



Analysis of the Marketing Strategy for Siam Orange (*Citrus nobilis*) Seedlings at UD Mapan Hortikultura Using SWOT Method

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ABSTRACT

This study was conducted to identify the strengths and weaknesses (internal environment), opportunities and threats (external environment), and to formulate an appropriate marketing strategy for Siam orange seedlings. The SWOT (Strengths, Weaknesses, Opportunities, and Threats) method was used to analyze both internal and external environments, while the QSPM (Quantitative Strategic Planning Matrix) analysis was employed to identify the suitability of management strategies at UD. Mapan Hortikultura. The results of this study can be used to determine the priority of marketing strategies for Siam orange seedlings. This research employs descriptive and exploratory methods, with data collected through interviews and questionnaires. The findings indicate that the company is positioned in Quadrant I of the IE matrix, which represents a growth and build stage. The primary strategies identified in the QSPM are (1) expanding the market reach of the products or adding new markets (score 7.61), (2) utilizing capital and human resources to establish partnerships with closer seed suppliers (score 7.60), and (3) renting a more strategic sales location and optimizing promotion (score 7.55).

Keywords — Marketing strategy, SWOT, Seedlings

1. Introduction

Agriculture is an important sector in meeting the food needs of the Indonesian population. Horticulture is one of the agricultural subsectors that needs to be prioritized for development. Horticultural commodities include vegetables, fruits, ornamental plants, and medicinal plants. Fruits are considered one of the horticultural commodities that play a strategic role in national development due to their function as nutritious food and their significance in export-import activities.

One of the horticultural commodities considered to have potential is Siam orange (*Citrus nobilis*). Data from the Central Bureau of

Statistics, [1] shows that Siam orange is the horticultural product with the largest total production, amounting to 226,325 tons. Banyuwangi Regency has several centers for Siam orange plantations located in the districts of Bangorejo, Purwoharjo, Tegaldlimo, Pesanggaran, Cluring, Gambiran, and Tegalsari. The development of Siam orange farming in Banyuwangi has encouraged the establishment of businesses in the supply of Siam orange seedlings.

The success of a business in achieving its goals is determined by management's ability to create conditions conducive to reaching those goals [2]. Management must be able to analyze both the internal and external environments of



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the company, which are deemed to influence the business, to ensure that the company's objectives are met effectively and maximally. The internal environment can be assessed through the company's strengths and weaknesses, while the external environment consists of opportunities and threats from outside the company. By understanding the internal and external conditions of the company, appropriate marketing strategies can be formulated. According to [3], marketing strategy is an important aspect that must be implemented in a business, as it is the spearhead for delivering products to consumers. The accuracy and precision of marketing strategies are crucial determinants of success in pursuing sustainable profits.

UD Mapan Hortikultura is a company engaged in providing various annual horticultural plant seedlings. Located in Yosomulyo Village, Gambiran District, Banyuwangi Regency, this business was established in 2014 and has successfully marketed seedlings as far as Bali, Jember, and Lumajang. The challenges faced by UD Mapan Hortikultura include: (1) the presence of many competing businesses located close to UD Mapan Hortikultura, (2) a narrow selling space and less strategic location, making it difficult for buyers to access, and (3) products (seedlings) that require extra care, especially during the dry season. Based on these issues, this study aims to: (1) identify and analyze the factors that constitute the strengths, weaknesses, opportunities, and threats in the marketing of Siam orange seedlings; (2) formulate alternative marketing strategies for Siam orange seedlings; and (3) determine the priority marketing strategies for Siam orange seedlings at UD Mapan Hortikultura.

2. Method

The research was conducted from June to July 2022 at UD Mapan Hortikultura, located in Dusun Sidomukti, Yosomulyo Village,

Gambiran District, Banyuwangi. This study is descriptive and exploratory in nature, using a questionnaire as the data collection tool. The sample determination technique employed was purposive sampling. The data used includes primary data obtained from interviews and questionnaire responses provided by the company, as well as secondary data from company documents.

The data analysis method used in this research involves identifying the internal and external environmental factors of the company through IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation), which are then organized using the IE (Internal-External) matrix and formulated in the SWOT (Strengths, Weaknesses, Opportunities, Threats) matrix. The QSPM (Quantitative Strategic Planning Matrix) method is subsequently used to determine the priority and appropriateness of management strategies that can be implemented by UD Mapan Hortikultura.

3. Discussion

After conducting the research, the following results and analyses were obtained:

3.1. Evaluation of Internal and External Factors of UD Mapan Hortikultura

Based on field observations, it is known that the internal factors of the company include products, pricing, promotional methods, distribution, and human resources, while the external factors include weather, economic conditions, business competition, suppliers, and consumers. The internal factors of UD Mapan Hortikultura, consisting of strengths and weaknesses along with their evaluations, can be seen in Table 1.

Table 1 shows that the main strength of UD Mapan Hortikultura is having sufficiently competent human resources to carry out business activities and provide good service, with a value of 0.48. The presence of competent human



resources is a strength for UD Mapan Hortikultura in contributing positively to the company. The ability to provide good service to consumers can foster consumer loyalty. The weaknesses of UD Mapan Hortikultura, such as not all seedlings being covered, insufficient promotional activities, and a less strategic sales location, have a value of 0.27. These three factors are significant weaknesses for UD Mapan Hortikultura due to a lack of facilities and infrastructure, which affects the quality of the products sold. Insufficient promotional activities also lead to suboptimal sales. The less strategic sales location correlates with the product sales level.

Table 1. Matriks Internal Factors Evaluation

Internal Faktors	Value (A)	Rating (B)	Skor (AxB)
Strengths			
a. The Siam orange seedlings sold have good quality	0,07	3	0,21
b. Ease of obtaining Siam orange seedlings	0,09	4	0,36
c. Sufficient capital	0,13	3	0,39
d. Competent human resources	0,12	4	0,48
e. Reliable suppliers	0,10	4	0,40
f. Ability to provide excellent service to consumers	0,12	4	0,48
Weaknesses			
a. Not all seedlings are covered	0,09	3	0,27
b. Insufficient promotional activities	0,09	3	0,27
c. Less strategic sales location	0,09	3	0,27
d. Price fluctuations from suppliers	0,10	4	0,40
Total	1		3,53

Source: Personal data, 2022

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Table 1 shows that based on calculations using the IFE matrix, UD Mapan Hortikultura has obtained a score of 3.53. A score above 2.5 indicates a strong internal position for the company in addressing its weaknesses. This is in line with David and Forest (2016), who states that based on the IFE matrix, the total weighted score ranges from 1.0 to 4.0, with an average score of 2.5. A score above 2.5 indicates a strong internal position. Furthermore, the external factors of UD Mapan Hortikultura and their analysis can be seen in Table 2.

Table 2. Matriks External Factors Evaluation

External Faktors	Value (A)	Rating (B)	Skor (AxB)
Opportunities			
a. Continuous availability of Siam orange farming	0,22	4	0,88
b. Ability to reach a wide market and have many resellers	0,19	4	0,76
c. The seed market is very open	0,21	3	0,63
Threats			
a. The distance between suppliers and sales locations is far	0,20	4	0,80
b. The presence of similar businesses in close proximity	0,18	3	0,57
Total	1		3,61

Source: Personal data, 2022

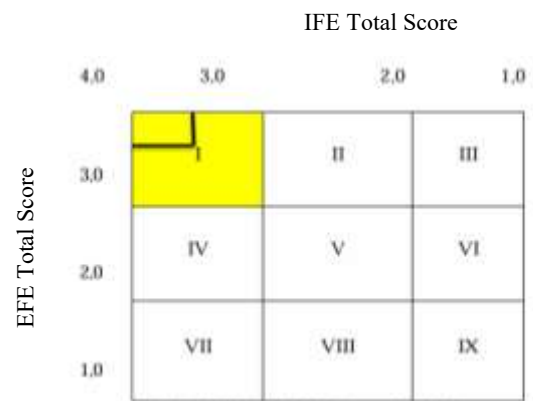


Table 2 shows that the main opportunity for UD Mapan Hortikultura is the consistently available condition of Siam orange farming, ensuring the sustainability of the business and the ability to provide a large quantity of high-quality Siam orange seedlings, with a value of 0.88. The continuous availability of Siam orange farming offers UD Mapan Hortikultura the opportunity to maintain and enhance its business existence. In addition, it must continuously uphold product quality to expand available opportunities. The main threat to the company is the presence of similar businesses located nearby, as this can disrupt and affect sales levels, with this major threat having a value of 0.54. The proximity of similar businesses intensifies market competition. Therefore, UD Mapan Hortikultura must prepare the right strategies to win the competition.

Table 2 also shows that based on calculations using the EFE matrix, UD Mapan Hortikultura has obtained a score of 3.61. A score above 2.5 indicates that UD Mapan Hortikultura is capable of responding well to external factors by leveraging existing opportunities to address threats. This aligns with the opinion of [4], who states that based on the EFE matrix, the highest total score a company can achieve is 4.0, and the lowest is 1.0. The average total weighted score is 2.5. A total weighted score of 4.0 indicates that the company can respond to existing opportunities and avoid threats in the industry market. The lowest score of 1.0 indicates that the strategies employed by the company cannot capitalize on available opportunities or fail to avoid existing threats.

The data obtained from the IFE and EFE matrices are subsequently used to construct the IE (Internal-External) matrix. The results of the IE matrix assessment are presented in Figure 1. The average IFE score is 3.53, and the average EFE score is 3.61, placing UD Mapan Hortikultura in cell I. This indicates that UD Mapan Hortikultura

falls into Strategy 1, which is the growth and build strategy. In this position, the company can be managed through intensive strategies (market penetration, market development, and product development).



Source: Personal data, 2022

Figure 1. IE Matrix of UD Mapan Hortikultura

3.2. SWOT Analysis

Based on the analysis of the internal and external factors of the company, several alternative strategies can be formulated based on the SWOT matrix analysis. The SWOT analysis is a systematic identification of various factors that can be used to formulate company strategies [5]. The results of the SWOT matrix analysis can be seen in Table 3.

3.2.1. SWOT Matrix Analysis for SO Strategy

Table 3 indicates that the first SO strategy that can be employed is to maintain the quality, quantity, and continuity of Siam orange seed supplies by utilizing capital, suppliers, and human resources to meet market demand. This strategy involves leveraging sufficient capital, reliable Siam orange seed suppliers, and competent human resources to sell and provide high-quality Siam orange seedlings that meet consumer desires. The second strategy is to expand the product market reach or add new markets. This strategy is used to avoid or reduce threats from competitors and similar businesses.

3.2.2. SWOT Matrix Analysis for WO Strategy

SWOT Matrix Analysis for WO Strategy
The WO strategy that can be implemented, based on Table 3, is to maintain quality by utilizing capital, partners, and service to win the market. This strategy is carried out by leveraging sufficient capital, trustworthy supplier partners, and providing good service to capture the market. Secondly, by utilizing capital and human resources to establish supplier partnerships for seedlings in closer locations [6]. This strategy involves communicating with horticultural seed producers, including Siam orange seedlings.

Table 3. SWOT Matrix of UD Mapan Hortikultura

Internal (IFE)		Strengths (S)	Weaknesses (W)
		1. The Siam orange seedlings sold have good quality	1. Not all Siam orange seedlings are covered
		2. Ease of obtaining Siam orange seedlings	2. Insufficient promotional activities, both online and offline
		3. Sufficient capital	3. Less strategic sales location
		4. Competent human resources	4. Price fluctuations from suppliers
		5. Reliable suppliers	
		6. Ability to provide good service	
External (EFE)			
Opportunities (O)		SO Strategies	WO Strategies
1. Continuous availability of Siam orange farming		1. Maintain quantity, continuity, quality, and supply of seedlings by utilizing capital, suppliers, and human resources to meet market demand (S1, S2, S3, S4, S5, S6, O1, O2)	1. Rent a strategic sales location and optimize promotions to reach a broader market and increase sales (W2, W3, O2, O3)
2. Ability to reach a wide market and have many resellers			
3. The seed market is very open		2. Expand product market reach or enter new markets (S1, O1, O2, O3)	2. Enhance facilities and infrastructure to minimize price fluctuations to meet consumer needs with appropriate quality and prices (W1, W4, O1, O2)
Threats (T)		ST Strategies	WT Strategies
1. The distance between suppliers and sales locations is far		1. Utilize quality, capital, partners, and service to win the market (S1, S2, S3, S5, S6, T2)	1. Enhance business facilities, make agreements for product supply with suppliers, have a strategic sales location, and conduct promotions to win competition and have nearby suppliers (W1, W2, W3, W4, T1, T2)
2. The presence of similar businesses in close proximity		2. Use capital and human resources to establish supplier partnerships closer to the company (S4, T1)	

Source: Personal data, 2022

3.2.3. *SWOT Matrix Analysis for ST Strategy*
From the weaknesses and opportunities faced by UD Mapan Hortikultura, one strategy that can be pursued is to rent a strategic sales location and optimize promotions to reach a wider market and increase sales. This strategy is implemented by renting a more strategic and spacious sales location to support sales growth and facilitate business operations. Secondly, to enhance

facilities and minimize price fluctuations to meet consumer needs with appropriate quality and pricing. This is done by improving business facilities and establishing *supply agreements* with suppliers to ensure that the seedlings provided are always high-quality and price-stable.

3.2.4. *SWOT Matrix Analysis for WT Strategy*

The strategies that can be implemented include enhancing business facilities, establishing supply agreements with suppliers, having a strategic sales location, and conducting promotions to win market competition with nearby suppliers [7]. This strategy involves continuously improving business facilities and minimizing price fluctuations from suppliers by establishing purchase agreements.

3.3. Quantitative Strategic Planning Matrix (QSPM) Analysis

In the QSPM matrix, there are AS values obtained from the questionnaire responses by experts, and TAS values obtained from multiplying the weight of each internal and external factor by the AS values. The following is the sequence of the best alternative strategies that UD Mapan Hortikultura can implement for marketing Siam orange seedlings:

Table 4. QSPM Analysis

Priority Strategies	TAS	Ranking of AS
Expand product market reach or enter new markets	7,61	1
Utilize capital and human resources to establish supplier partnerships closer by	7,60	2
Rent a more strategic sales location and optimize promotions to reach a wider market and increase sales	7,55	3
Enhance business facilities, make supply agreements with suppliers, have a strategic sales	7,54	4



location, and conduct promotions to win competition and have nearby suppliers		
Maintain quality, quantity, and continuity of Siam orange seedling supplies by utilizing capital, suppliers, and human resources to meet market demand	7,50	5
Improve business facilities and minimize price fluctuations to meet consumer needs with appropriate quality and prices	7,47	6
Maintain quality, utilize capital, partners, and service to win the market	7,36	7

Source: Personal data, 2022

Notes: TAS: Total Attractive Score
AS: Alternative Strategies

Based on Table 4, the top priority strategy for UD Mapan Hortikultura is to expand the market reach of their products or to enter new markets, with a TAS score of 7.61. Currently, UD Mapan Hortikultura's market for Siam orange seedlings is limited to the East Java province, so people in other regions are not familiar with this product. Therefore, expanding the market reach to areas outside the province and beyond the island is necessary to increase product awareness and create new markets, which can boost the sales of Siam orange seedlings.

The second priority strategy for UD Mapan Hortikultura is to utilize capital and human resources to establish supplier partnerships for Siam orange seedlings in closer locations. According to Soedarmayanti (2009), human resources are derived from people and can include labor or strength (energy or power). This strategy involves using sufficient capital and competent human resources to build relationships and networks with suppliers of

horticultural seedlings, including Siam orange seedlings.

The third priority strategy for UD Mapan Hortikultura is to rent a more strategic sales location and optimize promotions to reach a broader market and increase sales. This strategy includes renting a more strategic sales location, such as one situated on a main road, with easy access and adequate space. Additionally, it involves optimizing promotions through both offline activities and social media. According to Herlambang (2014), promotion is an activity that companies must optimize to communicate the benefits of their products and to persuade target consumers to make a purchase.

4. Conclusion

The main internal strength of UD Mapan Hortikultura is its competent human resources, who are capable of effectively managing business activities and providing excellent customer service. The primary weaknesses of the company are that not all seedlings are covered, insufficient promotional activities, and a less strategic sales location. The main external opportunity for the company is the continuous availability of Siam orange farming, while the main threat is the presence of similar businesses in close proximity. The research findings indicate that the company is positioned in Cell I of the IE matrix, which corresponds to the growth and build stage. The key strategies identified in the QSPM are: (1) expanding the market reach or entering new markets with a score of 7.61; (2) utilizing capital and human resources

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