



Analysis of Vegetables Marketing Strategy at Center of Agriculture Course and Self-Subsistent Rural Areas (P4S)

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Abstract

One of the enormous potentials in the agricultural sector is horticulture, which plays an important role in ensuring adequate nutrition for the community such as vegetables, fruit, flowers, live plants, etc. Wanua Lampoko Independent Agricultural and Rural Training Center (P4S), Lampoko Village, Barebbo District, Bone Regency is an agricultural education and training institution which is a forum for education and teaching for farmers and agricultural practitioners as well as coaching farmers in the fields of agriculture, horticulture, animal husbandry, fisheries, plantations and other social fields that are just and sustainable. This research aims to analyze the Vegetables Marketing Strategy at P4S Wanua Lampoko. The method used is SWOT analysis with stages, namely problem definition, data collection, data processing, data analysis and conclusion. The results of the SWOT matrix show that from several IFAS internal factors and EFAS external factors, P4S has quite large strengths with a score of 1.971 which is higher than the weakness score of 1.536. However, there is a threat to the score 1.882 whose value is close to the strength score and greater than the opportunity score of 1.653. The position of P4S Wanua Lampoko is in quadrant II, which means that even though it faces various threats, P4S Wanua Lampoko still has strength from an internal company perspective. The strategy that must be established is to use strengths to take advantage of long-term opportunities with a diversification strategy. P4S Wanua Lampoko, which is based on the ST (Strength and Treats) strategy, is expected to be able to control product prices to increase people's purchasing power and use quality seeds to increase the production and quality of vegetables sold.

Keywords: Marketing strategy, P4S, IFAS, EFAS, SWOT

A. Introduction

Indonesia is an agricultural country with very rich human and natural resources. With abundant natural wealth, most of the food produced is available in Indonesia and the majority of the Indonesian population works in the agricultural sector. One of the enormous potentials in the agricultural sector is horticulture, which plays an important role in ensuring adequate nutrition for the community such as vegetables, fruit, flowers, live plants, etc. One of the horticultural commodities that plays a role in providing sufficient nutrition is vegetables. Vegetables have high economic value, so the productivity of this commodity must be truly efficient. So that herbal products become quality products and can compete in the market both at home and abroad (Wibawa et al, 2020).

As the population grows and awareness of the value of food for a healthy lifestyle, demand for vegetables in Indonesia continues to increase. Vegetable consumption in Indonesia is 40 kg

per capita per year, but this consumption figure is still below the FAO standard recommendation of 73 kg per capita per year. One effort to increase public consumption of vegetables requires an effective and efficient marketing system (Sheyoputri & Abri, 2021). Apart from rice, other agricultural products produced in South Sulawesi are seasonal vegetables, and garden crops including 23 types of plants, including mustard greens. Increasing vegetable production is one of the efforts to diversify food. Apart from that, the development of vegetable production is thought to encourage an increase in the nutritional value of society (Badan Pusat Statistik South Sulawesi, 2021).

The Wanua Lampoko Self-Help Agricultural and Rural Training Center (P4S) is located in Lampoko Village, Barebbo District, Bone Regency, which cultivates mustard greens, cucumbers, chillies and spinach, but the plant that is most focused on cultivation is mustard greens, because market demand for mustard greens is higher. Marketing at P4S goes directly to consumers and also distributes to sellers in markets around Bone City. Agribusiness entrepreneurship has a strategic position in the context of agricultural development, which is achieved, among other things, through system development policies and agribusiness or agricultural businesses. Based on the description above, this research aims to analyze the Vegetable Marketing Strategy at the Self-Help Agricultural and Rural Training Center (P4S) Wanua Lampoko, Bone Regency.

B. Methodology

This research was carried out at the Wanua Lampoko Self-Help Agricultural and Rural Training Center (P4S), Lampoko Village, Barebbo District, Bone Regency which took place from April to May 2023. Data collection was carried out using observation, interviews and documentation techniques. In this study, the research informants were people chosen by the researcher who were deemed able to provide the required information, namely the chairman, secretary, treasurer, marketing section, processing section and employees. The data analysis used in this research is qualitative and quantitative analysis to carry out the analysis *Factors Analysis Summary* (IFAS) and *And External Factors Analysis Summary* (EFAS). Next, formulate a vegetable marketing strategy at the Wanua Lampoko Independent Agricultural and Rural Training Center (P4S), using the SWOT analysis method.

C. Findings and Discussion

The Wanua Lampoko Independent Agricultural and Rural Training Center (P4S) is a government partner in developing agricultural human resources, especially rural communities and farmers. The Wanua Lampoko Independent Agricultural and Rural Training Center (P4S) is an agricultural education and training institution in Bone Regency which is a forum for education and teaching for farmers and agricultural practitioners as well as coaching farmers in the fields of agriculture, horticulture, animal husbandry, fisheries, plantations and other social fields that is fair and sustainable; A place to develop community participation in fair market mechanisms and the development of agribusiness systems and businesses based on regional comparative advantages; Training centre for school courses etc. and extension services for all services to advance agricultural communities, farmers and so on in increasing human resources and farmers' income;

SWOT analysis is the systematic identification of various factors to formulate a business strategy that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

Internal Factors Analysis Summary (IFAS)

Matrix *Internal Factors Analysis Summary* (IFAS) is used to evaluate and give weight to each piece of data obtained from internal organizational factors, namely the strengths and weaknesses

of the organization/company. The results of giving weights and ratings to internal factors can be seen in Table 1.

Table 1. Internal Factors Analysis Summary (IFAS) Matrix

Internal factors	Weight	Rating	Score
Strength			
Use of quality seeds	0.118	4	0.472
Skilled human resources	0.092	3	0.276
Collaborating with business partners and the TPHP Agriculture Service	0.109	4	0.436
Already has a label or brand	0.118	4	0.472
Strategic location close to urban areas	0.105	3	0.315
Total Power (S)	0.542		1,971
Weakness			
Promotional activities are less intense	0.056	2	0.112
Distribution area is still limited	0.092	3	0.276
Delivery took a long time to reach consumers	0.092	3	0.276
There will be less interest if it is not promoted	0.109	4	0.436
The land is still not large enough	0.109	4	0.436
Number of Weaknesses (W)	0.458		1,536
Total	1		3,507

Source: Primary Data After Processing, 2023

The total score for all internal factors is 3.507 with a strength factor score that is quite large, namely 1.971 and lower than the weakness score, namely 1.536. The internal factors are then divided into two parts, namely internal factors whose average value is above the average value, are grouped as strengths, and internal factors whose value is below the average are grouped as weaknesses.

a. Strength Factor (Strength)

Factors that are strengths in marketing vegetables at P4S Wanua Lampoko include:

- Use of quality seeds

The quality of seeds is the key to successful cultivation, quality seeds can adapt, have fast and stable growth, are pest resistant and have high productivity (Khusna & Mariana, 2021). P4S Wanua Lampoko has used quality seeds, selecting quality seeds by looking at the certified stamp on the seed packaging.

- Skilled human resources.

Achievement Quality performance requires skilled and reliable human resources in their field (Siagian, 2020). The human resources at P4S Wanua Lampoko have had experience in horticulture farming for a long time, especially Mr Usman chairman and owner of P4S who has done an agricultural internship in Japan.

- Collaborate with business partners and the Department of Agriculture.

The partnership is a form of cooperation that needs to be carried out for business development so that it can be globally competitive (Halik et al, 2019). One of the strengths of P4S Wanua Lampoko is that it already has business partners, namely Surya Indah supermarkets and farmer's shops. P4S Wanua Lampoko has also collaborated with the TPHP Agriculture Service.

- Already has a label or brand.

By having a trademark or trade mark with the product label, consumers can easily recognize the products offered and do not easily switch to other similar products and vice versa (Sulistiono & Mulyana, 2020). Product labels or brands are very important in business, therefore P4S Wanua Lampoko has a brand on its products, namely "Istana Sayur Lampoko".

- Strategic location close to urban areas

Choose Strategic company location is one of the most important keys in starting a company. There are several aspects or criteria for selecting a location. These criteria will later become the basis for choosing a place, and of course, choosing a place takes a long time, because the criteria given can be very different (Wati, 2021). The location of P4S Wanua Lampoko is quite strategic because the distance between P4S and Watanpone City is only approximately 10 km. This distance is one of the strengths of P4S Wanua Lampoko in facilitating product distribution.

b. Weakness Factors

Factors that are weaknesses in marketing vegetables at P4S Wanua Lampoko.

- Promotional activities are less intense

Promotion is a form of marketing communication in the form of activities aimed at disseminating information, influencing or persuading and increasing a target market company and their products to be ready to accept, buy and be loyal to the products offered by the company (Dewanti, 2021). One of the weaknesses of P4S Wanua Lampoko is that it has not carried out intensive promotions both offline and online. In online promotions, P4S uses the social media WhatsApp and Facebook.

- Distribution area is still limited

The company's decision to determine the distribution strategy and distribution channels that will be implemented determines the smoothness of the distribution process so that it is beneficial for the company and the parties in the distribution channel (Karundeng et al., 2018). The distribution of P4S Wanua Lampoko products is mostly around Lampoko Village to the city of Watanpone. Product distribution has not yet reached outside the city.

- Delivery took a long time to reach consumers.

Quality Company services must be maintained because service quality affects customer satisfaction and loyalty. After all, if service quality is not good then the result is that customers are dissatisfied which will result in a decrease in company profits (Somadi, 2020). Product delivery to consumers is sometimes slow because there is only one person distributing products at P4S Wanua Lampoko.

- There will be less interest if it is not promoted

Promotion is a method used by producers to communicate or convey information about a product so that consumers recognize it (Miladiah & Riyanto, 2020). If the product is not promoted, the product will not be known to target consumers.

- The land is still not large enough

The planting area influences the number of plants planted, which in turn can influence the amount of vegetable production produced (Prandnyawati & Cipta, 2021). The land in P4S Wanua Lampoko is still not large enough for cultivation, the land area is only around 2 hectares.

External Factors Analysis Summary (EFAS) Matrix

Matrix EFAS is used to evaluate and give weight to external factors in the form of organizational/company opportunities and threats which can be seen in Table 2 below.

Table 2. External Factors Analysis Summary (EFAS) Matrix

External Factors	Weight	Rating	Score
Opportunities			
Development of online delivery technology	0.103	4	0.412
Product demand is still high	0.086	3	0.258
Relations with various consumers are well established	0.107	4	0.428
Vegetables are enjoyed by everyone	0.086	3	0.258
Utilization of social media for promotion	0.099	3	0.297
Number of Opportunities (O)	0.481		1,653
Threats			

Unstable prices caused by climate and weather	0.111	4	0.444
There is no guarantee of product quality reaching consumers	0.103	4	0.412
Hydroponic vegetable competition	0.095	3	0.285
Lack of interest in buying vegetables online	0.099	3	0.297
Tight price competition with similar businesses from outside the area	0.111	4	0.444
Number of Threats (T)	0.519		1,882
Total	1		3,535

Source: Primary Data After Processing, 2023

Based on calculations, it is known that the total score for all external factors is 3.533. The threat factor has a score of 1.882, which is close to the strength score and greater than the opportunity score, namely 1.653. These internal factors are then divided into two parts, namely external factors whose average value is above the average, grouped as opportunities (Opportunities), and external factors whose value is below the average, which are grouped as threats (Threats).

a. Opportunity Factors (Opportunities)

Factors that become opportunities in marketing vegetables at P4S Wanua Lampoko.

- Development of online delivery technology

If at first transactions are carried out such as buying and selling in shops, markets and other places, now people are starting to enjoy online shopping with information technology-based services (Putra et al, 2020). Development technology is very advanced, especially digital technology, and it is very profitable if it can be utilized, P4S Wanua Lampoko consumers use WhatsApp and Facebook to sell products online

- Product demand is still high

Factor consumer income influences product purchase demand, that is if a person's consumer income is seen from shopping, social activities and food hobbies or a person's tastes (Heriswanto & Membaka, 2022). Consumer demand for mustard greens is very high, with an average demand of 700 bunches of mustard greens every day.

- Relations with various consumers are well established

Relationships are created mechanically to satisfy the biological needs or consumers' physiology regarding their products (Wijaya et al, 2020). P4S Wanua Lampoko continues to maintain relationships with consumers, by improving product quality and providing delivery services.

- Vegetables are enjoyed by everyone

Knowledge about the consequences of low fruit and vegetable consumption needs to be increased so that this becomes a good thing, because knowing the consequences of not eating fruit and vegetables increases awareness of eating fruit and vegetables every day (Lathifuddin et al, 2018). P4S Wanua Lampoko consumers come from all levels of society, from small children to the elderly. Because vegetables have many health benefits.

- Utilization of social media for promotion

Social media has various advantages in activities Advertising, for example, does not require costs and energy to convey information to consumers, even though the time required to convey information is very short for many people (Puspitarini & Nuraeni, 2019). One of the functions of social media is as a medium used to promote products. P4S Wanua Lampoko is now utilizing WhatsApp and Facebook social media to promote products.

b. Threat Factors (Thearts)

Factors that pose threats in marketing vegetables at P4S Wanua Lampoko.

- Unstable prices caused by climate and weather

Horticultural risks can be caused by climate factors (heat), weather (rain) and pest attacks. The risk of dry season is lower than the risk of rainy season production (Tanaya et al, 2021). The price of P4S Wanua Lampoko products is somewhat unstable depending on

the climate and weather. Bad weather can cause mustard greens or other plants to rot and be susceptible to pests

- There is no guarantee of product quality reaching consumers

The quality of the products offered meets standards so that consumers feel satisfied with the goods or services sold by the company (Puzianti, 2021). P4S Wanua Lampoko still cannot guarantee the quality of the product reaching consumers, often the product reaches consumers in a condition that is not fresh.

- Hydroponic vegetables compete with conventional vegetables

Hydroponic vegetables are a horticultural product that is in great demand and is currently being developed in the agricultural industry. The speciality of hydroponic vegetables is that they produce better quality fresh and cleaner than conventional vegetables (Savira & Prihtanti, 2019). Hydroponic vegetables continue to develop and have many fans, this is a threat to conventional vegetables at P4S Wanua Lampoko.

- Lack of interest in buying vegetables online

Customers worry when purchasing various products such as meat, fruit, vegetables and other fresh products from online stores (Pitaloka et al, 2022). Most people prefer to buy vegetables directly compared to online.

- Tight price competition with similar businesses from outside the area

Competition in any form must exist and must be faced, if we can beat it will survive, otherwise, we will lose and be eliminated (Apriyanti, 2020). There are several similar businesses from outside the Bone Regency area, namely from Sinjai Regency, which have entered into marketing products by offering prices below competitors.

SWOT analysis

This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. Based on the results of weight and rating calculations on internal factors and external factors. So the stage of determining the coordinate points to determine the position of the P4S Wanua Lampoko marketing strategy can be seen from the following results.

$$S = 1.97$$

$$W = 1.53$$

$$O = 1.65$$

$$T = 1.88$$

So:

$$X = S + (-W)$$

$$= 1.97 + (-1.53) = 0.44$$

$$Y = O + (-T)$$

$$= 1.65 + (-1.88) = -0.23$$

Note:

X = Internal Strategy Factor Matrix

Y = External Strategy Factor Matrix

S = Strength

W = Weakness

O = Opportunity

T = Threat

Based on the calculations above, the internal strategy factor value (X) is 0.44 and the external strategy factor value (Y) is -0.23. Where the value of the internal strategy factor (X) is smaller than the value of the external strategy factor (Y).

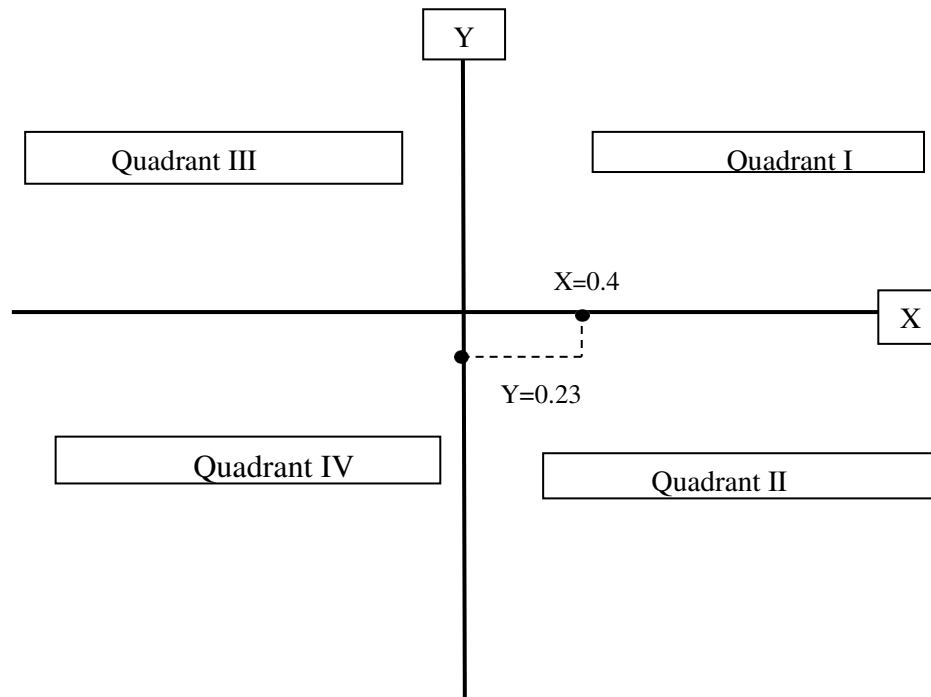


Figure 1. SWOT Matrix Diagram

Figure 1 shows that P4S Wanua Lampoko is in quadrant II, which means that even though it faces various threats, P4S Wanua Lampoko still has strength from an internal company perspective. The strategy that must be established is to use strengths to take advantage of long-term opportunities with a diversification strategy. To facilitate SWOT analysis, a matrix is used in the form of the following table.

Table 13. SWOT Strategy Matrix

EFAS	Opportunity (O) 1) Development of online delivery technology 2) Product demand is still high 3) Relations with various consumers are well established 4) Vegetables are enjoyed by everyone 5) Utilization of social media for promotion	Threat (T) 1) Unstable prices caused by climate and weather 2) There is no guarantee of product quality reaching consumers 3) Hydroponic vegetable competition 4) Lack of interest in buying vegetables online 5) Tight price competition with similar businesses from outside the area
	IFAS	
Strength (S) 1) Use of quality seeds 2) Skilled human resources 3) Collaborating with business partners and the Bone District TPHP Agriculture Service 4) Already has a label or brand 5) Strategic location close to urban areas	SO Strategy 1) Maximize product delivery services. 2) Maximizing human resources in the use of technology as a marketing medium	ST Strategy 1) Control product price games to increase people's purchasing power. 2) Using quality seeds can increase the production and quality of the vegetables sold

Weakness (W)	WO Strategy	WT Strategy
1) Promotional activities are less intense 2) Distribution area is still limited 3) Delivery takes a long time to reach consumers 4) There will be less interest if it is not promoted 5) The land is still not large enough	1) Establish good cooperation with existing work partners for sustainable business development. 2) Improve promotional strategies by utilizing technological advances	1) Providing information to the public about the importance of vegetables for health 1) Increase promotional activities to be able to compete with similar businesses.

Source: Primary Data After Processing, 2023

Based on the above, the analysis shows that business performance can be determined by the combined effect of internal and external factors. The combination of these two factors is shown in the SWOT analysis and becomes a marketing strategy as follows

a. SO Strategy (Strength Opportunity)

This strategy is a combination of internal factors (Strength) and external factors (Opportunity), this strategy is based on the idea of using all strengths to obtain and exploit existing opportunities. The SO strategy adopted by P4S Wanua Lampoko is:

1. Maximizing product delivery services, namely by providing special vehicles to deliver products. This is in line with research by Widyastuti (2021), stating that Sales businesses in offline and online channels must also be accompanied by the need for delivery services. Trading activities can take advantage of same-day delivery services so that consumers can receive products quickly.
2. Maximizing human resources in the use of technology as a marketing medium. This is in line with research by Siagian et al (2020), which states that development technology that continues to develop, even with the help of social media, makes it possible for people, especially entrepreneurs, to easily reach potential buyers.

b. ST Strategy (Strength – Threat)

This strategy is a combination of internal factors (Strength) and external factors (Threat), this strategy uses the company's strengths to overcome all external threats. The ST strategy adopted by Wanua Lampoko's P4S Business is

1. Control product price games to increase people's purchasing power. This is in line with research by Fajariani, (2022), stating that competition requires rules of the game because sometimes market mechanisms don't always work well. In markets, commercial actors usually try to avoid or eliminate mutual competition. Weakening or eliminating competition allows entrepreneurs to obtain much higher profits
2. Using quality seeds can increase the production and quality of the vegetables sold. This is in line with research by Pujiastuti (2023), stating that using quality seeds, is hoped that it can increase the productivity and quality of the plants produced.

c. WO Strategy (Weakness – Opportunity)

This strategy is a combination of internal factors (Weakness) and external factors (Opportunity), which are implemented to take advantage of existing opportunities to reduce the company's weaknesses. The WO strategy adopted by Wanua Lampoko's P4S Business is:

1. Establish good cooperation with existing work partners for sustainable business development. A partnership is a cooperative agreement between two or more parties for a certain period based on an agreement to achieve goals using the principles of mutual benefit, mutual reinforcement and mutual motivation (Halik et al, 2020)
2. Improve promotional strategies by utilizing technological advances. This is in line with research by Irfani et al (2020), stating that Implementation Digital marketing in Industry

4.0 can be used as an alternative strategy in product marketing to make it easier for business actors to monitor and fulfil the needs and desires of potential consumers. Consumers can be used as a tool to make it easier to search for product information.

d. WT Strategy (Weakness – Threat)

This strategy is a combination of internal and external factors, this strategy is based on defensive actions and tries to avoid possible external threats to reduce the company's weaknesses. The WT strategy adopted by P4S Wanua Lampoko is:

1. Providing information to the public about the importance of vegetables for health. This is in line with research by Handoko & Setiawan (2021), stating that Increasing awareness of the importance of health among the millennial generation, is marked by concern for a healthy lifestyle through the consumption of organic food. The organic food used today is organic vegetables which play an important role in health so they are often used as staple food.
2. Increase promotional activities to be able to compete with similar businesses. This is in line with research by Arisandy & Satriawan (2018), stating that As good as whatever product is made, consumers don't know about it, the product will not be bought, so advertising is needed to present the product to consumers so that consumers are interested in buying.

D. Conclusion

Based on the results of research on vegetable marketing strategies at P4S Wanua Lampoko, it can be concluded as follows:

1. The IFAS factors and EFAS factors show that P4S has quite large strengths with a score of 1.971 which is lower than the weakness score of 1.536. However, it has a threat with a score of 1.882, which is close to the strength score and greater than the opportunity score of 1.653. Internal factors that influence marketing at P4S Wanua Lampoko are the use of quality seeds, skilled human resources, collaboration with business partners and agricultural services, already having a label or brand, strategic location close to urban areas, less intensive promotional activities, distribution area is still limited, delivery takes a long time to reach consumers, less interest if not promoted, the land is still not large enough. External factors that influence marketing at P4S Wanua Lampoko: development of online delivery technology, high demand for products, good relationships with various consumers, vegetables enjoyed by all groups, use of social media for promotions, unstable prices caused by climate and weather, there is no guarantee of product quality reaching consumers, competition for hydroponic vegetables, lack of interest in buying vegetables online, tight price competition with similar businesses from outside the region.
2. P4S Wanua Lampoko is in quadrant II, which means that even though it faces various threats, P4S Wanua Lampoko still has strength from an internal company perspective. The strategy that must be established is to use strengths to take advantage of long-term opportunities with a diversification strategy.
3. The marketing strategy formula recommended for P4S Wanua Lampoko is the ST (Strength and Treats) strategy, namely controlling product price play to increase people's purchasing power, using quality seeds to increase production and the quality of vegetables sold.

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