

Analysis of Business Development Strategy for Horticultural Seedling Enterprises (A Case Study of UB Berkah Agro in Pekalongan District, East Lampung Regency)

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Abstract : *This study aims to analyze the development strategy of horticultural nursery business at UB Berkah Agro in Pekalongan District, East Lampung Regency. The study uses a descriptive approach with the SWOT analysis method through the identification of internal and external factors of the business, which are then analyzed using the IFAS and EFAS matrices to determine the company's strategic position. The results show that UB Berkah Agro's horticultural nursery business is in Quadrant I (aggressive), which indicates that the business has significant internal strengths and broad external opportunities for development. The recommended strategy is the SO strategy, which is utilizing internal strengths to capture external opportunities, including through improving the quality and continuity of seedling production, developing superior varieties according to market needs, and expanding the marketing network. This strategy is expected to be able to optimally increase the competitiveness and sustainability of the horticultural nursery business.*

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Introduction

The agricultural sector is a fundamental component of Indonesia's economic structure. Given its status as an agricultural nation, Indonesia has significant potential to develop various agricultural commodities, particularly in the horticultural subsector. Horticultural commodities have substantial economic value and play a strategic role in providing food, creating jobs, and improving the economic well-being of the community. The primary determinant of horticultural business success is the

availability of high-quality, sustainable seedlings, produced through the implementation of a professional and efficient nursery system.(Ruslan, 2021).The development of horticultural product potential in Indonesia is supported by government institutions through various regulatory policies aimed at encouraging the growth of the agricultural sector. These regulations include Law Number 19 of 2013 concerning Agricultural Empowerment, specifically in horticultural cultivation, the Horticultural Development Blueprint Document for 2011–2025, and the Agricultural Development Master Strategy (SIPP) for 2013–2045. Supporting factors that need to be considered include natural resource diversity, climate and weather conditions, agricultural land availability, technological readiness, labor limitations, market accessibility, determination of priority commodities, the quality of horticultural seed systems, and the effectiveness of horticultural plant protection systems. Optimal management of these factors can significantly increase the productivity and competitiveness of the horticultural sector. This requires collaborative involvement between government entities, farmers, research institutions, and the private sector to create a sustainable agricultural environment..(Hasibuan, et al 2022)

Siraman Village is a village located in Pekalongan District, East Lampung Regency. Pekalongan District consists of 12 villages, namely Adirejo, Sidodadi, Gondang Rejo, Siraman, Pekalongan, Tulus Rejo, Jojog, Ganti Warno, Kali Bening, Wono Sari, Adijaya and Gantimulyo. The largest village is Gondang Rejo with an area of 9.39 km² which covers 13.97% of Pekalongan's area. Meanwhile, the smallest village is Pekalongan with an area of 2.27 km² which covers 3.38% of Pekalongan's area. Siraman Village has a population of 4183 people. Siraman Village is famous for its agriculture, especially with its central nursery, various kinds of seeds are available ranging from fruit seeds, trees, ornamental flowers, secondary crops and horticulture.(BPS East Lampung Regency, 2023)

Seeing the strategic role of UB Berkah Agro in providing superior seeds for farmers and its contribution to the regional economy, it is necessary to conduct an in-depth study of the business development strategies implemented in this business. This study aims to: (1) Identify internal and external factors faced in the development of the nursery business. (2) Analyze the nursery business development strategy at UB Berkah Agro, Pekalongan District, East Lampung Regency. The results of this study are expected to provide benefits as evaluation material for UB Berkah Agro to increase business competitiveness while maintaining long-term business sustainability amidst the dynamics of an increasingly competitive agribusiness environment.

Materials and Methods

This research was conducted at UB Berkah Agro, located in Siraman Village, Pekalongan District, East Lampung Regency. The location was chosen because UB Berkah Agro has a phenomenon relevant to the research focus. Furthermore, UB Berkah Agro is a business that sells various types of horticultural plant seeds, particularly chili, eggplant, and tomato seeds, which are known for their high quality. This research was conducted from January to February 2026.

Data collection techniques in this research use several common techniques used, including interviews, observations, questionnaires, documentation studies, or experiments, depending on the type of research and data required.To support the required data, in this study, data was obtained from business owners using purposive techniques, namely selecting informants based on certain characteristics that are considered to be related to previously known horticultural plant development strategies..

The first problem was analyzed using a descriptive method to see the internal factors of the horticultural plant nursery business.

Internal Factors (Strengths and Weaknesses)

The following are the steps in determining the value of internal factors:

1. Each is arranged in the available columns.
2. Each factor is given a weight in column 2, ranging from 1.0 (very important) to 0.0 (not important).
3. Calculate the rating (in column 3) for each factor on a scale from (outstanding) to 1 (poor) based on the company's condition. Strengths are rated positively (greater strengths are rated +4, while smaller strengths are rated +1). Weaknesses are rated the opposite.

4. Multiply the weight in column 2 by the rating in column 3 to obtain the weighting factor in column 4. The result is a weighted score for each factor, the value of which varies from 4.0 (outstanding) to 1.0 (poor).
5. The sum of the weighted scores (in column 4) used to obtain this total score indicates how a particular company responds to its internal strategic factors. This total score can be used to compare this company with others in the same industry.

Table 1. Internal Strategic Factor Matrix (IFAS)

Factor internal strategy	Weight	Rating	Weight X Rating
Strength	X	X	X
Amount	X	X	X
Weakness	X	X	X
Amount	X	X	X
Total	X	X	X

Source: Fredi Rangkuti (2018)

2. External Factors (Opportunities and Threats)

The following are the steps in determining the value of external factors:

- A. Each is arranged in the available columns.
- B. Each factor is given a weight in column 2, ranging from 1.0 (very important) to 0.0 (not important).
- C. Calculate the rating (in column 3) for each factor, scaled from 1 (outstanding) to 1 (poor) based on the company's condition. Opportunity ratings are positive (greater opportunities are given a rating of +4, but smaller opportunities are given a rating of +1). Threat ratings are the opposite.
- D. Multiply the weight in column 2 by the rating in column 3 to obtain the weighting factor in column 4. The result is a weighted score for each factor, the value of which varies from 4.0 (outstanding) to 1.0 (poor).
- E. The sum of the weighted scores (in column 4) used to obtain this total score indicates how a particular company reacts to its external strategic factors. This total score can be used to compare this company with others in the same industry.

Table 2. External Strategy Factor Matrix (EFAS)

Factor external strategy	Weight	Rating	Weight X Rating
Opportunity	X	X	X
Amount	X	X	X
Threat	X	X	X
Amount	X	X	X
Total	X	X	X

Source: Fredi Rangkuti (2018)

Solving the second problem regarding the development of a nursery business is carried out using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis by systematically identifying various factors to formulate a business strategy (SO, ST, WO, and WT Strategies). This analysis is based on logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats.

Results and Discussion

This section presents the results of research on the analysis of horticultural nursery business development strategies and the factors influencing this research. The research results presented utilize an analysis of internal and external factors, including:

Internal Factors

1. Human Resources

Human resources are a crucial factor in the success of a horticultural nursery business. Workers are involved in various business activities, from seed sowing and seedling care to growing media maintenance and marketing. The abilities, skills, and experience of the workforce significantly influence the quality of the seedlings produced and the smooth running of the production process.

Workers need to have knowledge of good nursery techniques, such as selecting superior seeds, managing planting media, watering, fertilizing, and controlling pests and plant diseases. Conversely, limited numbers and skills in the workforce can be a constraint, affecting seed quality and plant growth success.

According to Purwaningsih et al. (2022), the quality of human resources plays a crucial role in the successful management of agricultural businesses, particularly in the application of cultivation technology and increasing productivity. Therefore, improving the skills and capacity of the workforce is necessary to support the sustainability of horticultural nursery businesses.

Most of the workforce involved in UB Berkah Agro's operational activities comes from the surrounding community. This business employs 29 workers who have different duties and responsibilities according to the needs of production activities. Some workers are tasked with administration and record keeping, managing production and sales data. In addition, there are workers who handle the seed planting process and seed sorting to ensure the resulting seedlings are of good quality. Other workers are tasked with preparing planting media containers and processing the planting media, such as grinding cocopeat materials so that they are ready for use in the nursery process. This division of tasks shows that operational activities at UB Berkah Agro have been carried out in an organized manner, so that the nursery process can be carried out effectively and produce quality horticultural seeds.

2. Management and Operations

Management and operations encompass the entire process of planning, organizing, implementing, and supervising nursery business activities. This aspect encompasses workforce management, production systems, seed quality control, and product distribution. Effective operational management enables businesses to optimize resource use, reduce waste, and increase production efficiency. Conversely, weaknesses in the management system can lead to irregular production, poor seed quality, and weakened competitiveness.

According to Freddy Rangkuti (2018), internal management capabilities are the primary factor determining an organization's strengths or weaknesses in a SWOT analysis. Businesses with structured management systems tend to be more adaptable to changes in the business environment.

At UB Berkah Agro, management and operational activities are carried out with a clear division of labor in each nursery production process. Each employee has their own responsibilities, from seed planting and seedling care to planting media processing, to administration and marketing activities. Furthermore, the seedling production process is carried out regularly, paying attention to the quality of the planting media, seedling maintenance, and seedling sorting before marketing. This organized operational management helps UB Berkah Agro maintain the quality of the horticultural seedlings it produces and supports the smooth running of its overall business activities.

3. Capital

Capital is an internal factor that determines production capacity, technology development, and business expansion. Capital is needed to purchase production facilities, build nursery facilities, procure equipment, and finance operations. Limited capital is often a major obstacle in small-scale agribusinesses because it limits innovation, technological modernization, and market expansion.

Conversely, adequate capital availability enables businesses to increase production scale, product quality, and competitiveness.

In terms of capital, UB Berkah Agro operates its business using capital sourced from the owner's personal funds. According to management, since its inception, the nursery has not relied on loans from financial institutions but has instead been managed using its own capital. Although sourced from personal funds, this capital is sufficient to support various operational needs, such as seed supply, planting medium purchases, production equipment, and labor costs.

The owner of UB Berkah Agro also stated that using personal capital provides flexibility in managing the business without the burden of loan payments or interest from external parties. With gradual and careful financial management, the nursery business has been able to continue to grow over time. This is evident in the increasing scale of seedling production, the increase in the workforce, and the wider marketing of the product.

As stated by the manager of UB Berkah Agro, "From the beginning, we have run this business using personal capital. Even though the capital comes from our own funds, this business has been able to continue to operate and grow because the profits earned are continuously reinvested into business development." This statement demonstrates that good capital management is one of the factors supporting the sustainability and growth of the nursery business at UB Berkah Agro.

4. Product and Technology Innovation

Product and technological innovation in the horticultural nursery business is a crucial factor in determining the success and competitiveness of the business. Product innovation includes the development of superior seed varieties, improving seed quality, and diversifying horticultural crops to meet market needs. Meanwhile, technological innovation relates to the application of more modern methods and equipment in the nursery process, such as the use of greenhouses, more effective planting medium management, and efficient and sustainable plant maintenance techniques (Freddy Rangkuti, 2018).

The integrated application of product and technology innovation can increase production efficiency, maintain stable seed quality, and reduce the risk of failure in the nursery process. Furthermore, innovation also enables business actors to be more adaptive to changes in the business environment, including developments in agricultural technology and market demand dynamics. Thus, product and technology innovation are strategic elements in supporting the sustainability of horticultural nursery businesses and enhancing competitive advantage in the agribusiness sector.

Based on the author's research at UB Berkah Agro, the use of technology in nursery activities is still relatively rudimentary, particularly in the manual process of creating seedling media. Nevertheless, UB Berkah Agro has utilized greenhouses to house and care for the seedlings to better control their growth.

Furthermore, the seed sorting process is still carried out manually by several employees tasked with selecting the seeds. This is because, even though the seeds have been placed in the greenhouse, some still show suboptimal growth. Therefore, sorting is carried out to ensure that the seeds sold to customers are of good quality and free from damage. According to the author's observations, this step is one of UB Berkah Agro's efforts to maintain the quality of the seeds sold to consumers.

External Factors

1. Government Policy and Regulation

Government policies play a crucial role in supporting or hindering the development of horticultural nursery businesses. Regulations related to business licensing, seed quality standards, agricultural subsidies, and farmer empowerment programs can significantly impact business performance. Government policy support can improve access to technology, financing, and markets. Conversely, strict regulations or policy changes can pose challenges for businesses. From an agricultural development perspective, public policy is a strategic instrument for increasing the productivity and competitiveness of the agribusiness sector.

Based on observations at UB Berkah Agro, government policies are perceived as providing sufficient support, particularly through horticultural development programs and agricultural extension programs that help improve technical knowledge in nurseries. Furthermore, easy access to information related to production facility assistance also supports business activities. However, in practice, several obstacles remain, such as the relatively complicated licensing process and suboptimal access to government capital assistance. This situation indicates that while existing policies are supportive, their implementation at the business level still needs improvement to maximize their benefits.

2. Market and Customers

Markets and customers determine product demand, consumer preferences, and business growth opportunities. Changes in consumer tastes, purchasing power, and modern agricultural trends influence the need for horticultural seeds. According to Philip Kotler, market orientation is a key factor in business success because products must be tailored to customer needs and preferences.

According to the author, the marketing system at UB Berkah Agro is open and transparent, allowing potential buyers to visit the nursery directly to assess the condition and quality of the seedlings before making a purchase. This increases customer confidence in the products offered. Furthermore, UB Berkah Agro also offers online purchasing services for customers located further afield. Meanwhile, customers in nearby areas typically visit the nursery directly to communicate with sellers and negotiate prices based on the quantity and type of seedlings purchased. This marketing system provides convenience for customers while also helping businesses reach a wider market.

3. Competition (Competitors)

Business competition is an external condition that influences market position and business development strategies. A high number of competitors can drive down prices, intensify quality competition, and reduce market share.

Based on research results, business owners at UB Berkah Agro reported that competition in the horticultural nursery business is quite significant, as several other businesses also sell similar types of seedlings. To address this competition, UB Berkah Agro strives to maintain the quality of the seedlings it produces to ensure they remain high-quality and reliable for customers.

Efforts to maintain product quality include selecting high-quality parent stock, performing routine seedling maintenance, and ensuring healthy seedling condition before marketing to customers. Furthermore, to maintain customer trust, UB Berkah Agro strives to provide excellent service, such as providing clear information about the types and quality of seeds sold and maintaining good communication with customers. According to UB Berkah Agro vendors, maintaining product quality and customer trust is crucial for a nursery to remain competitive and sustain its business.

SWOT Analysis

The SWOT analysis begins by identifying the internal and external environments. The internal environment encompasses the environment within the horticultural nursery business itself. Analysis of internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the horticultural plant nursery business at UB Berkah Agro.

Based on field reviews and in accordance with several methods used, to determine internal factors (strengths and weaknesses) and external factors (opportunities and threats) in horticultural plant nursery businesses, namely:

Some of the strengths of horticultural plant nursery businesses:

1. There is a large number of workers from the local community
2. Efficient use of nursery land so that it produces large quantities.
3. The availability of varieties of seeds produced is quite varied.
4. The business owner has sufficient experience in running a nursery business.

Some weaknesses of horticultural plant nursery businesses:

1. Quality control still relies on manual sorting
2. The use of technology is still relatively simple
3. Shortage of skilled labor in advanced technical fields

Some business opportunities for horticultural plant nurseries:

1. The development of digital marketing opens up opportunities for expanding product promotion and sales.
2. New market opportunities in unreached areas
3. Market demand continues to increase
4. Government programs in developing the horticultural sector

Some threats to horticultural plant nursery businesses:

1. Changes to agricultural business licensing regulations or seed distribution
2. Many nursery businesses with similar products
3. Risk of losing market share if quality is inconsistent
4. Price competition between seed producers

Internal Factor Evaluation (IFAS Matrix)

The following are the results of the IFAS processing. The weighting and rating values were determined based on interviews with farmers. Meanwhile, the score was calculated by multiplying the average weighting by the average rating for each analyzed factor.

Table 3. Internal Factor Strategy Matrix (IFAS) of UB Berkah Agro's nursery business

No	Internal Factors	Weight	Rating	Mark
Strength				
1	The number of workers is quite large from the local community	0.15	4	0.60
2	Business using personal capital (not dependent on loans)	0.18	4	0.72
3	The operational system is well organized	0.14	3	0.42
4	There is recording of production and sales administration	0.13	4	0.52
Amount		0.60		2.26
Weakness				
1	Quality control still relies on manual sorting	0.14	2	0.28
2	The use of technology is still relatively simple	0.13	2	0.26
3	Shortage of skilled labor in advanced technical fields	0.13	1	0.13
Amount		0.40		0.67
Total IFAS		1.00		2.93

Source: Processed primary data, 2026

Based on the results of the internal factor analysis presented in the IFAS table, a total score of 2.93 was obtained. This value indicates that the internal condition of the nursery business is in the fairly strong category, as it is above the average value of 2.5. This indicates that UB Berkah Agro generally has relatively good internal capabilities in supporting the sustainability and development of the business, although there are still several weaknesses that need to be addressed. In terms of strengths, the total score obtained was 2.26 with a total weighting of 0.60, indicating that the strengths factor is more dominant than the weaknesses. The main strength of the business lies in the use of personal capital with the highest score of 0.72, indicating that the business is financially independent and not burdened by loan obligations. In addition, the large number of workers from the local community is also an important strength with a score of 0.60 because it is able to support the smooth production process while providing a positive social impact on the surrounding environment. Furthermore, the well-organized operational system obtained a score of 0.42, indicating that business activities have been running in a structured and

efficient manner. The existence of production and sales administration records is also a strength with a score of 0.52 because it supports more orderly business management and facilitates decision-making.

The weaknesses factor had a total score of 0.67 with a weighting of 0.40, indicating that while not dominant, weaknesses still require attention. The main weakness lies in quality control, which still relies on manual sorting, with a score of 0.28, potentially reducing efficiency and consistent seedling quality. Furthermore, the use of relatively simple technology, with a score of 0.26, indicates that the business has not fully adopted modern technology in the nursery process.

The limited skilled workforce in advanced technical fields is a weakness with the lowest score of 0.13, which indicates the need to increase human resource capacity through training or technical assistance. Overall, the results of the IFAS analysis show that UB Berkah Agro has greater internal strengths than its weaknesses, so it can be a major capital in developing the business. However, several existing weaknesses need to be addressed immediately so as not to hinder increased competitiveness, especially in terms of technology application, increasing workforce skills, and improving the quality control system.

External Factor Evaluation (EFAS Matrix)

The following are the results of the External Factor Analysis Strategy (EFAS) Matrix. The weights and ratings were determined through consultations with farmers. The score was calculated by multiplying the average rating by the average weight.

Table 4. External Factor Strategy Matrix (EFAS) of UB Berkah Agro's nursery business

No	External Factors	Weight	Rating	Mark
Opportunity				
1	The development of digital marketing opens up opportunities for expanding product promotion and sales.	0.15	4	0.60
2	New market opportunities in underserved areas	0.12	4	0.48
3	Market demand continues to increase	0.18	4	0.72
4	The existence of a government program in developing the horticultural sector	0.13	3	0.39
Amount		0.58		2.19
Threat				
1	Changes to agricultural business licensing regulations or seed distribution	0.10	3	0.30
2	Many nursery businesses with similar products	0.11	2	0.22
3	Risk of losing market share if quality is inconsistent	0.10	2	0.20
4	Price competition between seed producers	0.11	2	0.22
Amount		0.42		0.94
Total EFAS		1.00		3.13

Source: Processed primary data, 2026

Based on the results of the external factor analysis presented in the EFAS table, a total score of 3.13 was obtained, indicating that the external business environment is in the very supportive category because the value is above the average of 2.5. This indicates that UB Berkah Agro has a great opportunity to grow if it is able to optimally utilize external conditions. In the opportunity aspect, a total score of 2.19 was obtained with a weight of 0.58, indicating that the opportunity factor is more dominant than the threat. The most influential main opportunity is increasing market demand with a score of 0.72, reflecting the high need for horticultural seeds in the community. In addition, the development of digital marketing is also a strategic opportunity with a score of 0.60 because it allows for wider and more efficient expansion of promotions and market reach. Other significant opportunities are the existence of new, untapped markets with a score of 0.48, which opens up opportunities for business expansion, as well as support from government programs in the horticultural sector with a score of 0.39, which can be utilized to increase production capacity and access to resources.

The threat factor has a total score of 0.94 with a weighting of 0.42, indicating that although not dominant, threats still need to be considered in business management. The main threat comes from changes in agricultural business licensing regulations or seed distribution with a score of 0.30, which has the potential to affect the smooth operation of the business. In addition, the high level of competition from similar nursery businesses with a score of 0.22 can suppress market position if not balanced with quality improvements and appropriate marketing strategies. Other threats that need to be anticipated are the risk of losing market share due to inconsistent product quality with a score of 0.20 and price competition between seed producers with a score of 0.22, which can affect the success of the nursery process. Overall, the results of the EFAS analysis indicate that the external opportunities owned by UB Berkah Agro are greater than the threats, so this business has good prospects for development with the right strategy to capitalize on opportunities while minimizing the impact of existing threats. With an EFAS score of 3.13, it can be concluded that the business is in a highly supportive external environment for growth. Significant opportunities can be exploited for business expansion, while existing threats can be anticipated through appropriate strategies, particularly in increasing competitiveness and adapting to environmental changes.

Based on the results of the IFAS and EFAS calculations above, it shows that:

a. From an internal perspective: Strength > Weakness $2.26 > 0.67$

b. From an external perspective: Opportunity > Threats $2.19 > 0.94$

The SWOT analysis results indicate that UB Berkah Agro is strategically positioned aggressively, indicating a highly promising business environment supported by dominant internal strengths and broad external opportunities. Based on these conditions, the appropriate development direction is a growth-oriented strategy, a strategy that focuses on active and sustainable business growth.

In its implementation, the SO (Strengths-Opportunities) approach is the primary choice, emphasizing the optimization of all potential strengths to respond to and capitalize on market opportunities. Internal measurements showed the strengths factor scored 2.26, exceeding the weaknesses factor's score of 0.67. This is supported by the availability of an adequate local workforce, efficient use of nursery land, a diverse selection of seedling types, and the business owner's experience in nursery management.

Meanwhile, externally, the opportunity score of 2.19 is also higher than the threat score of 0.94. This indicates a relatively conducive business environment, particularly with the development of digital marketing, the opening of new market access in various regions, and the increasing demand for horticultural seeds. With these strengths and opportunities, the horticultural nursery business at UB. Berkah Agro is considered capable of overcoming the various weaknesses and threats it faces.

SWOT Quadrant

The internal factor analysis results show a strengths score of 2.26, which is higher than the weaknesses score of 0.67. Meanwhile, externally, the opportunities score is recorded at 2.19, outweighing the threats score of 0.94. This indicates that UB. Berkah Agro's horticultural nursery business is strategically aggressive.

An aggressive strategy describes a business with both strong internal strengths and strong external opportunities for development, primarily through strengthening marketing strategies and market expansion. Based on the weighting of internal and external factors, the X coordinates are 1.59 and the Y coordinates are 1.25. These values indicate the business is in the aggressive quadrant of the Cartesian diagram:

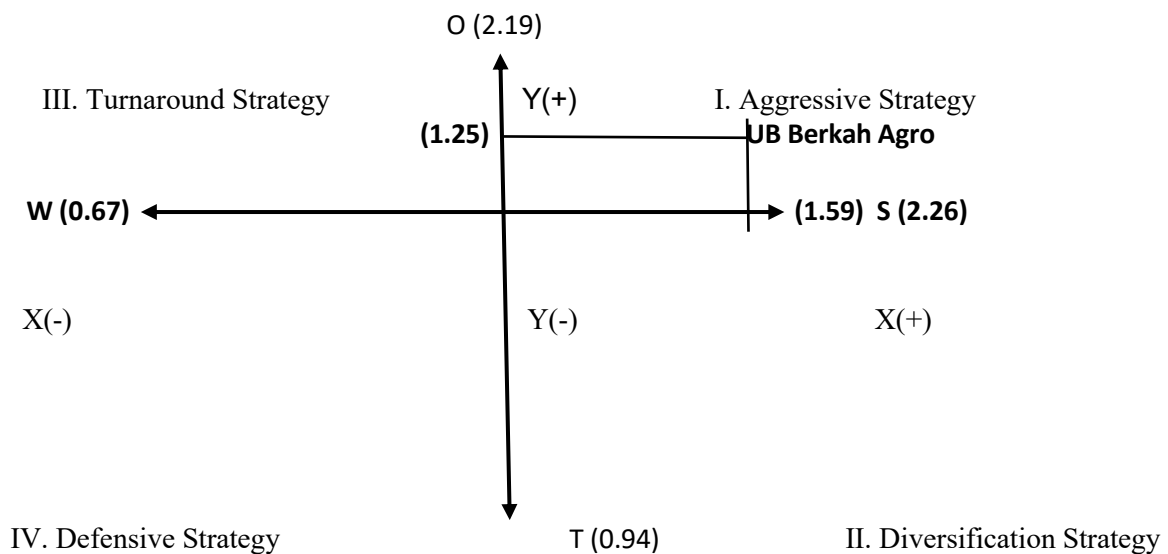


Figure 1. SWOT Position Matrix of UB berkah agro

Based on the internal-external matrix, the total weighted score for UB. Berkah Agro's horticultural nursery business shows an internal value of 1.59. This value indicates the difference between strengths and weaknesses, where strengths outweigh weaknesses. Meanwhile, the external factor score of 1.25 is obtained from the difference between opportunities and threats, indicating that business opportunities outweigh the threats faced.

These results indicate that the business is in a growth-oriented state, meaning it has the potential for continued development. According to Rangkuti (2018), if strengths outweigh weaknesses and opportunities outweigh threats, the business is in an aggressive strategic position.

SWOT Matrix

The analysis results show that UB Berkah Agro's horticultural nursery business is in Quadrant I of the SWOT matrix, reflecting dominant internal strengths and significant external opportunities. These strengths include labor availability, the use of independent capital, an organized operational system, and good administrative records. Opportunities are supported by the development of digital marketing, the opening of new markets, increasing demand for seeds, and government programs. These conditions place the business in a prospective position, so the appropriate strategy is the SO (Strength-Opportunities) strategy with an aggressive growth approach, through optimizing digital marketing, increasing production capacity, developing markets, and utilizing government support.

Thus, the results of this study confirm that UB Berkah Agro focuses on SO strategies to encourage sustainable and competitive business growth, which are presented in more detail in the table below.



Table 5. SWOT matrix of UB Berkah Agro's nursery business

Internal External	STRENGTH (S) 1. The number of workers is quite large from the local community 2. Business using personal capital (not dependent on loans) 3. The operational system is well organized 4. There is recording of production and sales administration	WEAKNESSES (W) 1. Quality control still relies on manual sorting 2. The use of technology is still relatively simple 3. Shortage of skilled labor in advanced technical fields
OPPORTUNITIES (O) 1. The development of digital marketing opens up opportunities for expanding seed promotion and sales. 2. New market opportunities in underserved areas 3. Market demand continues to increase 4. The existence of a government program in developing the horticultural sector	SO 1. Optimizing digital marketing based on a structured administration system to increase the effectiveness of seed promotion and sales. 2. Developing new markets through the use of organized operational systems to reach underserved areas. 3. Utilizing government programs in the horticultural sector to increase production capacity and human resource quality.	WO 1. Developing new markets to expand business scale. 2. Optimizing digital marketing to increase seed promotion and sales. 3. Gradually increase production capacity by taking advantage of growing market demand. 4. Optimizing the quality control system through the application of more effective and efficient techniques to reduce reliance on manual sorting.
THREATS (T) 1. Changes to agricultural business licensing regulations or seed distribution 2. Many nursery businesses with similar products 3. Risk of losing market share if quality is inconsistent. 4. Price competition between seed producers	ST 1. Optimizing workforce and operational systems to maintain consistent seed quality in the face of competition from similar businesses. 2. Utilize administrative records to improve business control and adapt to changes in licensing regulations. 3. Using independent capital to maintain business stability and maintain market share amidst price competition. 4. Improve production efficiency and quality to minimize the risk of losing customers due to inconsistent quality.	WT 1. Improve production quality and efficiency to reduce dependence on manual systems and face business competition. 2. Developing the use of nursery technology to increase competitiveness and maintain consistent product quality. 3. Improving workforce skills through technical training to reduce human resource limitations and face market dynamics. 4. Improve quality control systems to minimize the risk of losing market share and facing price competition.

Conclusion

The results of the study show that the UB Berkah Agro horticultural nursery business in Pekalongan District, East Lampung Regency, shows a strong strategic position by being in Quadrant I (aggressive strategy) in the SWOT analysis, which indicates the dominance of internal strengths and significant external opportunities. This reflects that the business has adequate capacity in terms of resources, business experience, and seed product quality, while being supported by growing market demand. IFAS and EFAS analysis show that the main strength lies in the ability to maintain seed quality and good business management, while external opportunities in the form of high demand for horticultural seeds are the main driving factors for business development.

The most appropriate strategy to implement is the SO (Strength-Opportunity) strategy, which focuses on leveraging all internal strengths to optimize available external opportunities. This strategy can be implemented through improving the quality and sustainability of seed production, developing superior varieties tailored to market needs, and expanding marketing networks. With consistent and targeted implementation of this strategy, UB Berkah Agro has the potential to increase business competitiveness while maintaining long-term sustainability amidst the increasingly competitive dynamics of the agribusiness environment.

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