, capital assistance, forming Carica cooperatives

The analysis identified two main distribution approaches with their advantages and disadvantages: 1) Direct distribution channel (Farmer → MSME Processor → Consumer): Farmers benefit from higher prices but face uncertain total sales, and MSMEs get lower raw material prices but need more capital for cash payments; 2) Indirect distribution channel (Farmer → Collector → MSME Processor → Distributor →

Consumer): Farmers receive lower prices but can sell their entire harvest, and MSMEs pay higher prices for raw materials but can arrange payment terms and have more stable supply

These findings align with Kotler's (2010) theory about marketing channels, where companies can choose direct or indirect distribution methods. The activities carried out by MSMEs in Kejajar District, Wonosobo Regency, are in accordance with this theory, using various channels including souvenir shops, strategically located restaurants, sales agents, supermarkets, and online sales.

3.2.3 SWOT analysis

The SWOT analysis identified additional strengths including supply chain management from upstream to downstream, core management competencies, and online/offline market networks with established marketing partners. These internal and external strengths create a good sales distribution climate that can increase Carica fruit product sales volume at MSMEs in Kejajar District, Wonosobo Regency through distribution networks such as agents, souvenir shops, and supermarkets.

3.2.4 Distribution strategy synthesis for carica fruit products at MSMEs based on AHP and CPI results

The strategic steps to increase Carica fruit product sales volume at micro, small, and medium enterprises in Kejajar District, Wonosobo Regency are: 1) Sustainable agriculture to maintain the continuity of Carica papaya farming while preserving the environment. The existence of Carica farmers is essential because by partnering with farmers, the availability of Carica papaya raw materials will be met with quality raw materials at prices agreed upon between partner farmers and Carica producing companies; 2) Improving production facilities and infrastructure to enhance company management quality and quantity and products; 3) The experience of MSME actors is an important point in the continuity of a Carica fruit processing industry, so training from both the Government and the private sector is needed to improve human resources in these companies; 4) Collaboration with experienced companies in distribution channels will

more quickly increase company sales volume; 5) The main priority for the Carica fruit product distribution channel typology at MSMEs in Kejajar District, Wonosobo Regency, according to the Composite Performance Index (CPI) calculation, is experienced private sector companies because they will better manage the company with management capabilities that already have distribution networks and sufficient capital.

This is in line with David's (2015) theory that one way to learn and apply the strategic management process is to use a model to focus the discussion, where each model represents a process. This strategic management model can produce and show a clear and practical approach to formulating, implementing, and evaluating strategies. Based on the CPI calculation results, this proves that the CPI Method is one of the calculation methods for performance index-based decision making; the CPI method is used for assessment with non-uniform criteria (Marimin, 2004), thus obtaining criteria calculated in research that produces priority alternatives. The novelty from this research based on AHP and CPI methods is: 1) Farmers are the key to the sustainability of the Carica fruit processing industry with a Consistency Ratio (CR) of 0.02, due to the sustainability of Carica papaya raw materials that can only grow in the Dieng highlands with a priority factor value of 0.370. 2) Companies as Carica industry players must have adequate human resources with a value of 0.353 to achieve the company's goal of sustainable profit. 3) The government, with a value of 0.277, as the maker of regulations about the MSME processed food industry and providing guidance to ensure the sustainability of Carica papaya farmers.

The main alternative priorities for sales distribution strategies are: 1) Improving production facilities and infrastructure with a priority factor value of 0.305; 2) Intensifying Carica plant cultivation; 3) Expanding sales networks; 4) Completing food safety permits.

Experienced private sector companies are the first choice, ranking highest at 322.53 in the CPI calculation in efforts to increase Carica fruit product sales at MSMEs in Kejajar District, Wonosobo Regency. To increase Carica fruit product sales volume, the most important thing is to improve production facilities and infrastructure to support the quality and quantity of Carica fruit products at MSMEs in Kejajar District, Wonosobo Regency. This is in accordance with the results of interviews with expert informants and aligns with the recommendations from the Central Java Provincial BPOM regarding one of the requirements to obtain a permit for ready-to-eat food is first about standardizing

business facilities and infrastructure. The benefit for Carica farmers is that with the fulfillment of production facilities and infrastructure, it will certainly increase the demand for Carica fruit raw materials from farmers, so farmers will benefit from increased production. Standardized production facilities that meet BPOM requirements will increase the quality and quantity of Carica fruit products, ensuring consumers are protected and confident in purchasing quality Carica products. This strengthens the existing distribution network between farmers, producers, souvenir shops, agents, supermarkets, marketing partner companies, and consumers, making it more robust and productive in increasing Carica fruit product sales.

4 CONCLUSION

The research on Carica fruit farmers, processing MSMEs, and related stakeholders in Kejajar District, Wonosobo Regency, concludes that enhancing sales volume requires strategic collaborations with experienced private companies possessing broad distribution channels, as well as partnerships with new players like individual farmers or cooperatives to ensure stable raw material supply and pricing. Key internal factors include obtaining SPP-IRT permits, attractive packaging, competitive pricing, and strong ties with farmers for quality inputs, while external factors highlight Carica's endemic status as a unique Wonosobo product, alongside threats from competing GMP/HACCP-compliant industries and complex food safety regulations. Improving production facilities to meet BPOM standards is essential, with experience being the primary criterion for effective distribution partners, and alternatives including individuals with networks, successful farmers, cooperatives, and BUMDes.

Suggestions for MSME actors and farmers emphasize mutual partnerships to guarantee harvest price stability, improved fruit quality, and fulfilled raw material needs, benefiting both parties through increased production and market competitiveness. For the broader business sector, prioritizing experienced private partners ensures sustainable profits, as indicated by CPI rankings. Academia should expand literature on distribution strategies, farmer partnerships, and BPOM compliance, while future research ought to explore multi-party cooperatives, involve more diverse informants (e.g., expanded farmer groups, consumers, and government officials), and employ advanced methods like ANP

for deeper insights, addressing limitations such as limited farmer representation due to PPKM constraints.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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