

Original Article

Strategic Marketing Framework for Farmer Organizations' Agri-Food Products

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Abstract. This study examined the current market profile of Agrarian Reform Beneficiaries Organizations (ARBOs) in Camarines Sur, Philippines, focusing on customer type, market segmentation, purchase frequency, and transaction volume. It also assessed internal and external factors that affect customers' purchase decisions for ARBO agri-food products. Using a mixed-methods design, the study gathered data from 100 respondents through online surveys and applied TOWS matrix analysis to develop strategic responses. Findings showed that ARBOs have a highly concentrated customer base, mainly composed of individual and household consumers, with limited geographic reach, irregular purchases, and small transaction volumes. Their key strengths include product freshness and quality, support for local farmers, and reasonable pricing. However, weaknesses such as limited distribution channels, supply constraints, and low brand recognition restrict market growth. Opportunities include rising health-consciousness and government support, while threats include supermarket competition and limited payment options. The study recommends health-focused marketing, e-commerce development, quality differentiation, and multi-channel marketing systems. It also introduces the SIKAT Strategic Marketing Framework, which aims to improve ARBOs' market reach and competitiveness through practical, farmer-friendly strategies supported by a QR-linked Digital Annex.

Keywords: Agrarian Reform Beneficiaries Organizations (ARBOs); Agri-food products; Camarines Sur; Farmer Organization; Strategic marketing framework; TOWS analysis.

A farmer organization is a collective group of agricultural producers who come together to pursue common interests to improve their economic and social conditions. These organizations are taking on an increasingly vital role in advancing sustainable agriculture and enhancing the quality of life for rural families (Ma et al., 2023). However, farmer organizations face various documented challenges, including poor market linkages (Khushwaha et al., 2025). Most rely on intermediaries to handle their marketing activities, a dependence that largely stems from historically limited access to reliable market information, leaving farmers heavily reliant on local dealers (Sangwanv et al., 2025). To overcome these barriers, organizations must stay informed about customer needs and competitors' strategies to make sound decisions and remain competitive (Gaikwad & Yadav, 2020).

In the Philippines, several National Government Agencies (NGAs) provide institutional support to farmer organizations. These NGAs include the Department of Agrarian Reform (DAR), serving as the lead agency in

implementing the Comprehensive Agrarian Reform Program (CARP). Under the Republic Act No. 6657, CARP aims to redistribute agricultural lands to farmworkers and landless farmers, advancing social justice and rural development while equipping agrarian reform beneficiaries (ARBs) with land ownership and essential support services to help them become more productive and self-reliant.

In pursuit of rural development, DAR implements the Agrarian Reform Beneficiaries Development Sustainability Program (ARBDSP), which empowers agrarian reform beneficiaries (ARBs) by organizing them into farmer organizations, specifically Agrarian Reform Beneficiary Organizations (ARBOs), and providing capacity-building programs, credit access, infrastructure, farm machinery, and market linkages. As noted by Ballesteros and Ancheta (2020), ARBO membership yields significant economic benefits, including reduced transaction costs, strengthened farmers' negotiating power, and facilitated access to critical resources and skills development opportunities.

At the provincial level, the DAR Provincial Office of Camarines Sur II, covering Districts III and IV, actively supports ARBOs in increasing their income through targeted programs and initiatives. These include participation in trade fairs and agricultural exhibitions, as well as linkages with institutional buyers. Marketing agreements with local businesses are further facilitated through the Market Forum. Beyond primary agricultural commodities such as fruits and vegetables, the DAR Provincial Office of Camarines Sur II also promotes value-added agri-food product development among ARBOs to enhance the economic value of raw produce. The food products developed include ready-to-eat snacks such as banana chips, taro chips, and squash chips, as well as peri sauce, muscovado, tablea, corn brew, and coco jam.

However, even with current government initiatives, farmers remain one of the most economically disadvantaged groups in the Philippines. They were among the sectors with the highest poverty incidence rates, with a 27.0% poverty rate, according to the PSA data (2023 Official Poverty Statistics Among the Basic Sectors in the Philippines, 2025). This ongoing economic vulnerability highlights serious gaps in the current support networks of agricultural communities. Tesoro (2025) found that ARBs continue to earn less than non-ARBs even after CARP implementation, suggesting that the program has yet to close the income gap fully. Despite various projects and programs aimed at improving the lives of ARBO members, empirical research on how their agri-food products perform in the market remains limited. This gap is particularly consequential, as without a clear understanding of the market and customers, even well-established companies risk poor sales and significant losses (Gaikwad & Yadav, 2020). Addressing this is therefore crucial to enhancing ARBOs' market reach and strengthening their competitive positioning.

This study addressed that gap by presenting the SIKAT Strategic Marketing Framework, designed to expand market reach and strengthen ARBOs' competitive positioning. Unlike previous works, it provides ARBOs with actionable, evidence-based directions to improve entrepreneurial viability, increase profitability, and contribute to long-term poverty reduction in agrarian reform communities. To this end, the study profiled the market landscape of ARBO agri-food products in Camarines Sur, examining customer type, market segmentation, purchase frequency, and transaction volume. It further assessed internal strengths and weaknesses, as well as external opportunities and threats from the consumers' perspective. These findings were then synthesized through a TOWS matrix analysis to generate market-driven strategies, which collectively informed the SIKAT Framework as a coherent, implementable system for enhancing the entrepreneurial and competitive capacity of ARBOs.

Methodology

Research Design

The study employed a descriptive research design using an explanatory sequential mixed-methods approach, in which quantitative data were collected and analyzed first, followed by qualitative data to help explain and contextualize the initial findings. This sequencing allowed statistical patterns from the survey to guide the thematic exploration of respondents' open-ended responses, producing both measurable insights and a deeper contextual understanding of ARBO market dynamics. The research incorporated strategic management frameworks, particularly the SWOT (Strengths, Weaknesses, Opportunities, Threats) and TOWS (Threats, Opportunities, Weaknesses, Strengths) matrix analyses, to transform market insights into actionable strategic initiatives that enhance ARBO's competitiveness and expand its market reach.

Participants and Sampling Technique

The study engaged 100 customers of ARBO agri-food products across five (5) districts in the Province of Camarines Sur. Purposive sampling was employed to ensure that all participants met the defined eligibility criteria, thereby reducing selection bias and improving the relevance of collected data. Respondents were included in the study if they: (1) were residents of or regularly transacted within Camarines Sur; (2) had purchased or personally tried ARBO agri-food products at least once; and (3) were willing to provide informed consent to participate. Respondents were excluded if they: (1) had no prior awareness of or exposure to ARBO agri-food products; (2) were ARBO members, to avoid stakeholder bias in assessing market factors from the customer perspective; or (3) were unable to complete the survey instrument. As a non-probability sampling method, purposive sampling was appropriate given the study's objective of capturing meaningful consumer insights from individuals with direct product experience rather than achieving statistical representativeness of the general population.

Among the 100 participants surveyed, individual/household consumers emerged as the dominant customer segment, accounting for 92.6% of the market profile. Results from the geographic segmentation analysis indicate that District 3 has the highest concentration of respondents (47.1%), suggesting that this district represents the primary market area for ARBO products. Regarding purchase frequency, 50% of respondents purchase ARBO agri-food products on an occasional or seasonal basis. At the same time, transaction volume data shows that 83.8% spend less than ₱1,000 per purchase, indicating predominantly small-scale consumer transactions.

Research Instrument

A four-part research questionnaire was used in this study. The initial part obtained participant consent, followed by a section that collected respondent information, including customer type, market segmentation, purchase frequency, and transaction volume. The succeeding sections sought to gather respondents' insights on factors affecting the market for ARBO agri-food products through both structured response options with an open-ended follow-up, enabling both quantitative measurement and qualitative exploration of strategic recommendations. A panel of marketing experts validated the questionnaire. Additionally, a pilot test was conducted with 10 non-respondents knowledgeable about ARBO agri-food products prior to full implementation to refine the question wording and response options.

Data Gathering Procedure

Data were collected through an online survey administered via Google Forms to qualified respondents who met the established inclusion criteria. The survey form included a consent letter outlining the study's objectives and assuring respondents that all information gathered would be kept strictly confidential and used solely for research purposes. The collected responses were subsequently tabulated and encoded to determine the current market profile of ARBOs and assess the internal and external factors influencing the market dynamics of their agri-food products.

Data Analysis Procedure

The research adopted a mixed-methods approach, combining quantitative survey data and qualitative insights, to develop a comprehensive Strategic Marketing Framework to improve market reach and strengthen the competitive positioning of ARBO agri-food products. Quantitative data were analyzed using frequency distributions to profile market characteristics, including customer type, market segmentation, purchase frequency, and transaction volume, providing descriptive summaries of the current ARBO market profile. Qualitative data from open-ended survey responses were analyzed using thematic analysis, in which recurring patterns and themes were systematically identified, coded, and interpreted to capture consumer-driven insights into ARBO's strengths, weaknesses, opportunities, and threats. The SWOT factors identified from both data streams were subsequently analyzed using the TOWS matrix to generate market-driven strategic directions. Together, these techniques provided comprehensive insights into ARBO market dynamics and identified the critical factors influencing market performance and competitive positioning from a market-centered perspective.

Ethical Considerations

Data collection strictly adhered to ethical guidelines, ensuring that all respondents provided informed consent and were guaranteed confidentiality. An accompanying survey letter emphasized the protection of their personal information in full compliance with the Republic Act No. 10173, also known as the Philippine Data Privacy Act of 2012. All research sources are appropriately acknowledged and credited to their original authors or creators to

maintain academic integrity and avoid plagiarism. Furthermore, a comprehensive review mechanism involving multiple researchers was implemented to identify and correct potential instances of plagiarism before publication.

Results and Discussion

Market Profile of ARBO Agri-Food Products

Customer Type

Table 1 presents the distribution of ARBO agri-food product customers by type among the 100 respondents surveyed. The data reveals a highly concentrated customer base, with individual/household consumers constituting the overwhelming majority at 92%, ranking first among all customer categories. Institutional buyers and restaurant/food service providers represent minimal segments at 3%. Retailers account for only 2% of the sample and rank last. Notably, the "others" category registered zero representation, indicating the absence of alternative customer types. This distribution demonstrates an extreme concentration in direct-to-consumer sales, with 92 out of 100 respondents identifying as individual household purchasers.

Table 1. *Market profile*

Market Profile	Variables	Frequency	Percentage	Rank
Customer Type	Individual/Household Consumer	92	92%	1
	Restaurant/Food Service Provider	3	3%	2.5
	Institutional Buyer	3	3%	2.5
	Retailer	2	2.9%	4
Market Segmentation	District 3	44	44%	1
	District 1	19	19%	2
	District 5	14	14%	3
	District 4	13	13%	4
	District 2	10	10%	5
Purchase Frequency	Occasionally	43	43%	1
	Monthly	36	36%	2
	Once a week	15	15%	3
	2–3 times/week	6	6%	4
Transaction Volume	Less than ₱1,000 [Small Transaction]	78	78%	1
	₱1,001 - ₱3,000 [Moderate Transaction]	20	20%	2
	More than ₱3,000 [Bulk Transaction]	2	2%	3

The dominance of individual and household consumers at 92% reveals a market structure heavily concentrated in direct consumer sales, which fundamentally shapes ARBO's competitive positioning, operational requirements, and growth potential. This composition suggests that ARBOs function almost exclusively as direct suppliers to end-users, rather than as wholesale providers to commercial intermediaries or institutional buyers, creating a business model largely dependent on small-scale transactions.

Consistent with Rocchi et al. (2019), who found that smaller farms operating in consumer-dense areas are more likely to sell directly to individual end-users rather than through wholesale or intermediary channels, as direct marketing offers a competitive pathway outside conventional supply chains where limited economic scale constrains market access. The study by Yoshida and Yagi (2021) demonstrated that direct marketing channels benefited urban farmers, though only those with sufficient resilience were able to fully capitalize on these opportunities. Notably, resilient farmers operating through wholesale or retail channels also demonstrated comparable adaptability, suggesting that channel diversity may reinforce rather than replace the advantages gained through direct market engagement.

In light of this, it is recommended that a multi-track expansion strategy be adopted. ARBOs should strengthen direct consumer sales through loyalty programs; capture institutional contracts, government and food service partnerships, and cooperative aggregation to meet large orders; expand restaurant and food service markets, and competitive pricing; and address systemic gaps by investing in shared logistics, quality control, working capital, and commercial capacity-building. ARBOs may prioritize evolving from serving mostly individual consumers to multi-segment markets by diversifying their customer mix. Through this, they can achieve stable revenues, greater bargaining power, and improved livelihoods while maintaining their social responsibility and community connections.

Market Segmentation

Table 1 presents the geographic distribution of ARBO agri-food product customers across the Province of Camarines Sur's five legislative districts, based on 100 respondents. Based on the results, District 3 demonstrates the highest concentration with 44 respondents (44%), ranking first, followed by District 1 with 19 respondents (19%) in second place. District 2 shows the lowest representation with only 10 respondents (10%), ranking fifth. No respondents were recorded from outside Camarines Sur. This distribution reveals significant geographic clustering: District 3 accounts for nearly half of all ARBO customers, while the remaining four districts collectively account for 57%, demonstrating uneven market penetration across the Province.

The pronounced geographic concentration in District 3 at 44% indicates a highly localized market presence rather than province-wide market penetration, suggesting that ARBO products are primarily accessible through geographically specific distribution points such as farmers' markets or direct farm sales located predominantly in this district. The substantial disparity reveals that market reach is constrained by geographic accessibility rather than uniform consumer awareness or product availability across Camarines Sur. The moderate representation in Districts 1, 4, and 5 suggests some market presence but insufficient penetration to achieve sustainable scale. In contrast, District 2's minimal representation suggests inadequate distribution infrastructure, limited marketing efforts, or the presence of competitive alternatives that dominate the market.

Based on the findings, the geographic distribution pattern reflects underlying factors, including the concentration of ARBO production facilities, farmers' markets, or distribution centers in District 3, creating convenience advantages for nearby residents while imposing travel barriers for distant consumers; potentially higher population density in District 3 provides larger customer bases and more developed market infrastructure. Conversely, underrepresentation in Districts 2, 4, and 5 may stem from limited transportation and logistics infrastructure connecting ARBOs to these areas. It may also include factors such as the absence of established retail partnerships or market venues where consumers can conveniently purchase ARBO products, insufficient marketing and promotional activities to build awareness in these districts, or the dominance of competing suppliers who have already captured market share in these underserved areas.

Supporting this analysis, Ballesteros and Ancheta (2020) highlight significant market access challenges faced by Agrarian Reform Beneficiary Organizations (ARBOs), including limited infrastructure, weak market partnerships, and insufficient promotional capabilities. Specifically, these organizations struggle with weak alliances among farmer groups, inadequate transportation and logistics infrastructure, the absence of established retail partnerships, and limited marketing and promotional activities. The study suggests that these challenges stem from organizational immaturity, leaving only members of more developed organizations to benefit from value chain initiatives.

To achieve balanced geographic market distribution and reduce dependence on District 3, ARBOs should establish regular market presence in each underserved district. The suggested initiatives include leveraging through partnerships with at least 2-3 public markets or retail outlets per district, aiming for 20% representation in each district within two years through creation of district-specific promotional campaigns using social media, establish satellite distribution centers or consignment arrangements in each district to reduce logistics costs and improve product freshness for distant markets and partner with local government units in underserved districts to participate in public market days, trade fairs, and community events that provide market access opportunities.

Purchase Frequency

Table 1 shows the purchase frequency patterns of ARBO agri-food products among 100 respondents in Camarines Sur. Occasional purchases constitute the highest frequency at 43%, ranking first, followed by monthly purchases at 36%, ranking second. Weekly purchases account for 15%, ranking third, while purchases 2-3 times per week represent only 6% of respondents, ranking fourth. Notably, no respondents reported daily purchase patterns, indicating the absence of regular, high-frequency buying behaviors within the current customer base.

The predominance of occasional and monthly purchasing patterns indicates irregular demand characterized by unpredictable purchase timing, creating significant revenue volatility and cash flow challenges for ARBOs who cannot reliably forecast sales or plan production accordingly. The absence of daily purchasers and the minimal representation of frequent buyers suggest that ARBO products have not become staple items integrated into

consumers' regular shopping routines, unlike essential commodities purchased from supermarkets or convenience stores, which benefit from habitual, high-frequency buying patterns.

Based on the findings, the current customer base suggests infrequent purchasing behavior. The occasional purchase rate suggests that consumers view ARBO products as supplementary rather than primary food sources, purchasing them opportunistically when convenient rather than through planned, regular procurement. The monthly purchase pattern indicates some intentional purchasing but insufficient product variety, accessibility, or compelling value propositions to warrant more frequent visits. The limited weekly or more frequent buyers reveal that current distribution channels, product offerings, or customer engagement strategies fail to create the convenience, necessity, or habit formation that drives regular purchasing behaviors.

The analysis supports the findings of Cicia et al. (2021), who found that regular buyers at farmers' markets represent only a small fraction of consumers, with the majority engaging sporadically or not at all, suggesting that direct agricultural channels struggle to achieve the frequency of engagement needed to establish habitual procurement behavior, particularly among consumers who lack strong value-driven motivations to seek out such alternatives over more accessible conventional retail options.

To transform the current inefficient purchase-frequency distribution into a more sustainable, higher-regularity pattern, ARBOs are recommended to implement frequency-building strategies. First, establish subscription delivery services offering weekly produce boxes with discounts to incentivize committed regular purchasing, targeting conversion of the 36% monthly buyers into weekly subscribers through campaigns emphasizing convenience and cost savings, with initial targets of converting at least 20% of monthly subscribers within the first year, providing predictable revenue while building customer commitment. Second, expand product variety and availability through cooperative aggregation, ensuring year-round diverse offerings rather than seasonal limitations. Lastly, pursue institutional partnerships that inherently require regular deliveries to build a base of scheduled orders that stabilize revenue and complement unpredictable individual consumer patterns, targeting at least 3-5 institutional contracts providing weekly deliveries to achieve 15-20% of revenue from high-frequency channels.

Transaction Volume

Table 1 presents the distribution of transaction volume for ARBO agri-food product purchases among 100 respondents in Camarines Sur. Small transactions (less than ₱1,000) constitute the overwhelming majority at 78%, ranking first; moderate transactions (₱1,001-₱3,000) rank second at 20%. Bulk transactions exceeding ₱3,000 represent only 2% of total purchases, ranking third. This distribution shows a significant concentration of low-value transactions: 78 out of 100 customers spend less than ₱1,000 per purchase, while only 2 respondents make bulk purchases above ₱3,000. The data indicates that 98% of transactions fall below ₱3,000, demonstrating that ARBO's current market is characterized predominantly by small-scale, retail-oriented purchases rather than large-volume institutional orders that would generate substantial revenue per transaction.

Based on the findings, it can be inferred that ARBO products may have established accessibility and acceptance among individual consumers, their market penetration within higher-volume segments remains weak. The limited presence of bulk transactions may reflect limitations in marketing, distribution capacity, product standardization, or supply consistency, thereby discouraging larger buyers from making higher-value purchases.

The finding that smallholder farmers typically sell only a modest portion of their produce aligns with Pagare et al. (2022), who reported that these farmers encounter complex market constraints, including quality requirements, transportation costs, and limited market infrastructure. Similarly, Adanacioglu (2021) found that farmers' market consumers exhibit retail-scale purchasing behavior, with spending concentrated in modest per-visit expenditure ranges, and that structural limitations impede the transition toward larger-volume commercial engagement, confining these markets largely to individual household buyers rather than bulk or institutional purchasers.

To transform the current transaction structure from small-value dominance toward a more sustainable mix that includes substantial, moderate, and bulk transactions, ARBOs should implement targeted value-building strategies across customer segments and transaction types. First, create volume-based pricing incentives offering 10-15% discounts for purchases above ₱2,000 and 20-25% discounts for orders exceeding ₱5,000, to address the 78% small-transaction customers by providing economic motivations to consolidate multiple small purchases into

fewer, larger orders, with clear signage and sales messaging communicating savings opportunities to encourage basket-building behaviors. Second, develop institutional sales programs aligned with institutional procurement budgets, aiming to convert the current minimal institutional buyer representation (1%) into at least 15% of the customer base, generating bulk transactions that dramatically improve average order values and revenue. Third, establish retail partnership programs offering wholesale pricing to sari-sari stores, small retailers, and food vendors who would purchase inventory in bulk for resale, thereby transforming the current minimal representation of retailers into a substantial channel, with even small retailers ordering ₱3,000-5,000 weekly, shifting transaction distribution significantly toward higher-value transactions. Finally, establish restaurant and food service partnerships providing regular bulk deliveries of fresh produce at wholesale rates, targeting at least 10-15 restaurant/hotel accounts ordering ₱3,000-10,000 weekly, transforming the current minimal food service representation (3%) into a substantial channel generating bulk transactions that improve both revenue per transaction and customer value diversity.

Internal Factors of ARBO Agri-Food Products from the Market Perspective

Strengths

Table 2 presents the consumer-perceived strengths of ARBO agri-food products based on responses from 100 participants in Camarines Sur. "Fresh and high quality" emerged as the most frequently cited strength, with 86 responses, ranking first; "Supports local farmers" ranked second with 73 responses; and "Reasonably priced" ranked third with 69 responses. "Food security contribution" garnered 52 responses, ranking fourth, while "Personal farmer stories" received 50 responses, ranked fifth. The data reveal that the ARBO's competitive strength lies in delivering tangible value, such as freshness, quality, and competitive pricing, while addressing social impact concerns, such as farmer support and food security. These attributes form the core purchase drivers, proving more influential than packaging aesthetics or taste profiles.

Table 2. *Strengths*

Strength Factor	Frequency	Percentage	Rank
Fresh and High-Quality	86	86%	1
Supports Local Farmers	73	73%	2
Reasonably Priced	69	69%	3
Food Security Contribution	52	52%	4
Personal Farmer Stories	50	50%	5
Trustworthy Sellers	45	45%	6
Safe to Consume	40	40%	7
Good Variety and Availability	39	39%	8
Superior Taste/Flavor	32	32%	9
Proper/ Attractive Packaging	29	29%	10

Note: A 50% threshold was applied, ensuring that strength factors shared by a majority of respondents are reported as general findings.

Based on the findings, it can be inferred that ARBO's competitive advantages stem from its direct farm-to-consumer model, which ensures freshness through short supply chains and enables competitive pricing by eliminating intermediary margins. The strong social impact ratings reflect growing consumer demand for sustainable, ethical food systems that support local farmers and food security. This finding corroborates Mulder's (2019) research on consumer perceptions and demand for locally grown vegetables in South Dakota. It revealed that the most significant factors influencing consumers' vegetable purchasing decisions were product characteristics such as freshness and flavor.

To leverage existing strengths while addressing capability gaps that constrain growth, the ARBOs should implement focused strength-building strategies that enhance competitive advantage and mitigate complementary weaknesses. ARBOs can capitalize on their strengths by communicating freshness guarantees and farm-to-market narratives that differentiate them from conventional retailers. Additionally, it is important to strengthen social impact, such as support for local farmers and contributions to food security, through consistent storytelling, impact-based messaging, and partnerships with socially responsible organizations to convert ethical awareness into purchasing behavior.

There is also a need to reinforce a strong price-quality value proposition through transparent pricing, comparative value communication, and loyalty models that reward repeat purchases while ensuring stable income for ARBOs. At the same time, ARBOs can address critical gaps in packaging, taste recognition, and product variety through

cooperative investments in packaging development. By systematically implementing these strategies, ARBOs can transform strengths into clear market positioning, overcome key operational limitations, and expand from niche markets toward broader retail and commercial channels while maintaining their community-centered identity.

Weaknesses

Table 3 presents the consumer-perceived weaknesses of ARBO agri-food products, based on responses from 100 respondents. "Limited distribution channels" ranked highest, with 55 responses, followed by "Limited availability/supply" (49 responses, rank 2), "Lack of brand recognition" (47 responses, rank 3), and "Inadequate promotion" (42 responses, rank 4). "Limited product variety" and "Inconvenient location/access" each received 30 responses (rank 5).

Table 3. *Weakness*

Weakness Factor	Frequency	Percentage	Rank
Limited Distribution Channels	55	55%	1
Limited Availability/Supply	49	49%	2
Lack of Brand Recognition	47	47%	3
Inadequate Promotion	42	42%	4
Limited Variety	30	30%	5.5
Inconvenient Location/ Access	30	30%	5.5
Simple/Unattractive Packaging	19	19%	7
Inconsistent Quality	14	14%	8
Higher prices vs. Alternatives	10	10%	9
Delayed Order Processing	9	9%	10
Other Factor: "ARBO products have no downside/weakness"	1	1%	11

Note: For weaknesses and critical factors, a lower threshold of 30% was applied, as even minority concerns can indicate significant organizational vulnerabilities that require attention.

The dominance of distribution-related weaknesses, such as limited channels, limited availability, and inconvenient location, reveals that ARBO's primary constraint is market access infrastructure rather than product quality. It shows that consumers perceive ARBO products positively, but cannot consistently or conveniently access them. The critical brand recognition weakness, combined with inadequate promotion, indicates severe marketing capabilities deficits that prevent ARBOs from building consumer awareness, recall, and loyalty, which are essential for transitioning from niche alternative markets to mainstream retail channels. Notably, product-quality weaknesses rank, suggesting that when consumers can access ARBO products, they generally find them satisfactory. Still, systemic infrastructure and marketing constraints prevent market penetration despite the product's strengths, creating a situation in which capability gaps, rather than product deficiencies, constitute the primary barriers to growth and competitive positioning.

Based on the findings, the weakness pattern reflects organizational and resource constraints on limited distribution channels typical of smallholder farmer cooperatives, which stem from insufficient capital for logistics infrastructure, inability to meet formal retail requirements, and lack of commercial partnerships. The brand recognition deficits result from inadequate marketing budgets and the absence of professional branding expertise. The availability issues arise from small-scale production, seasonal limitations, and a lack of cooperative aggregation systems. Several studies substantiate this analysis. Widadie et al. (2024) found that smallholder market models lack added economic value, exhibit poor vertical and horizontal coordination, and struggle with compliance with quality standards. Ola and Menapace (2020) confirmed key constraints, including limited access to high-quality inputs, credit challenges, high food standard costs, and exploitative intermediaries.

Based on the results, it is recommended to address the concern on distribution channels by implementing integrated infrastructure and marketing development strategies. ARBOs should prioritize establishing cooperative distribution systems that pool logistics resources to improve market coverage and product availability. The development of unified ARBO branding initiatives is important for strengthening brand recognition and enabling entry into retail partnerships. Multi-channel promotional efforts, including digital marketing, market events, and product sampling, are also essential for building consumer awareness and stimulating demand. In addition, forming partnerships with local retail outlets and adopting basic digital tools for product information and ordering can further enhance accessibility. Through coordinated, resource-pooled initiatives, ARBOs can overcome distribution and marketing constraints and effectively leverage their strengths in product quality, freshness, and reasonable pricing to achieve broader market reach and sustainable competitiveness.

External Factors of ARBO Agri-Food Products from the Market Perspective

Opportunities

Table 4 presents consumer-perceived market opportunities for ARBO agri-food products. "Health consciousness trend" emerged as the most significant opportunity, with 80 responses (80%) and ranked first; "Government support programs" ranked second with 75 responses (75%); and "Social media accessibility" ranked third with 61 responses (61%). "Social enterprise support" received 53 responses (53%, rank 4), and "E-commerce platform presence" garnered 49 responses (49%, rank 5).

Table 4. *Opportunities*

Opportunities Factor	Frequency	Percentage	Rank
Health Consciousness Trend	80	80%	1
Government Support Programs	75	75%	2
Social Media Accessibility	61	61%	3
Social Enterprise Support	53	53%	4
E-Commerce Platform Presence	49	49%	5
Supermarket/Retail Presence	47	47%	6
Improved Packaging/Branding	44	44%	7
Food Service Partnerships	43	43%	8
Farm-to-Table Movement	40	40%	9
Promos/Loyalty Programs	33	33%	10

Note: Opportunities were ranked based on frequency of responses. The top five opportunities were retained for strategic analysis in order to capture the most salient market prospects.

The distribution reveals that consumer trends and policy support, particularly health consciousness and government programs, represent the strongest opportunities, while marketing infrastructure development (packaging, loyalty programs) ranks lower despite being critical weaknesses, suggesting consumers recognize environmental opportunities more readily than the operational improvements ARBOs must implement to capitalize on them.

The results suggest that favorable macro-environmental trends, coupled with growing consumer awareness, create opportunities for ARBO to strengthen its strategic market positioning. Health consciousness dominates because consumers increasingly prioritize wellness and value fresh products that deliver nutritional benefits, which trends accelerated by pandemic-era health awareness, media coverage of food system issues, and rising chronic disease rates, driving preventive nutrition behaviors. Government support reflects respondent awareness of existing programs, such as the Department of Agrarian Reform initiatives promoting local food systems. Social media opportunity recognition stems from widespread platform adoption, enabling low-cost marketing, direct farmer-to-consumer communication, storytelling that builds emotional connections, and viral potential for compelling narratives that support farming communities.

The finding that ARBO agricultural food products appeal to health-conscious customers aligns with Siddiqui et al.'s (2023) research, which demonstrates that health awareness, safety concerns, and consumer ethnocentrism significantly shape purchasing behavior. It suggests that both external market factors and internal consumer values and beliefs drive buying frequency. This multifaceted perspective is particularly relevant for specialty and organic products, where purchasing motivations extend beyond basic functional considerations. Supporting this view, Kalaarasan and Kavitha (2024) found that consumers strongly prefer pesticide-free food products with enhanced nutritional content.

Based on the data gathered, ARBOs should prioritize health-oriented positioning that leverages growing consumer health consciousness and ARBOs' inherent strength in product freshness. Active engagement with government support programs can provide critical resources for improving distribution, branding, and market access. Strengthening digital presence through social media and e-commerce platforms offers cost-efficient channels to enhance brand recognition and mitigate distribution constraints. Strategic retail partnerships can further expand access to mainstream markets. Complementary initiatives such as loyalty programs can increase purchase frequency and strengthen customer relationships. Through these strategies, ARBOs can convert environmental opportunities into sustainable market gains and improve their economic outcomes.

Threats

Table 5 presents the consumer-perceived market threats affecting ARBO agri-food products. "Supermarket competition" emerged as the most significant threat, with 62 responses (62%), ranking first; "Limited payment options" ranked second with 54 responses (54%); and "Lack of product information" ranked third with 45 responses (45%). "Limited logistics/delivery services" received 40 responses (40%, rank 4), and "Weather/climate disruptions" garnered 36 responses (36%, rank 5).

Table 5. Threats

Threats Factor	Frequency	Percentage	Rank
Supermarket competition	62	62%	1
Limited payment options	54	54%	2
Lack of product information	45	45%	3
Limited logistics/delivery services	40	40%	4
Weather/climate disruptions	36	36%	5
Price competition from commercial farms	33	33%	6
Insufficient marketing/advertising	26	26%	7
Unreliable product availability	24	24%	8.5
Preference for branded products	24	24%	8.5
Negative feedback/misinformation	7	7%	10

Note: Threats were ranked based on frequency of responses. The top five threats were retained for strategic analysis in order to capture the most salient market prospects.

The results indicate that external competitive pressures from established retail infrastructure, combined with operational constraints, represent the most significant threats. These factors outweigh product-related concerns from the consumers' perspective. Based on the findings, the identified threats highlight structural disadvantages in competing with well-established commercial food systems. Supermarket dominance reflects long-standing investments in retail infrastructure, supply chain efficiency, and marketing that shape consumer expectations for convenience, variety, and accessibility. Constraints in payment options point to limited resources and technical capacity, hindering ARBOs' adoption of digital and cashless transaction systems. Information gaps stem from insufficient marketing budgets and low digital literacy (Zhao et al., 2025), resulting in inconsistent consumer outreach. Logistics challenges are linked to inadequate capital for transportation and cold storage, as well as the absence of scalable delivery partnerships. Additionally, vulnerability to weather-related disruptions (Kamakaula & Fenetiruma, 2025) underscores the impact of climate variability on production stability, affecting supply reliability and consumer confidence. Collectively, these threats emphasize the need for strategic interventions that address systemic capacity limitations rather than isolated operational issues.

Supermarkets have emerged as a significant competitive force against ARBO agricultural food products. Maró et al. (2023) found that consumers frequently perceive prices at farmers' markets as higher than those at conventional retail stores and supermarkets, while insufficient product variety remains a persistent structural challenge given farmers' markets' reliance on fresh, local, and seasonal offerings. Compounding this disadvantage, Pascual et al. (2020) found that poor sanitary conditions and accessibility challenges further deter regular consumer visits to public markets, constraining their capacity to build a stable and loyal customer base, an advantage that supermarkets, with their controlled environments and convenient locations, have long been able to sustain.

To address the major competitive and operational threats, particularly supermarket dominance, limited payment options, information gaps, and logistics constraints, integrated defensive strategies are required. Rather than competing directly with supermarkets on convenience and scale, ARBOs should adopt differentiation strategies that emphasize unique strengths such as superior freshness, direct farmer connections, and community-based value. The adoption of digital payment systems can mitigate transaction limitations while enabling higher-value purchases. Strengthening information dissemination through coordinated digital platforms and local media can reduce information gaps among consumers and enhance brand visibility. Cooperative logistics solutions, including shared delivery systems and partnerships with third-party providers, can improve accessibility and counter distribution constraints. Additionally, climate resilience measures and proactive reputation management are essential for addressing weather-related risks and protecting consumer trust.

Market Input to TOWS Matrix Analysis

SO Strategies (Strengths-Opportunities)

Table 6 presents the consumers' input on recommending SO strategies (Strengths-Opportunities) for ARBO agri-food products. "Health-focused marketing campaigns" ranked highest with 75 responses (75%), followed by

"Social media presence with farmer stories" with 70 responses (70%, rank 2), and "Government partnership programs" with 64 responses (64%, rank 3). "Social enterprise positioning" received 54 responses (54%, rank 4), and "Food service partnerships" garnered 52 responses (52%, rank 5).

Table 6. SO Strategies (Strengths-Opportunities)

Strengths-Opportunities	Frequency	Percentage	Rank
Health-Focused Marketing Campaigns	75	75%	1
Social Media Presence with Farmer Stories	70	70%	2
Government Partnership Programs	64	64%	3
Social Enterprise Positioning	54	54%	4
Food Service Partnerships	52	52%	5
Farm-to-Table Delivery Subscriptions	43	43%	6
Word-of-Mouth Marketing Campaigns	41	41%	7
Loyalty Programs and Promotions	39	39%	8.5
Product Sampling at Retail Outlets	39	39%	8.5
Retail Positioning with Proper Packaging	38	38%	10

Note: Factors were ranked based on frequency of responses. The top five factors were retained for strategic analysis in order to capture the most salient market prospects.

The results reveal that consumers prioritize strategies that leverage ARBO's core strengths to capitalize on key market opportunities, including health-consciousness trends, social media accessibility, and government support. Marketing and storytelling approaches were identified as more impactful than operational improvements. This pattern suggests that consumer recognition enables communication strategies to more readily capitalize on the convergence of strengths and opportunities than infrastructure development, which entails substantial investment.

Considering the results, it can be inferred that the customer inputs on the SO strategy reflect their intuition on leveraging existing advantages rather than building new capabilities. This pattern indicates that consumers perceive SO strategies as easily attainable options that provide immediate benefits with minimal risk. This perception may explain why operational strategies that require investment and capability development are ranked lower, even though they may offer greater long-term impact. The moderate ranking of food service partnerships and farm-to-table subscriptions reflects consumer uncertainty about strategies that require the simultaneous development of both capabilities and markets. While these approaches capitalize on strengths such as product freshness and the popularity of farm-to-table trends, they also require logistics infrastructure, consistent quality, and robust customer service systems, which ARBOs currently lack. As a result, these strategies are viewed as riskier or more complex compared to communication-focused strategies.

The study of Karnika et al. (2024) specifically noted that social media marketing strategies emphasizing product health attributes are particularly effective in capturing and engaging consumer interest. From farmers' perspectives, social media marketing benefits include cost efficiency, increased sales, promotion, and customer engagement, while its weaknesses include risks, technical issues, and ineffectiveness (Singh & Sharma, 2025). To ensure that prioritized SO strategies deliver sustainable competitive advantage, ARBOs should adopt an integrated implementation approach that balances high-impact initiatives with foundational capability development. Health-focused marketing and consistent social media engagement can effectively leverage ARBOs' freshness advantage, increase consumer health consciousness, and strengthen brand recognition at a cost-effective rate. Active participation in government support programs can further address resource constraints related to distribution, branding, and availability. It is important to embed social enterprise positioning across all marketing efforts to appeal to value-driven consumers. At the same time, selectively investing in supporting capabilities such as retail readiness and product sampling can help sustain consumer interest and convert awareness into actual purchases.

WO Strategies (Weaknesses-Opportunities)

Table 7 presents consumer-recommended WO strategies (Weaknesses-Opportunities) for ARBO agri-food products. "E-commerce platform launch" ranked highest with 74 responses (74%), followed by "Government-supported branding development" with 67 responses (67%, rank 2), and "Supermarket and retail expansion" with 65 responses (65%, rank 3). "Social media marketing" received 49 responses (49%, rank 4), while "Packaging and branding improvement," "Promotional campaigns and discounts," "Farm-to-table partnerships," and "Restaurant and hotel partnerships" all garnered 47 responses (47%, rank 5). Consumers prioritize two approaches to

addressing ARBO weaknesses: digital transformation strategies and infrastructure development. Technology-enabled solutions were identified as a more significant factor than traditional approaches, such as discounts or incremental improvements like packaging, suggesting that consumers recognize fundamental capability transformation as ARBO's greatest potential for competitive advantage.

Table 7. WO Strategies (Weaknesses-Opportunities)

Weaknesses-Opportunities	Frequency	Percentage	Rank
E-Commerce Platform Launch	74	74%	1
Government-Supported Branding Development	67	67%	2
Supermarket and Retail Expansion	65	65%	3
Social Media Marketing	49	49%	4
Packaging and Branding Improvement	47	47%	6.5
Promotional Campaigns and Discounts	47	47%	6.5
Farm-to-Table Partnerships	47	47%	6.5
Restaurant and Hotel Partnerships	47	47%	6.5
Online Order Processing Systems	39	39%	9
Discount Pricing Strategy	32	32%	10

Note: Factors were ranked based on frequency of responses. The top four factors were retained for strategic analysis in order to capture the most salient market prospects.

Based on the data gathered, the WO strategy pattern indicates that consumers perceive ARBO's key weaknesses as best addressed through external opportunities that enable the development of transformational capability rather than gradual internal improvements. The strong emphasis on e-commerce reflects recognition that digital platforms can address limitations in physical distribution by improving access, availability, and convenience at relatively lower cost than traditional retail infrastructure. Support for government-assisted branding underscores the need for external technical expertise to achieve professional packaging and marketing standards beyond ARBOs' internal capacities. The prioritization of retail expansion further suggests that consumers view mainstream retail access as essential for scale and visibility, despite the higher capabilities required.

Nguyen et al. (2024) highlighted that digital transformation focuses on developing digital platforms and infrastructure, with e-commerce as a key initiative. Complementing this, Zheng et al. (2024) underscored that farmers' cooperatives serve as vital mechanisms for advancing digital transformation, especially when reinforced by government support and partnerships with technology experts. Effective implementation, therefore, depends on strengthening digital infrastructure and improving farmers' digital competencies, thereby transforming conventional constraints into technological strengths.

To operationalize prioritized WO strategies, ARBOs should adopt a phased approach that centers on digital transformation while progressively strengthening supporting infrastructure. The establishment of a cooperative e-commerce platform should be the primary initiative, enabling improved access, payment flexibility, information flow, and delivery coordination that directly convert distribution and location weaknesses into technology-driven convenience advantages. Concurrently, ARBOs should leverage government branding and marketing support to overcome limitations in packaging quality and brand recognition. Strategic retail expansion should then follow, using cooperative supply aggregation and professionally developed branding to secure mainstream visibility and scale. These efforts should be reinforced through consistent social media marketing that drives traffic to both online and retail channels while addressing promotional gaps. Complementary channels can further capitalize on freshness and authenticity. By prioritizing transformative infrastructure investments aligned with external opportunities, ARBOs can move beyond incremental improvement toward sustainable competitive repositioning as multi-channel, market-oriented enterprises that retain their social mission and product-quality advantages.

ST Strategies (Strengths-Threats)

Table 8 shows the consumer-recommended ST strategies (Strengths-Threats) for ARBO agri-food products, based on responses from 100 respondents. "Differentiation through quality and farmer stories" ranked highest with 62 responses (62%), followed by "Information and awareness campaigns" with 55 responses (55%, rank 2), and "Reliability reputation building" with 54 responses (54%, rank 3). "Value proposition emphasizing social impact" received 51 responses (51%, rank 4) and "Community narrative differentiation" garnered 48 responses (48%, rank 5). The findings reveal that consumers prioritize strategies leveraging ARBO's core strengths to counter competitive threats. Differentiation and communication approaches are preferred over operational adjustments, suggesting that consumers believe that ARBO's distinctive strengths can effectively neutralize competitive threats

through strategic positioning rather than attempting to match commercial competitors' operational capabilities.

Table 8. ST Strategies (Strengths-Threats)

Strengths-Threats	Frequency	Percentage	Rank
Differentiation Through Quality and Farmer Stories	62	62%	1
Information and Awareness Campaigns	55	55%	2
Reliability Reputation Building	54	54%	3
Value Proposition Emphasizing Social Impact	51	51%	4
Community Narrative Differentiation	48	48%	5
Quality-Based Pricing Justification	40	40%	6
Local Food Security Positioning	36	36%	7
Flexible Payment Arrangements	35	35%	8.5
Product Variety Showcase	35	35%	8.5
Transparency and Quality Assurance Campaigns	28	28%	10

Note: Factors were ranked based on frequency of responses. The top five factors were retained for strategic analysis in order to capture the most salient market prospects.

The results suggest that the ST strategy aligns with consumer preferences for defensive positioning based on non-replicable advantages, rather than direct competition in areas where ARBO faces structural constraints. The emphasis on quality differentiation demonstrates an understanding that ARBO should capitalize on its inherent product freshness and authenticity rather than compete on convenience. Furthermore, the prioritization of information campaigns indicates that consumers perceive strategic communication as a means of transforming information gaps into opportunities, using authentic farmer narratives to foster trust and address supply concerns.

Product freshness and quality remain central to consumers' perceptions of farmers' markets. Török et al. (2023b) confirm that these attributes are the primary qualities driving consumers' purchasing decisions for fresh fruits and vegetables. This quality assurance is further reinforced through personal engagement, as Stanco et al. (2019) found that farmers prioritize building lasting, face-to-face relationships with their customers to communicate details about their products' genuineness and production methods, suggesting that farmer narratives have the greatest impact when shared through personal, direct exchanges that allow producers to discuss their farming methods and experiences with buyers.

It is recommended that ARBOs pursue integrated positioning that emphasizes non-replicable differentiation while selectively addressing operational vulnerabilities. First, develop comprehensive quality-differentiation campaigns that create explicit messaging contrasting ARBO's superior freshness with supermarket produce, highlighting the authenticity of the farmer story and personal seller relationships, and positioning ARBO as "premium quality through authentic local agriculture" rather than attempting convenience parity with supermarket competition. Second, implement proper information and awareness campaigns through multi-channel communications. Third, emphasize the social impact value proposition by consistently communicating support for agrarian reform beneficiaries, contributions to food security, and sustainable rural community building, creating values-based differentiation that appeals to socially conscious consumers. By doing so, ARBOs can establish competitive positioning that is resistant to supermarket competition and price pressure, enabling a sustainable market presence based on distinctive value propositions, maintaining premium positioning, and ensuring farmer livelihood sustainability consistent with ARBO's social mission and competitive realities.

WT Strategies (Weaknesses-Threats)

Table 9 presents consumer-recommended WT strategies (Weaknesses-Threats) for ARBO agri-food products, based on responses from 100 respondents. "Comprehensive multi-channel marketing" ranked highest with 67 responses (67%, rank 1), followed by "Diverse payment options" with 65 responses (65%, rank 2), and "Distribution network expansion" with 64 responses (64%, rank 3). "Information management systems" received 55 responses (55%, rank 4), and "Cooperative aggregation systems" garnered 46 responses (46%, rank 5). The distribution of responses indicates that consumers place greater importance on market access and connectivity strategies than on operational improvements. This pattern suggests that, from the consumer perspective, resolving ARBO's fundamental market-reach vulnerabilities provides more meaningful protection against competitive threats than pursuing incremental backend refinements.

Table 9. WT Strategies (Weaknesses-Threats)

Weakness-Threats	Frequency	Percentage	Rank
Comprehensive Multi-Channel Marketing	67	67%	1

Diverse Payment Options	65	65%	2
Distribution Network Expansion	64	64%	3
Information Management Systems	55	55%	4
Cooperative Aggregation Systems	46	46%	5
Quality Control Standardization	45	45%	6
Delivery Service Partnerships	39	39%	7
Climate-Resilient Infrastructure	37	37%	8.5
Cooperative Marketing Funds	37	37%	8.5
Improved Order Processing and Service	31	31%	10

Note: Factors were ranked based on frequency of responses. The top five factors were retained for strategic analysis in order to capture the most salient market prospects.

It can be noted that the WT strategy pattern reflects consumer perception that defensive positioning requires transforming fundamental vulnerabilities rather than surface issues. Multi-channel marketing dominance suggests that ARBO's weakness in professional branding and packaging creates market invisibility, making ARBO vulnerable to supermarket dominance and requiring a marketing transformation rather than incremental communication improvements to establish market presence and prevent customer defection. Payment option prioritization indicates understanding that payment inflexibility represents a structural disadvantage in increasingly digital commerce environments.

Multi-channel marketing strategies are significant to diversify farmers' sales outlets. According to Plakias et al. (2019), farmers are expanding beyond traditional wholesale channels to include direct sales to consumers, grocers, restaurants, and local intermediaries. This trend is supported by technological innovations, such as a mobile application in India that enables direct-to-consumer sales with multiple payment options, including UPI, digital wallets, and bank transfers (Chauhan et al., 2025). However, farmers' channel selection is influenced by various demographic and economic factors. Age plays a notable role, as farmers under 55 are more likely to use social media marketing (Moreno-Ortiz et al., 2021).

To effectively address vulnerability intersections, it is recommended to pursue integrated infrastructure development emphasizing market access transformation. First, develop comprehensive multi-channel marketing systems to establish a unified digital presence, counter supermarket competition, and address branding weaknesses through systematic, professional marketing. Second, implement a diverse payment infrastructure that directly addresses payment-limitation threats and builds transaction convenience on par with that of commercial competitors. Through the implementation of these WT strategies, prioritizing market access transformation while building complementary operational capabilities, ARBOs can transform vulnerabilities into competitive capabilities, achieve defensive positioning, protect market share, and build foundations for sustainable growth consistent with competitive necessity.

SIKAT Strategic Marketing Framework

Strategic Marketing Framework is a comprehensive, systematic approach that integrates marketing concepts, tools, and methodologies to guide organizational decision-making and implementation, thereby achieving competitive advantage and market objectives. It can provide significant advantages for agrarian reform beneficiary organizations (ARBOs) in expanding their market reach and improving the competitive positioning of their agricultural food products. Grounded in the study's findings and systematically developed through the Input-Process-Output (IPO) framework, the SIKAT Strategic Marketing Framework integrates SWOT and TOWS analyses, which are valuable instruments for strategic planning (Benzaghta et al., 2021). As such, it serves as an evidence-based strategic planning tool, designed to support ARBOs in expanding their market reach and strengthening the competitive positioning of their agricultural food products within Camarines Sur and beyond.

The SIKAT Strategic Marketing Framework is anchored in several theoretical foundations that collectively address both the internal and external dimensions of strategic marketing. At its core, the framework draws on the Resource-Based View (D'Oria et al., 2021), which examines internal organizational capabilities, resources, and competencies that generate competitive advantage, thereby enabling a systematic identification of the market-perceived strengths and weaknesses of ARBO products. This inward lens is broadened by Environmental Scanning Theory (Harris & Brooker, 2025), which provides a structured approach to monitoring the external market environment, identifying growth opportunities, and detecting threats that may undermine market

performance. The insights derived from both perspectives are subsequently integrated using the TOWS Strategic Framework (Dyson, 2003). This analytical instrument cross-matches internal factors with external conditions to yield four actionable strategic directions: SO, ST, WO, and WT. Overarching these theoretical pillars is Strategic Management Theory (Teece, 2018), which underscores the interdependence of business models, dynamic capabilities, and strategy as essential drivers of sustainable competitive advantage through continuous organizational adaptation and innovation.



Figure 1. SIKAT Strategic Marketing Framework

Figure 1 presents the SIKAT Marketing Framework as formulated from the study's findings. It organizes marketing strategies into four pillars, each combining elements of Strengths, Weaknesses, Opportunities, and Threats into targeted, actionable approaches. These strategic pillars are discussed in detail below:

Pillar 1: SO Strategies

The Strength-Opportunity quadrant represents growth strategies that capitalize on the organization's established competitive advantages within favorable market conditions. The analysis reveals that health-focused marketing campaigns are the highest-priority strategy, aligning directly with the organization's core strength in product quality and the growing trend toward health consciousness. A social media presence featuring authentic farmer narratives strategically leverages both sellers' trustworthiness and social media accessibility. The government partnership programs provide institutional validation of the organization's mission to support local farmers. At the same time, e-commerce platforms that emphasize quality extend the organization's fresh product advantages into digital marketplaces without compromising its core value propositions.

Pillar 2: WO Strategies

Weakness-Opportunity strategies represent developmental approaches designed to overcome internal limitations by leveraging favorable external conditions. The e-commerce platform launch is the primary development strategy, directly addressing critical weaknesses in distribution channels and accessibility while capitalizing on e-commerce growth trends. Government-supported branding development addresses the significant weakness of limited brand recognition by leveraging institutional partnerships and government support programs to enhance market visibility. Supermarket and retail expansion represents a strategic response to distribution and availability constraints. At the same time, community-supported agriculture programs address accessibility challenges by using alternative market structures that reduce reliance on traditional distribution networks.

Pillar 3: ST Strategies

Strength-Threat strategies employ existing organizational capabilities to mitigate threats. Differentiation through quality emphasis and farmer storytelling leverages the organization's core strengths, which are product quality and trustworthiness, to respond to the intense supermarket competition through value-based positioning rather than price competition. Information and awareness campaigns leverage the organization's credibility to address market information asymmetries, while reliability and reputation-building create barriers to price-based competition by emphasizing non-price attributes. The social impact value proposition repositions the organization beyond transactional exchanges, appealing to consumers' values regarding food security and local farmer support, thereby creating switching costs that protect against competitive threats.

Pillar 4: WT Strategies

Weakness-Threat strategies adopt a protective stance, simultaneously minimizing internal vulnerabilities while avoiding threats. Multi-channel marketing addresses distribution weaknesses. This diversification strategy mitigates risks from supermarket competition and limited payment options. Diverse payment options address payment infrastructure limitations while reducing barriers to entry for price-sensitive consumers facing economic constraints. Distribution network expansion systematically addresses both internal distribution weaknesses and external competitive threats. At the same time, information management systems enhance operational efficiency, support awareness campaigns, and reduce information gaps that create competitive disadvantages.

The acronym SIKAT denotes "Strategic Integration of Knowledge for Agrarian Trade," encapsulating the framework's core methodology: integrating diverse knowledge sources, which include market profiling, consumer behavior analysis, internal capability assessment, external environmental scanning, and TOWS matrix strategic formulation, into a coherent strategic marketing framework. The findings are translated into suggested marketing activities to improve ARBOs' market reach and competitive positioning. The term "SIKAT" also draws on the Filipino term, which signifies "prominence," "brilliance," or "to become well-known," serving as both an aspirational metaphor for ARBO market success and a culturally grounded identifier that resonates with the agrarian reform communities the framework is designed to serve.

Additionally, the SIKAT Strategic Marketing Framework incorporates innovative digital elements to enhance accessibility and practical application. The framework features an embedded QR code that provides immediate access to a comprehensive Digital Annex containing the complete TOWS analysis results. This digital integration allows users to seamlessly transition from the visual framework overview to detailed strategic recommendations.

The SIKAT Digital Annex is designed as a user-friendly guide that translates complex marketing concepts and strategic planning methodologies into clear and actionable directions. Each component includes clear explanations and step-by-step instructions that enable farmers and agricultural stakeholders to implement the strategies effectively. This approach addresses the knowledge gap between theoretical marketing frameworks and practical agricultural applications, ensuring that the SIKAT framework serves as both an analytical tool and an implementation guide.

Conclusion

Findings revealed that ARBOs operate with extreme customer concentration, highly localized geographic presence, irregular purchasing patterns, and predominantly small transaction volumes. Key strengths included product freshness and quality, support for local farmers, and reasonable pricing, while critical weaknesses included limited distribution channels, supply constraints, and a lack of brand recognition. An external analysis identified health-consciousness trends and government support programs as primary opportunities, while supermarket competition and limited payment options posed major threats. Strategic recommendations prioritized health-focused marketing campaigns, e-commerce platform development, quality differentiation strategies, and comprehensive multi-channel marketing systems.

The SIKAT Strategic Marketing Framework offers ARBOs a practical, directly applicable tool. It helps strengthen market reach, refine product positioning, and enhance competitive viability. At the policy level, the results underscore the need for targeted government interventions. These should address distribution infrastructure gaps, broaden market access for farmer organizations, and integrate digital marketing support into agrarian reform programs. In education and capacity building, the framework's embedded QR code provides access to a

comprehensive Digital Annex. It serves as a learning tool, translating complex marketing methodologies into actionable, user-friendly guidance for farmers and other stakeholders.

Beyond its practical applications, this study aligns with the United Nations Sustainable Development Goals. By enabling farmer organizations like ARBOs to improve market access and product positioning, the research advances SDG 1 (No Poverty). It occurs through expanded income opportunities for marginalized communities. Its focus on sustainable agricultural food production and access to nutritious food directly supports SDG 2 (Zero Hunger). The examination of economic opportunities for agrarian reform beneficiaries speaks to SDG 8 (Decent Work and Economic Growth). The study promotes productive employment and sustainable rural development.

Future research may assess the impact of the SIKAT Strategic Marketing Framework on ARBOs' income and market performance. It can also evaluate the framework's applicability across other provinces and investigate how digital platforms can scale up ARBO market participation. Collectively, this study contributes to community-driven, evidence-based poverty reduction in agrarian reform communities.

Contributions of Authors

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