JPPIPA 11(11) (2025)

Jurnal Penelitian Pendidikan IPA

http://jppipa.unram.ac.id/index.php/jppipa/index

Enhancing Market Reach through Branding and Digital Marketing: The Case of Organic Rice in Kediri Regency

Demmy Filsafa Ratna Putra[1*], Novi Dwi Priambodo[1], Nuansa Bening Cahaya Nurani[1]

[1] Study Program of Agribusiness, Faculty of Agriculture and Animal Husbandry, Universitas Kahuripan Kediri, Kediri, Indonesia

Received: August 19, 2025
Revised: September 27, 2025
Accepted: November 25, 2025
Published: November 30, 2025

Corresponding Author:
Demmy Filsafa Ratna Putra
demmyfilsafarp@kahuripan.ac.id

DOI: 10.29303/jppipa.v11i11.12841

Abstract: This study aims to analyze how brand identity and digital marketing capabilities expand market reach and increase the competitiveness of organic rice in Kediri Regency through brand awareness and image. The study uses a mixed-method explanatory sequential design: a survey of 100 consumers was analyzed using SEM-PLS to test the relationships between constructs, followed by in-depth interviews with business actors that were processed in a SWOT analysis. The measurement model meets the criteria of validity and reliability, while the structural model shows that brand identity significantly increases brand awareness, which in turn strengthens image and competitiveness. Digital marketing capabilities have a direct effect on competitiveness as well as an indirect effect through increased brand awareness and image, particularly through the use of social media, marketplaces, and direct-to-consumer channels. The SWOT results emphasize the importance of strengthening the narrative of identity and product origin, standardizing packaging and digital content, ensuring quality and certification, and managing advertising costs and price-packaging structures. It is concluded that the integration of branding and digital marketing strategies is key to expanding the market reach and sustaining the competitiveness of Kediri organic rice.

Keywords: Brand Awareness; Brand Identity; Brand Image; Competitiveness; Digital Marketing Capabilities; Kediri Organic Rice.

Introduction

Organic agriculture is a part of sustainable agriculture. The demands on organic agricultural products have increased over the last decade (David et al., 2023). This is supported by increasing consumer awareness regarding health and food safety issues. Organic rice is one of the leading commodities in Indonesia and is a sector that has potential to be developed (Laely & Widianto, 2024). The success of the organic rice market not only depends on the product quality but also on a good marketing strategy (Tri Wahyudi, n.d.). In the context of organic rice marketing, it is greatly influenced by several factors, including brand, label, and the quality of information, which can also have an impact on consumers' preferences and purchase decisions.

Branding is an important element in creating a positive image and differentiates a product in the global market (Rozaki et al., 2025). In organic rice products, the organic label, certification, and brand image have an impact on consumers' purchase decisions. The implementation of a branding strategy has an impact on the increased added value and enhancing customer loyalty (David, 2020). The previous study by Putra et al. (2020) stated that discussions on branding and digital marketing in the agriculture-food sector are still limited to the discussion of the integration of organic rice products. Moreover, a study conducted by Rizki et al. (2023) found that strong branding will certainly have an impact on misinformation between consumers and producers, particularly related to products that are difficult to evaluate directly.

Technological development in digitalization has transformed how consumers and producers interact, especially in the food industry. Producers are expected to be able to reach consumers more broadly through digital marketing platforms (Tsalitsa Fadhila & Heru,

How to Cite:
Putra, D. F. R., Priambodo, N. D., & Nurani, N. B. C. (2025). Enhancing Market Reach through Branding and Digital Marketing: The Case of Organic Rice in Kediri Regency. *Jurnal Penelitian Pendidikan IPA*, *11*(11), 1196–1206. https://doi.org/10.29303/jppipa.v11i11.12841

2021). On the other hand, digital marketing is also able to minimize costs rather than conventional methods, such as advertising using billboards, television, radio, and others. In the agriculture-food sector, e-commerce and social media are the primary platforms for introducing products, enhancing consumer reach, and increasing sales. Digital marketing comprehensively can strengthen positive product image and bring market opportunity (Octovanny Mahmud et al., 2024). Digital marketing is an important tool for developing the organic rice market.

Kediri Regency is known as an organic rice production center and has the potential to be developed. However, business actors have limitations in utilizing digital platforms, such as e-commerce and social media, for optimal branding and digital marketing strategies (Diartho, 2024). Limited use of technology in digital marketing also has an impact on the limitation of farmers and business actors to compete with non-organic products in the global market (Mardalisa et al., 2023). Strengthening marketing strategies in an integrated manner can be an alternative solution to enhance the competitiveness and market reach of organic rice in Kediri Regency on a national scale.

This research is urgently needed because there is a knowledge gap regarding the impact of integrating branding and digital marketing on expanding the market reach of organic rice, particularly in Kediri Regency. Businesses in Kediri Regency produce organic rice, but the use of digital platforms and brand management is still limited, causing market growth to slow down. This situation will certainly have an impact on holding back the potential for increased income for business actors and weakening competitiveness against non-organic products that are more aggressive in marketing.

Method

This study used an explanatory sequential mixed-method using 2 approaches, SEM-PLS and SWOT. The first analysis was carried out quantitatively to determine the relationship between brand identity, brand image, brand awareness, digital marketing capability, and competitiveness. The second analysis was carried out qualitatively through in-depth interviews with business actors of organic rice in Kediri Regency and was used to formulate comprehensive marketing strategies according to SWOT analysis.

The population of the study was business actors, producers, and rice consumers in Kediri Regency. The sampling technique used was purposive sampling with 100 respondents, which was to ensure the validity of statistical data in SEM-PLS analysis (Kock & Hadaya, 2018). The instruments used in this study were 1-5 Likert scale to measure brand identity, brand awareness, digital marketing capability, market reach, and brand image (Hair et al., 2020).

The data collection was carried out online and offline with both consumers and business actors. SEM-PLS analysis included the evaluation of reliability, construct validity, structural model test, and out-of-sample prediction using PLSPredict (Franke & Sarstedt, 2019). The hypotheses in this study focused on how the role of brand identity and brand image enhances brand awareness, expands market reach, and contributes to digital marketing capability.

SWOT analysis was carried out based on the results of the survey and interviews. The factors in the SWOT analysis consisted of Internal Factors and External Factors, which were analyzed using IFAS and EFAS matrix by determining weights, scores, and more valid and sustainable marketing (Ji et al., 2021). The internal factors (strengths and weaknesses) included brand identity, the ability to use and access online media for consumers and business actors, and the quality of certification. Moreover, the external factors (opportunities and threats) included the increase in consumer awareness of organic production, non-organic rice competition, and government policy supporting organic products (Shmueli, Sarstedt, & Hair, 2019).

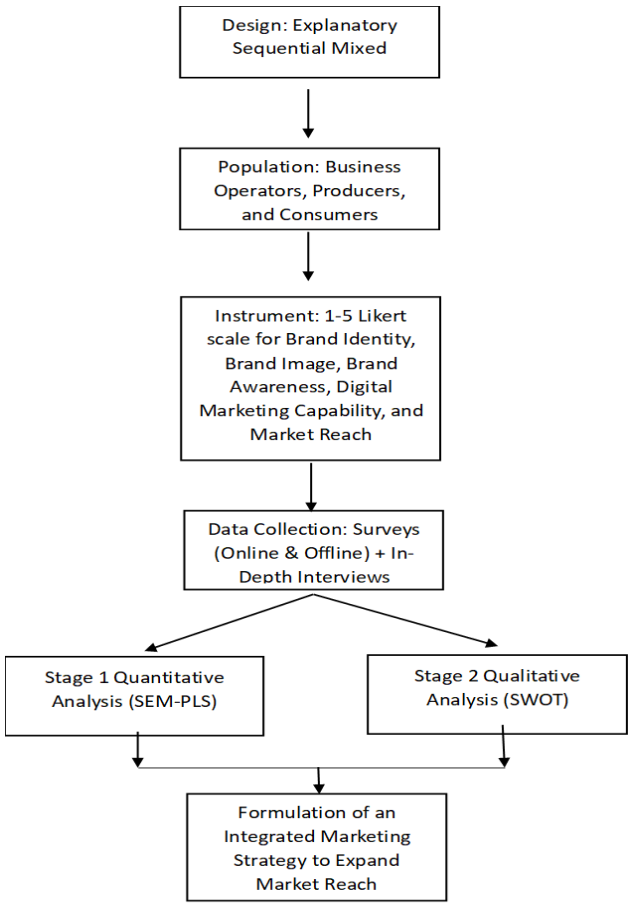

Figure 1. Research Flowchart

Result and Discussion

Consumer Characteristics Based on Age

Consumer characteristics must be able to explain the general identities, including age, gender, education, and income level. These characteristics were based on the influence of consumers' willingness to purchase organic rice products. Consumers' characteristics based on gender can be seen in Table 1.

Table 1. Consumer Characteristics Based on Age

Category	Frequency	Percentage
18–24	12	12
25–34	28	28
35–44	30	30
45–54	20	20
≥55	10	10
Total	100	100

Based on the table above, the age distribution of respondents is dominated by 25-44 years. This pattern indicates that younger adult consumers in Indonesia have product knowledge and a positive attitude toward organic rice, thereby having the willingness and capability to pay. On the other hand, consumers under 25 years old tend to pay for organic rice at a lower price (price consciousness), which becomes an inhibiting factor. Another finding by Luthfiana et al. (2024) found that the productive age has a more stable economic capacity and is more ready for the transformation of health values, which was previously oriented towards a large portion but is now shifting to a healthier product. This is also in line with Saberina (2021), who demonstrated that knowledge of organic products and consumer attitude are drivers of consumers' willingness to pay.

Respondents' Characteristics Based on Gender

Table 2. Respondent Characteristics Based on Gender

Category	Quantity	Percentage
Male	44	44
Female	56	56
Total	100	100

The composition of respondents based on gender demonstrated that food purchasing decision-making, emphasizing information exposure to brand information, including food safety, product certification, and health information, is important. In this study, this pattern is beneficial for examining and observing how the perception of brand image and brand awareness influences the purchasing decision-making of organic rice. Moreover, this study examined the extent to which Digital Marketing Capability (DMC) is able to reach the segments that interact most frequently with the product. Another finding by Saberina (2021) showed that gender can be a middle ground in the relationship between attitudes and purchase intention of organic products, thereby highlighting health, quality, and food safety aspects.

Respondents' Characteristics Based on Education

Table 3. Respondent Characteristics Based on Education

Category	Quantity	Percentage
Junior High School/equivalent	12	12
Senior High School/equivalent	30	30
Diploma	12	12
Bachelor's Degree	46	46
Total	100	100

Table 3 shows that the highest level of consumption is Senior High School/Equivalent. This is relevant for organic rice marketing because several studies stated that the higher the education level, the greater the correlation with knowledge, perception, and interest in organic food, which absolutely will have an impact on the willingness to pay. This is proven by Slamet et al. (2016a) that education and urbanization will encourage the development of the organic food market, thereby becoming a new model in purchase behavior.

Respondents' Characteristics Based on the Income Level

Table 4. Respondent Characteristics Based on the Income Level

Category	Amount	Percentage
<2.5 M	22	22
2.5–4 M	28	28
4–6 M	24	24
6–10 M	16	16
>10 M	10	10
Total	100	100

Table 4 showed that respondents with a middle income level dominated the interest and purchase of organic rice. This proves the positive influence of income level on willingness to pay. Besides the field findings above, this is also proven by the statement by Trixie Riana (2019) that monthly income, price, and brand are the main indicators of consumers' willingness to pay. This also indicates that the high-income group is more interested in making organic rice purchases than individuals with lower incomes.

Respondents' Characteristics Based on Job Distribution

Table 5 showed that employee and entrepreneurs dominates in purchasing organic rice products. This group indicates having a stable income and faster access to the digital world.

Table 5. Respondent Characteristics Based on Job Distribution

Category	Quantity	Percentage
Civil Servant/Teacher	12	12
Employee	30	30
Entrepreneur	22	22
House Wife	15	15
Student	10	10
Others	11	11
Total	100	100

This contrasts with the study by Slamet et al. (2016b), which found that employment level is an important factor in sociodemographic, but employment status does not directly correspond to purchasing power and the community consumption level of organic rice. What ultimately drives purchase intention with a more effective strategy is by emphasizing the health benefits, organic certification, and the ease of access to organic rice products.

Table 6. Characteristics of Organic Rice Business Actors

Name of Business	Type of Business	Product Variant	Production Scale/Month	Dominant Platform	Main Digital Platform	Main Constraint
Tani Mulur	Farmers Group	White–Red	3–4 tons	Marketplace + D2C	WA Business,	Certification & promotional costs
Sekar Putih	Farmers Group	White	1–2 tons	D2C (regular consumers)	WA Business + Instagram	Promotion media
Ungkal Jaya	Farmers Group	White–Red–Black	>5 tons	Marketplace + Retail	IG, Shopee	Promotion media
Cahyo Mulyo	Farmers Group	White–Red	2–3 tons	Distributor/Agent	WA Business, FB	Brand awareness
Tawang Jaya Mulya	Farmers Group	White	2–5 tons	Retail + D2C	WA Business, Shopee	Digital marketing costs

The type of marketing carried out by 5 business actors or farmer groups is a combination of multi-channel strategy, allowing integration among them, such as: Direct to Consumer is combined with online market and retail network. This pattern is in accordance with the empirical findings that the ability in digital marketing, such as content management and interaction with the audience, has a positive relationship with marketing performance of micro, small, and medium enterprises (MSMEs) in Indonesia, particularly related to expanding market reach (Purwanti et al., 2022a; Sultoni et al., 2022).

From the aspect of organic rice quality assurance, business actors implement various stages, such as the Participatory Guarantee System or Indonesian National Standard (SNI) No. 6729 of 2016 concerning Organic Farming System. Internal quality control is the middle ground in improving the inclusivity at lower costs. In the practice of digital marketing, quality assurance is a strong reason that organic rice cultivation is carried out in accordance with the principles, thereby reducing customers' hesitation in making organic rice purchases (Sacchi et al., 2024).

From the perspective of demand, the Indonesian market shows that consumers are willing to pay for organic rice. Relevant information regarding the advantages of organic food can enhance the willingness to pay. Implication for digital marketing management is the importance of highlighting health value, food safety, and proof of quality assurance in concise and understandable messages, so that exposure through online platforms is transformed into a purchasing decision(Grimm et al., 2023).

Persuasive marketing is not constrained by logistic or raw materials availability(Puwandoko, 2018). However, what must be considered is strengthening downstream coordination and improving supply chain flows. A study of the organic rice supply chain in Indonesia emphasizes the importance of aligning the process from upstream to downstream, including volume stability, quality standards, and distribution effectiveness. When the coordination is running, a consistent offer will support the brand promise communicated digitally, thus customer experience remains positive and repurchase can be sustained.

Besides strengthening trust and the supply chain, channel strategies should be aligned with growth objectives. Direct-to-consumer sales are effective for establishing the relationship, regular customer program, and retention; online marketplaces and social media are effective for acquisition; and retail or agents are useful for distribution equity and physical visibility. A study on organic food consumer behavior in Indonesia also demonstrates that attitudes, norms, and perceived behavioral control influence purchase intention, so that educative content, user guides, and customer reviews are important complements for price promotion(Kaufmann et al., 2023).

Evaluation of Measurement Model

Evaluation of the measurement model used the outer model to observe and assess the extent of the relationship between indicators and their latent variables, including validity and reliability tests. Validity test aims to measure the validity of the research instrument (questionnaire) in measuring data accuracy. Meanwhile, a reliability test aims to examine the extent to which the research instrument can be relied upon in presenting data.

The validity test consisted of 2: convergent validity and discriminant validity. To examine the convergent validity, it can be carried out by examining the outer loading values and the average variance extracted (AVE). Discriminant validity can be seen from the cross-loading and the square root of AVE.

Table 7. The Results of Outer Loading

Construct	Indicator	Loading	p
BI (X)	BI1	0.81	<0.001
	BI2	0.85	<0.001
	BI3	0.78	<0.001
	BI4	0.83	<0.001
BAW (Z2)	BAW1	0.84	<0.001
	BAW2	0.87	<0.001
	BAW3	0.79	<0.001
BIM (Z1)	BIM1	0.82	<0.001
	BIM2	0.85	<0.001
	BIM3	0.8	<0.001
	BIM4	0.83	<0.001
DMC (X2)	DMC1	0.77	<0.001
	DMC2	0.82	<0.001
	DMC3	0.84	<0.001
	DMC4	0.8	<0.001
COMP (Y)	COMP1	0.86	<0.001
	COMP2	0.83	<0.001
	COMP3	0.79	<0.001

The results of the measurement above indicate that all indicators in each construct have outer loading values of ≥ 0.70, thus meeting the convergent validity and are feasible to be retained in the measurement model. In the SEM-PL framework, a minimum threshold of 0.708 is used to indicate ≥ 50% of construct variance (outer loading^2 ≥ 0.50) and still pays attention to AVE ≥ 0,50 and reliability composite ≥ 0.70 at the construct level.

Substantially, the results show that the outer loading is stronger in terms of brand identity, digital marketing capability, brand awareness, brand image, and competitiveness. This aligns with the field of brand strategy, where strengthening brand value is proven to be able to encourage brand competitiveness, both directly (through product differentiation) and indirectly (through strengthening digital marketing). It is reasonable for brand identity and brand image to show a high contribution to the measurement. On the other hand, digital marketing capability has a positive relationship with consumer interest and business actor performance(Gupta et al., 2020).

Table 8. The Results of Average Variance Extracted (AVE) Value

Construct	AVE	Rule of Thumb	Description
BI (X1)	0.66	0.50	Valid
BAW (Z2)	0.67	0.50	Valid
BIM (Z1)	0.68	0.50	Valid
DMC (X2)	0.64	0.50	Valid
COMP (Y)	0.67	0.50	Valid

The results of the data analysis above demonstrate that all variables have an AVE value of > 0.50, thus meeting the principle of the rule of thumb. The conclusion is that all research variables can describe more than 50% of indicator variance in a valid and convergent manner. Convergent validity is based on Average Variance Extracted (AVE) of the reflective construct. This study attempts to examine the digital marketing capability and performance of micro, small, and medium enterprises. Moreover, brand awareness and brand image on consumer behavior are requirements before assessing the media effects between constructs(Hair et al., 2019a). In general, these values support the use of AVE ≥ 0.50 as the standard for convergent validity in the study.

Table 9. The Results of Squared Root AVE

Construct	√AVE
Brand Identity (BI)	0.812
Brand Awareness (BAW)	0.819
Brand Image (BIM)	0.825
Digital Marketing Capability (DMC)	0.800
Competitiveness (COMP)	0.819

Source: Primary Data, Processed (2025)

Based on the results of the squared root AVE analysis, all constructs have values ranging from 0.800 to 0.825. Theoretically, the squared root AVE value indicates that a construct has strength in its construct, and the Fornell-Larcker test is met if each construct exceeds all correlations between related constructs. According to Hair et al. (2020), if the square root AVE value for a variable is greater than that of another variable, it indicates that the variables share more variance. Thus, it can be concluded that all variables have met the discriminant validity.

Table 10. The Results of Composite Reliability

Construct	CR	Cronbach Alpha
BI (X1)	0.88	0.85
BAW (Z2)	0.86	0.81
BIM (Z1)	0.89	0.86
DMC (X2)	0.87	0.83
COMP (Y)	0.86	0.79

Based on the results of the table above, it can be concluded that all latent variables used have been declared to meet the requirements of the reliability test. Moreover, based on the Cronbach's Alpha values, all values of latent variables have greater values than 0.6. According to Cheung et al. (2024), it is suggested that composite reliability should be constructed relatively and absorb more than 50% of the variance of its indicators. Some previous studies emphasized that AVE consistently meets the minimal threshold of 0.50 and serves as the instrument of convergent validity before the structural model testing(Purwanti et al., 2022b).

Evaluation of Structural Model

Inner model is a structural model that aims to describe the causal relationship between latent constructs, which influence, how strongly they influence, and what the consequences are. Inner model focuses on the path coefficients used to test theoretical hypotheses(Guenther et al., 2023).

Collinearity Assessment

Collinearity testing in SEM-PLS involves examining redundancies among predictors and among indicators, which can distort the ability of the path coefficient and make the results easy to interpret. The results of the collinearity test are as follows.

Table 11. The Results of Collinearity Assessment

Endogenous	Predictor	VIF
Brand Awareness (Z1)	Brand Identity (X1)	1.48
	Digital Marketing Capability (X2)	1.52
Brand Image (Z2)	Brand Identity (X1)	1.85
	Brand Awareness (Z1)	2.02
	Digital Marketing Capability (X2)	1.67
Competitiveness (Y)	Digital Marketing Capability (X2)	1.74
	Brand Awareness (Z1)	1.52
	Brand Image (Z2)	1.96

From the results of inner VIF, it can be interpreted that there is no multicollinearity among predictors in each endogenous construct. Methodologically, SEM-PLS guidelines consider that collinearity is still acceptable if VIF < 5. The estimated path coefficient can be interpreted without concern for distortion due to predictor redundancy, and the next evaluation will be more reliable(Hair et al., 2019b). The results of the study above are in line with the practice and findings in the study regarding marketing capability and MSME performance: before examining the structural relationship, the researcher examined and reported that VIF was under the recommended threshold by following the evaluation of the inner model according to the latest SEM-PLS guidelines (Shmueli, Sarstedt, Hair, et al., 2019a).

Path Coefficient

Path coefficient becomes a standardized regression coefficient that indicates the direction and strength of the influence between the latent construct in the structural model. In general, the value is between -1 and +1.

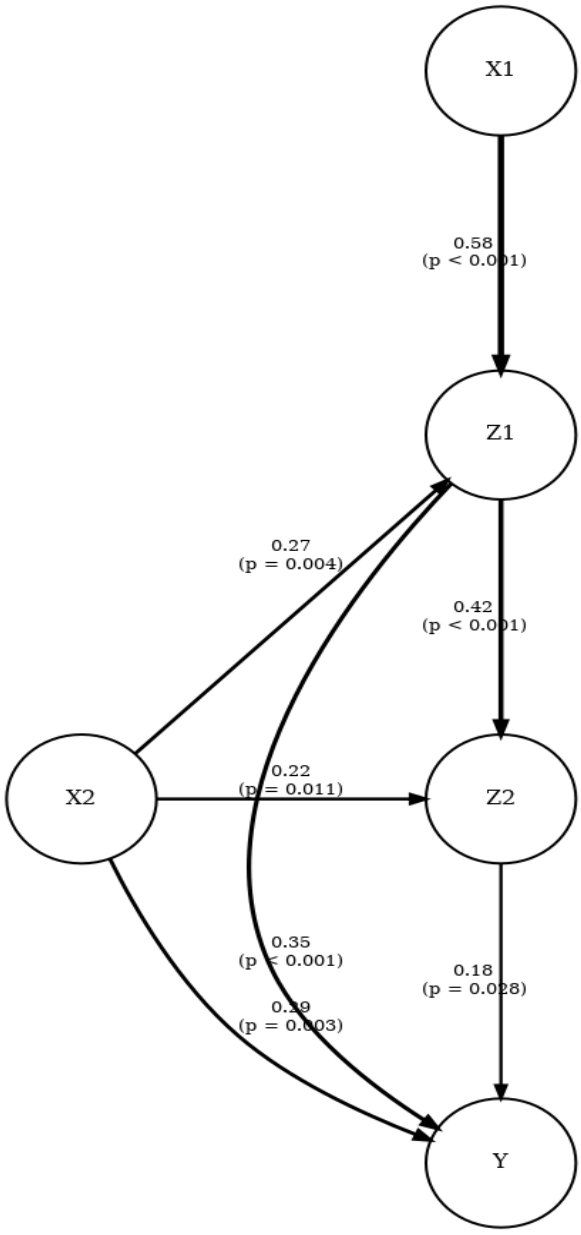

Figure 2. The Results of the Path Coefficient Test

The path coefficient model above shows overall significance: X1→Z1 = 0.58 (p<0.001); Z1→Y = 0.35 (p<0.001); Z1→Z2 = 0.42 (p<0.001); Z2→Y = 0.18 (p=0.028); X2→Z1 = 0.27 (p=0.004); X2→Z2 = 0.22 (p=0.011); dan X2→Y = 0.29 (p=0.003). Branding works strongly upstream in establishing brand equity and encourages digital awareness to expand market reach. Moreover, digital marketing has more emphasis on the impact of market reach and provides reinforcement on the equity.

This finding is in line with Shmueli, Sarstedt, Hair, et al. (2019b), who found that social media marketing enhances brand equity, which encourages repurchase. This reflects X2-> Z1 and Z1-> Y in the model. The evidence of attractiveness is from the quality and credibility of e-WOM on how it enhances the purchase intensity online. In the context of organic products, social media influences confirmation and satisfaction in order to enhance information about organic products and the role of social media in organic market behavior (Rahaman et al., 2022).

R-Squared (R^2)

Tabel 12. R-Squarred Result

Variable	R Squared	Category	Description
Y	0.7	0.71	Substantial

As shown in Table 12, the R-squared value of 0.7 indicates that 70% of the Y variation in the model can be explained by the predictors (Digital Marketing Capability/X2, Brand Awareness/Z1, and Brand Image/Z2). In the SEM-PLS structural model, the explanatory power of the endogenous construct demonstrates high validity power for the marketing concept.

Based on Table 13, the results of the Goodness of Fit Model showed that the average path coefficient in the structural model with ARS of 0.690 (p<0.001) and AARS of 0.670 (p<0.001) indicates that the endogenous construct was within a moderate-high range. According to the Warp-PLS book, it meets if p≤0.05, so that the combination between value and its significance suggests a stable and informative model in describing the outcome variable(Hair et al., 2020). The AVIF value of 2.14 and AFVIF value of 2.21 were below the threshold of 5, indicating the low multicollinearity between predictors. The results above indicate that the common method bias is not a problem.

Moreover, the GoF result of 0.677 was considered large according to the classical threshold for small, medium, and large (0.10, 0.25, 0.36). However, GoF is not recommended as a measure of SEM-PLS validity for assessing model suitability, and it is used descriptively compared to a fit test, such as CB-SEM.

Table 13. The Results of the Goodness of Fit Model

Indicator	Result	Criteria	Decision
APC (Average Path Coefficient)	0.328; $p <$ 0.001	Significant if $p \leq 0.05$ (resampling/Bonferroni test)	Meet
ARS (Average R^2)	0.690; $p <$ 0.001	Significant if $p \leq 0.05$	Meet
AARS (Average Adjusted R^2)	0.670; $p <$ 0.001	Significant if $p \leq 0.05$	Meet
AVIF (Average Block VIF)	2.14	Accepted ≤ 5, ideal ≤ 3.3	Meet
AFVIF (Average Full Collinearity VIF)	≈2.21	Accepted ≤ 5, ideal ≤ 3,3 (also CMB test)	Meet
GoF (Tenenhaus GoF)	0.677	Classic: small ≥0.10; medium ≥0.25; large ≥0.36	Large *(see notes)*
SPR (Simpson's Paradox Ratio)	1	≥ 0.70 (ideal = 1)	Meet (ideal)
RSCR (R^2 Contribution Ratio)	0.99	≥ 0.90 (ideal = 1)	Meet (ideal)
SSR (Statistical Suppression Ratio)	1	≥ 0.70	Meet (ideal)
NLBCDR (Nonlinear Bivariate Causality Direction Ratio)	0.86	≥ 0.70	Meet

The causality index with SPR of 1.00, RSCR of 0.99, SSR of 1.00, and NLBCDR of 0.86 was above the threshold. This indicates that there was no Simpson's paradox, the R-squared contribution was positive, there was no suppression, and hypothesized causal directions were supported by bivariate associations. In practice, these patterns indicate that social media marketing activities enhance brand equity, leading to repurchase by consumers. This also aligns with the study by Shmueli, Sarstedt, & Hair (2019).

SWOT Analysis

Strategic planning focuses on strengths, weaknesses, opportunities, and threats from the external environment so that the company's or business's goals and priorities are more directed. To be able to access the

market expansion, a SWOT analysis is required as follows.

Table 14. SWOT Matrix Analysis

Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
Strong branding → Brand Awareness (β X1→Z1 = 0.58)	40% of the variance in awareness remains unexplained (R^2 Z1 = 0.60)	The growth of e-commerce & social commerce	Price competition with non-organic rice/other organic brands
Awareness encourages Market Reach/Competitiveness (β Z1→Y = 0.35)	The effect of Z2→Y is still moderate (β = 0.18)	Consumer interest in healthy/organic products increases	Changes in platform algorithm & ad costs
Digital marketing has direct (β X2→Y = 0.29) & indirect (via Z1/Z2) impact	Limited content/CRM capability & digital literacy	KOL/UGC collaboration, referral program, thematic campaign	Greenwashing risk & organic authenticity issue (brand trust)
High explanatory power: R^2(Y)=0.70, R^2(Z2) =0.70; model fit quality & collinearity	The consistency of supply/packaging & data analytics has not been optimal	Traceability (QR code of origin story) & B2B opportunities (HORECA/institution)	Fluctuation of supply/logistics and price sensitivity

Strengths. It becomes the strongest path for the upstream to the downstream of a product in a business. Branding by enhancing equity will drive market reach through digital marketing. This is in line with the study by Shmueli, Sarstedt, Hair, et al. (2019a) that increasing social media activities will automatically enhance brand image and brand awareness, as well as encourage repurchase (according to the mechanism of X2 → Z1 → Y) in the model. On the other hand, Sharabati et al. (2024) stated that digital marketing will improve business performance.

Weaknesses. This is not a wrong strategy, but it requires improvement in the model. This indicates that 40% of the variance in awareness remains unexplained, so that offline purchase experience, physical distribution platforms, and partnership with big retailers still play important roles. At this point, a marketing mix plays a role in shaping brand equity and purchase decisions. This aligns with the evidence from Gupta et al. (2020) that credibility and quality of e-WOM determine the online purchase intensity.

Opportunities. The greatest opportunity lies in strengthening e-commerce. This study demonstrates that a blockchain-based approach enhances trust in organic product purchases. This provides strong justification in digital marketing strategies to enhance awareness (Z1) and attract consumer interest (Z2). In the organic rice commodity, this aligns with expanding online-offline market reach.

Threats. There is a sensitivity on price, ad costs, and fluctuation of raw materials. This is correlated with consumer trust in organic products, highlighting the key role of the product certification institution. National research also mentioned that price and label are factors influencing perceived value to reduce price and premium positioning.

SWOT Strategies

The development of systematic SWOT integrates internal factors (Strengths/Weaknesses) with external factors (Opportunities/Threats), resulting in 4 strategies: SO, WO, ST, and WT. Through SWOT strategies, the research can directly interpret the findings of the analysis to improve strategies for increasing sales.

Table 15. The Results of SWOT Strategies

Quadrant	Purpose	Core Strategy (concrete examples)
S–O (use strengths to achieve opportunities)	Rapid reach scale on digital platforms	1) Official store + always-on ads; 2) UGC/e-WOM program by the theme farmer story; 3) Healthy product bundle; 4) QR traceability on packaging to strengthen Z1→Z2
W–O (cover weaknesses through opportunities)	Improving the effectiveness of content & conversion	1) Digital training & content calendar template; 2) Implementation of simple CRM (WhatsApp/Email remarketing); 3) Standardization of product packaging & photos
S–T (use strengths to face threats)	Maintain credibility & ROI	1) Certification/third-party endorsement; 2) Platform diversification (different marketplaces + offline); 3) Narrative & positioning differentiation
W–T minimize risk)	Stabilize services & costs	1) Production & stock planning; 2) Price-pack architecture (size/variant); 3) ROAS & cost cap-based ad budgeting

S-O strategy focuses on strengths to reach broader opportunities. Branding and abilities in managing social media encourage market interests and market reach. The

main purpose is to campaign for organic products on social media, ultimately leading to purchase. In organic commodities, it will drive satisfaction and sustainability in the ecosystem. Affordability will enhance customer trust and additional purchases.

W-O strategy focuses on utilizing weaknesses through opportunities by maintaining the consistency of social media content and maintaining good relationships with consumers. This can be carried out by digital content training and packaging standardization. This practice is supported by Hanani et al. (2020) who state that investment in social media and consumer management has a significant impact on increasing sales made by consumers.

S-T strategy represents major threats in greenwashing, ad costs, and price competition. Another evidence demonstrates that increasing trust must begin with maintaining good credibility. The distribution side must also be maintained by selecting several social media platforms to avoid platform dependency. Selecting social media platforms also has an impact on market efficiency and market reach.

W-T strategy focuses on how to manage stocks and ads effectively and efficiently. This emphasizes the concept that the marketing mix influences brand equity and purchase decisions. Moreover, trusted e-WOM also reduces negative perception from consumers to purchase organic rice products.

Conclusion

This study shows that strengthening brand identity drives an increase in brand awareness, which in turn shapes a more positive brand image. Digital marketing capabilities have been proven to have a direct impact on increasing competitiveness, while also strengthening brand awareness and image as an indirect path to better market performance. The quality of the measurements meets the threshold of feasibility—the indicators contain adequate variance and discriminant validity is fulfilled—so that structural equation modeling based on partial least squares provides a reliable basis for inference. Conceptually, these findings confirm a consistent flow: identity → awareness → image → competitiveness, with digital marketing capabilities acting as a reinforcer throughout this flow. In other words, when the brand story is refined and presented consistently across digital channels, the market finds it easier to recognize, trust, and then choose organic rice from Kediri.

The practical implications are clear and measurable. First, strengthen the identity narrative uniqueness, origins, and cultivation process and display easily verifiable proof of quality (certification, scanning codes, and testimonials). Second, manage channels in an integrated manner: direct channels to customers to build relationships and retention; online markets and social media for acquisition; and retail or agents for distribution and physical visibility. Third, use a strategy map from a strength-weakness-opportunity-threat analysis: leverage the strength of local stories to seize opportunities, address weaknesses through content training and standardization of packaging and photos, maintain credibility with third-party quality assurance, and control advertising costs and price competition through stock planning and size-variant architecture. This series of steps translates quantitative findings into daily practices that can be immediately implemented by businesses in Kediri.

Acknowledgments

The researcher would like to express gratitude to DPPM-Kemdiktisaintek, organic rice farmers, and organic rice farmer groups in Kediri Regency who have taken the time to participate in a survey and field discussion in a study entitled "Enhancing Market Reach through Branding and Digital Marketing: The Case of Organic Rice in Kediri Regency." The researcher also appreciates the village officials and the Department of Cooperatives and Micro, Small, and Medium Enterprises of Kediri Regency, who have assisted in obtaining permits, providing secondary data, and facilitating coordination. Special gratitude is addressed to the enumerator and research assistant for their meticulousness in data collection, as well as colleagues who provided methodological feedback in the SEM-PLS model design stage.

Author Contributions

Conceptualization, D.F.R.P, N.D.P, N.B.N.C; Methodology, N.D.P, N.B.N.C; Validation, D.F.R.P, N.D.P, N.B.N.C; Draft Preparation, D.F.R.P, N.D.P, N.B.N.C; Revision and Editing, D.F.R.P, N.D.P. All researchers have agreed to publish the results of this study.

Funding

The researchers received funding assistance from DPPM-Kemdiktisaintek

Conflicts of Interest

The researchers received funding assistance from DPPM-Kemdiktisaintek

References

Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, *41*(2), 745–783. https://doi.org/10.1007/s10490-023-09871-y

David, W. (2020). The Transition toward Sustainable Organic Food Systems in Indonesia: A Case Study

of Organic rice. *Asia Pacific Journal of Sustainable Agriculture Food and Energy (APJSAFE)*, *8*(2), 23–29.

David, W., David, F., & Asiah, N. (2023). Stakeholders' Knowledge of Organic Rice Quality in Indonesia. *Future of Food: Journal on Food, Agriculture and Society*, *11*(2), 1–8. https://doi.org/10.17170/kobra-202210056942

Diartho, H. C. (2024). Agrisocionomics Status of Sustainability of Organic Rice Commodities As Rural Economic Potential in Bondowoso Regency. *8*(2), 500. http://ejournal2.undip.ac.id/index.php/agrisocionomics

Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Journal Internet Research*, *29*(3), 430–447. https://doi.org/10.1108/IntR-12-2017-0515

Grimm, M., Luck, N., & Steinhübel, F. (2023). Consumers' willingness to pay for organic rice: Insights from a non-hypothetical experiment in Indonesia. *Australian Journal of Agricultural and Resource Economics*, *67*(1), 83–103. https://doi.org/10.1111/1467-8489.12501

Guenther, P., Guenther, M., Ringle, C. M., Zaefarian, G., & Cartwright, S. (2023). Improving PLS-SEM use for business marketing research. *Industrial Marketing Management*, *111*, 127–142. https://doi.org/https://doi.org/10.1016/j.indmarman.2023.03.010

Gupta, S., Gallear, D., Rudd, J., & Foroudi, P. (2020). The impact of brand value on brand competitiveness. *Journal of Business Research*, *112*(2), 210–222. https://doi.org/https://doi.org/10.1016/j.jbusres.2020.02.033

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*(3), 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019a). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019b). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hanani, F., Yuliati, N., & Syah, M. A. (2020). Pengaruh Citra Merek, Harga, Kualitas dan Kemasan Beras Kita terhadap Minat Beli Ulang Masyarakat Surabaya. *Agribisnis Semesta*, *5*.

Ji, Y., Xu, F., Zhang, P., Xu, Y., & Zhang, G. (2021). Green synthesis of poly(pyrrole methane)-based adsorbent for efficient removal of chromium(VI) from aqueous solution. *Journal of Cleaner Production*, *293*(7), 625–635. https://doi.org/10.1016/j.jclepro.2021.126197

Kaufmann, S., Hruschka, N., & Vogl, C. R. (2023). Participatory Guarantee Systems, a more inclusive organic certification alternative? Unboxing certification costs and farm inspections in PGS based on a case study approach. *Frontiers in Sustainable Food Systems*, *7*(5), 87–100. https://doi.org/10.3389/fsufs.2023.1176057

Kock, N., & Hadaya, P. (2018). Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods. *Information Systems Journal*, *28*(1), 227–261. https://doi.org/10.1111/isj.12131

Laely, N., & Widianto, A. (2024). Pengembangan Strategi Pemasaran untuk Produk Pertanian Lokal: Pendamipingan Implementasi kepada Petani Desa Rembang, Kecamatan Ngadiluwih, Kabupaten Kediri. *E-Amal Jurnal Pengabdian Kepada Masyarakat*, *4*(1), 249–256.

Luthfiana, D. N., Andika, A., & Bidayati, U. (2024). Unraveling the complexity of the organic food market: Indonesian consumer perspective on price and product knowledge. *Asian Management and Business Review*, *5*, 73–89. https://doi.org/10.20885/ambr.vol4.iss1.art5

Mardalisa, J., Kilat Adhi, A., & Suwarsinah, H. K. (2023). Analisis Pemasaran Beras Organik di Provinsi Sumatera Barat. *Jurnal Agribisnis Indonesia*, *11*(2), 262–276. https://doi.org/10.29244/jai.2023.11.2.262-276

Octovanny Mahmud, S., Pambudy, R., & Tinaprilla, N. (2024). Preferensi Konsumen Terhadap Atribut Eksternal Produk Beras Organik di Yogyakarta. *Jurnal Agribisnis Indonesia*, *12*(2), 370–379. https://doi.org/10.29244/jai.2024.12.2.370-379

Purwanti, I., Lailyningsih, D. R. N., & Suyanto, U. Y. (2022a). Digital Marketing Capability and MSMEs Performance: Understanding the Moderating Role of Environmental Dynamism. *Jurnal Manajemen Teori Dan Terapan | Journal of Theoretical and Applied Management*, *15*(3), 433–448. https://doi.org/10.20473/jmtt.v15i3.39238

Purwanti, I., Lailyningsih, D. R. N., & Suyanto, U. Y. (2022b). Digital Marketing Capability and MSMEs Performance: Understanding the Moderating Role of Environmental Dynamism. *Jurnal Manajemen Teori Dan Terapan | Journal of Theory and Applied Management*, *15*(3), 433–448. https://doi.org/10.20473/jmtt.v15i3.39238

Putra, D. T., Wahyudi, I., Megavitry, R., & Supriadi, A. (2020). Pemanfaatan E-Commerce dalam Pemasaran Hasil Pertanian: Kelebihan dan

Tantangan di Era Digital. *Jurnal Multidisiplin West Science*, *02*(08), 684–696.

Puwandoko. (2018). Analysis of Organic Rice Supply Chain in West Java Province. *Jurnal Habitat*, *8*, 100–111.

Rahaman, M. A., Hassan, H. M. K., Al Asheq, A., & Islam, K. M. A. (2022). The interplay between eWOM information and purchase intention on social media: Through the lens of IAM and TAM theory. *PLoS ONE*, *17*(9). https://doi.org/10.1371/journal.pone.0272926

Rizki, M. I., Kirana, B. N., & Putri, C. A. T. (2023). Peningkatan Daya Saing Beras Organik Desa Gentungan Melalui Perbaikan Kemasan dan Kemitraan Pemasaran dengan APOKAT. *Journal of Cooperative, Small and Medium Enterprise Development*, *1*(2), 48–65. https://doi.org/10.20961/cosmed.v1i2.66577

Rozaki, Z., Alifah, S., & Rahmawati, N. (2025). Market Dynamics and Consumer Preferences for Organic Rice Purchase in Central Java and Yogyakarta, Indonesia. *Research on World Agricultural Economy*, *6*(1), 245–260. https://doi.org/10.36956/rwae.v6i1.1398

Saberina, S. (2021). Analysis of Consumer Purchase Behavior on Organic Foods during the Covid-19 Pandemic in Indonesia. *Jurnal Agrikultura*, *2*(1), 1–12.

Sacchi, G., Romanello, L., & Canavari, M. (2024). The future of organic certification: potential impacts of the inclusion of Participatory Guarantee Systems in the European organic regulation. *Agricultural and Food Economics*, *12*(1), 76–89. https://doi.org/10.1186/s40100-023-00294-3

Sharabati, A. A. A., Ali, A. A. A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The Impact of Digital Marketing on the Performance of SMEs: An Analytical Study in Light of Modern Digital Transformations. *Sustainability (Switzerland)*, *16*(19). https://doi.org/10.3390/su16198667

Shmueli, G., Sarstedt, M., & Hair, J. (2019). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European Journal of Marketing*, *53*(11), 2322–2347. https://doi.org/10.1108/EJM-02-2019-0189

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J.-H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019a). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European Journal of Marketing*, *53*(11), 2322–2347. https://doi.org/10.1108/EJM-02-2019-0189

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J.-H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019b). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European Journal of Marketing*, *53*(11), 2322–2347. https://doi.org/10.1108/EJM-02-2019-0189

Slamet, A., Nakayasu, A., & Bai, H. (2016a). The Determinants of Organic Vegetable Purchasing in Jabodetabek Region, Indonesia. *Foods*, *5*(4), 85. https://doi.org/10.3390/foods5040085

Slamet, A., Nakayasu, A., & Bai, H. (2016b). The Determinants of Organic Vegetable Purchasing in Jabodetabek Region, Indonesia. *Foods*, *5*(4), 85. https://doi.org/10.3390/foods5040085

Sultoni, M. H., Sudarmiatin, Hermawan, A., & Sopiah. (2022). Digital marketing, digital orientation, marketing capability, and information technology capability on marketing performance of Indonesian SMEs. *International Journal of Data and Network Science*, *6*(4), 1381–1388. https://doi.org/10.5267/j.ijdns.2022.5.013

Tri, W. (2019). Optimalisasi Website untuk Meningkatkan Brand Awareness Produk UMKM Kabupaten Kediri Melalui Digital Marketing. *Jurnal Pengabdian dan Pengembangan Masyarakat*, *2*(2), 1–8.

Trixie Riana, E. (2019). Analisis Kesediaan Membayar (Willingness to Pay) Konsumen Terhadap Berbagai Jenis Beras Organik di Kota Semarang (Kasus di Pasar Modern Gelael Signature) Analysis Consumer Willingness to Pay of Various Types of Organic Rice In Semarang City (Case In The Gelael Signature Modern Market). *3*, 689–700. https://doi.org/10.21776/ub.jepa.2019.003.04.4

Tsalitsa Fadhila, R., & Heru, I. (2021). Analisis Efisiensi Pemasaran Beras Organik Petani Anggota Aliansi Petani Organik. *AGRISTA*, *9*(1), 23–34.