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Analysis Matrix Boston Consulting Group (BCG) and SWOT on Highland Vegetables Agribusiness (Study Case of P4S Lembang Agri)

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Abstract:

This study was conducted to determine the effective marketing strategies implemented by the Vegetable agribusiness P4S Lembang Agri by using the BCG (Boston Consulting Group) matrix analysis tool to determine the market growth rate and relative market share, as well as SWOT (Strength, Weakness, Opportunity, Threats) analysis) to find out the factors in the internal and external environment in P4S Lembang Agri. The method used in this study uses a descriptive quantitative method. The sample determination method used in this study used purposive sampling and accidental sampling, with 75 respondents. The results of this study show that Lembang Agri's P4S business in the BCG matrix is in the "stars" position, so the most suitable strategy to use is the "hold" strategy to maintain market growth and relative market share. Meanwhile, in the SWOT analysis results, Lembang Agri's P4S vegetable agribusiness business is in the I quadrant position, so the most suitable strategy is the strengths-opportunities (S-O) or "aggressive" strategy.

Keywords Marketing Strategy, BCG Matrix, SWOT Analysis

Introduction

Indonesia is an agricultural country where most of its population relies on the agricultural sector for their livelihood. Based on data, the jobs widely sought by Indonesia's population are in the agriculture, forestry, and fisheries sectors, which is 29.36%. According to Badan Pusat Statistik Indonesia (2023), Agriculture plays a vital role in the overall development of the national economy. This can be seen from how many people work in agriculture. Therefore, the development of the agricultural sector must continue to be improved (Tanjung et al., 2018).

The agricultural sector broadly consists of subsectors of food crops, horticulture, plantations, livestock, agricultural services, and hunting, including forestry and fisheries. Pusat Data Informasi Kementan (2023), Vegetable commodities are part of the horticultural crop subsector. According to (Direktorat Jenderal Hortikultura, 2021), producing horticultural commodities such as vegetables, fruits, and floriculture has become an international trade commodity even though the demand is lower than that of staple food commodities. Following the figure 1, the horticulture subsector contributed Rp. 286.7 trillion to the Gross Domestic Product (GDP) and experienced an average growth of 5.6% from 2018 – 2023. The horticultural crops subsector is an agricultural subsector with a significant contribution level in addition to the food crops and plantation subsectors.

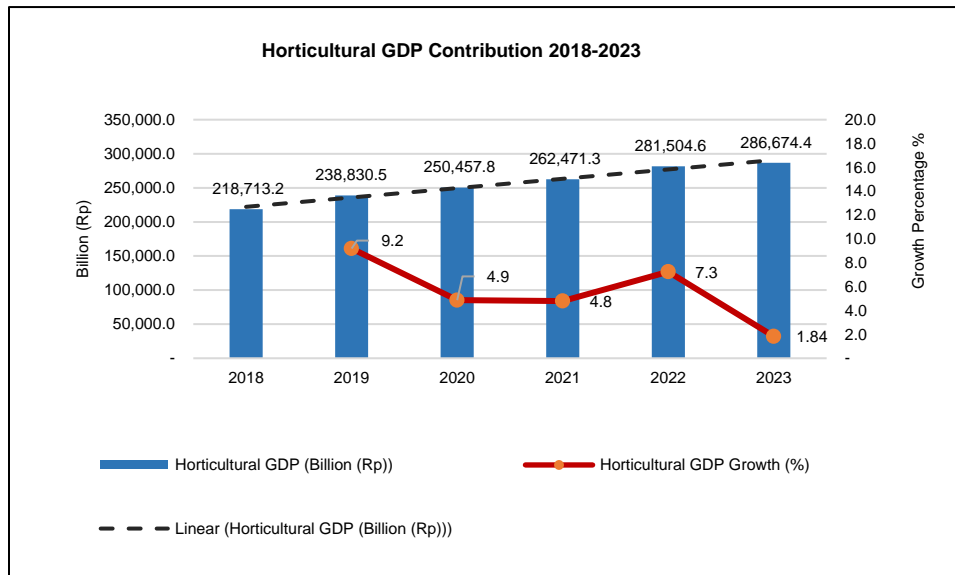


Figure 1. Horticultural GDP Growth and Contribution Data 2018 – 2023

Vegetable commodities are part of the horticultural crop subsector. To meet the needs of the community, improving the quality and production of vegetables is very important because vegetables are a source of energy, vitamins, and fiber that are important for the health of the human body. The high potential demand for vegetables in Indonesia must be accompanied by increased production to meet consumer demand. In addition to increasing production, improving the quality of vegetable products is needed to meet the consumption needs of the community. The quality of vegetable products also affects the selling value price; if the product is handled poorly, it will reduce the selling price value and impact market penetration.

An effective marketing strategy needs to be carried out by vegetable agribusiness actors to anticipate the high level of competition in similar businesses. Building farmer institutions is one way to do this. Forming agricultural institutions such as farmer groups, associations, and P4S is one of the ways that needs to be done by farmers, as a forum for cooperation between farmers to meet market needs (especially price control), product processing of members, and marketing activities with other parties. In the economic aspect, farmer institutions play a role in expanding markets, reducing the risk of market uncertainty, reducing farmers' dependence on intermediaries, helping better price negotiations, creating more efficient distribution channels, and assisting farmers in joint marketing (Medah & Marjaya, 2023)

Pusat Pelatihan Pertanian dan Perdesaaan Swadaya (P4S) Lembang Agri is an agricultural institution focusing on the training, cultivating, and marketing agricultural products, especially highland vegetable commodities. Lembang Agri is an institution under the guidance of Bank Indonesia West Java. P4S Lembang Agri sells vegetables locally and has reached the export market. An effective marketing strategy needs to be done to face high market competition. To implement an effective marketing strategy, it is necessary to conduct an analysis that aims to determine market growth using Boston Consulting Group (BCG) matrix analysis. The method is used to measure the market growth rate and market share position of P4S Lembang Agri, which is used for decision-making strategies. (Sanjaya & Mulyanti, 2023)

In addition, the marketing strategy implemented by P4S Lembang Agri must also be seen based on the market environment by identifying strengths and weaknesses as well as opportunities and threats. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis identifies strengths and weaknesses based on internal and external factors (Djakaria et al., 2022). The analysis serves to identify internal and external factors in the P4S Lembang Agri marketing environment so that existing strengths and opportunities can be maximized and weaknesses and threats can be minimized.

The aims of this study are to determine P4S Lembang Agri's position in the vegetable business based on market growth and market share in the BCG matrix and to identify the factors that exist in the internal and external environment of vegetable marketing at P4S Lembang Agri. The results can be used as strategic considerations for business development and marketing strategies to increase vegetable sales value and prepare for future competition.



Literature Review

Marketing Management

Marketing is an activity that involves a series of institutions to carry out stages to generate, communicate, convey, and exchange value for consumers, partners, and society at large (Kotler & Keller, 2016). Marketing management is the effective and efficient management of all aspects of marketing a product or service, including Market analysis, Strategic Planning, Product Development, Pricing, Promotion and Communication, Distribution, and evaluation (Hamid et al., 2023).

Marketing Strategy

A marketing strategy is a company's actions to achieve a specific goal. A marketing strategy attempts to market goods or services by using specific plans and tactics to increase sales. This strategy plays a vital role in determining the company's economic value in terms of the price of goods or services. (Haque- fawzi et al., 2022). Customer satisfaction is the ultimate goal of a marketing strategy. Marketing strategy consists of five components: market segmentation, market positioning, market-entry, market mix, and timing (Nurhadi, 2023)

BCG Matrix Analysis

Boston Consulting Group (BCG) is a private management consulting firm based in Boston. BCG is involved in market share development. The company was first developed and popularized by a well-known management consultant. In 1970, Bruce D. Henderson founded BCG as the consulting and management division of the Boston Safe Deposit and Trust Company, a division of the Boston company. Bruce Henderson designed the Boston Consulting Group's Matrix in 1970 to help Boston Consulting Group analyze its business units or product lines. The BCG matrix also serves as a tool for portfolio analysis, strategic management, brand marketing, and product management (Putra, 2014). The BCG matrix is a simple analysis tool used as a corporate decision-making tool by examining charts to get an idea of the company's position. The BCG matrix is used to understand the market, portfolio optimization, and practical resource allocation based on the BCG matrix. It focuses on cash flow, investment characteristics, and market-specific needs. The Boston Consulting Group (BCG) matrix uses two lines, vertical and horizontal, to divide the area into four quadrants. The four quadrants are a question mark, star, cash cow, and dog. The company's relative market share is shown on a horizontal line, and its growth rate is displayed on a vertical line (Amirullah, 2015).

SWOT Analysis

SWOT is an analysis tool to assess a company's internal and external factors. The internal environment comprises strengths and weaknesses, while the external environment comprises opportunities and threats. SWOT analysis is a strategic planning and management tool used to develop competitive strategies in an organization. Organizations are in two environments, namely the internal and external environments. SWOT analysis analyzes the curve for strategic and realistic management (GÜREL & TAT, 2017). The analysis results in a strategy chosen to increase the competitive advantage of a company or organization influenced by the position of the quadrant of the company or organization in the SWOT matrix. Quadrant 1, favorable position. Businesses have the capacity and can take advantage of opportunities. The recommended strategy is an aggressive strategy (SO). Quadrant 2, a business position has internal strengths but faces many risks. The recommended strategy for this position is a diversification strategy (ST) that takes advantage of long-term opportunities. Quadrant 3, a business position has many opportunities, but has internal weaknesses. The recommended strategy is the Turn-around (WO) strategy. Quadrant 4 is the business's position to face various internal threats and weaknesses. The recommended strategy is the defensive strategy (WT). (Ranguti, 2017).

Research Method

The research method used in this study is descriptive research with a quantitative approach. The descriptive method is quantitative research that aims to identify problems by using a comprehensive study of the social situation to provide a systematic, factual, and accurate picture (Sugiyono, 2019). The research location was at the Pusat Pelatihan Pertanian dan Perdesaan Swadaya (P4S) Lembang Agri.

The data analysis techniques used in this study were BCG and SWOT analysis. BCG analysis consists of analyzing market growth rate, relative market share, and BCG matrix. The use of the BCG matrix in a business is presented based on the market growth rate and each related business's competitive position. The data needed for BCG analysis is sales value data during P4S Lembang Agri for the last two years and sales volume data on the biggest competitor in the vegetable business over the past year. The data of the biggest competitor was obtained from the vegetable business of Agrotani Lembang. The market growth rate in the BCG matrix is the axis (Y), which shows the percentage of the market growth rate. The Y-axis on the BCG matrix ranges from -20% to +20%, with a point of 0.0 as its midpoint (Putra, 2014). Relative market share is the total industry sales share in a given market. The realistic market share represents the axis's horizontal axis (X). A market share value of <1 means that the business has a smaller market share than the main competitor. Market share = 1, which means that the business has the same market share as the main competitor; a market share of >1 means that the business has a larger market share than the main competitor (Frida et al., 2018).

The SWOT analysis consists of a SWOT matrix, IFAS and EFAS calculations, and determining the position of the SWOT quadrant. The SWOT analysis data came from field data in distributing questionnaires from 75 respondents using purposive sampling and accidental sampling methods consisting of P4S leaders, packing house supervisors, marketing admins, packing house employees, partner farmers, and P4S-assisted farmers. The results of the field data are then averaged in the IFAS and EFAS calculations, which consist of the calculation of weight, rating, and score on each factor. The factors in the form of strengths, weaknesses, opportunities, and threats are given ratings and weights to obtain average results from respondents, provided that the total weight value for internal factors (strengths and weaknesses) and external factors (opportunities and threats) is not more than 1.00. In contrast, the maximum rating value is 4.00 for each factor (Rangkuti, 2017). The subtotals of IFAS and EFAS are positive in the strength and threat factors, while the weakness and threat factors are negative. The results of IFAS and EFAS calculations are used to determine the position of the SWOT quadrant. The research process flowchart is presented in the following figure 2 :

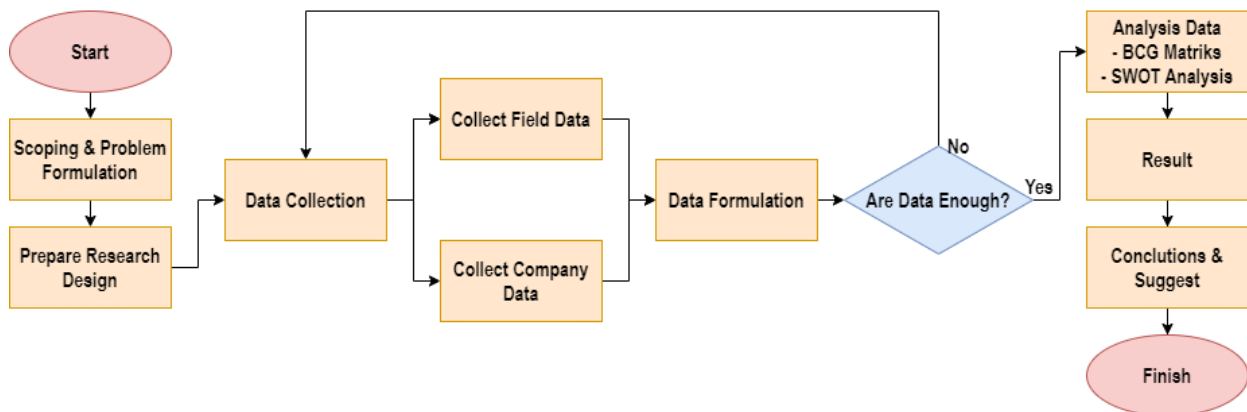


Figure 2. Research flowchart process

Results and Discussion

Respondent characteristic

The respondents' characteristics in this study were classified based on gender, age, last education, primary job, and working/farming experience. Respondent characteristic data are presented in the following table 1:

Table 1. Respondent characteristic

Description	Number (n=75)	Presented (%)
A. Gender		
1. Man	59	78,7
2. Woman	16	21,3
B. Age (Years)		
1. 20 – 30	11	14,7
2. 31 – 40	19	25,3
3. 41 – 50	27	36,0
4. 51 – 60	14	18,7
5. 61 – 70	4	5,3



Description	Number (n=75)	Presented (%)
C. Last Education		
1. SD	41	54,7
2. SMP	3	4,0
3. SMA	27	36
4. S1	4	5,3
D. Primary Jobs		
1. Farmer	62	82,7
2. Packing House Employees	13	17,3
E. Working/Farming Experience (Years)		
1. <10	21	28,0
2. 11 – 20	14	18,7
3. 21 – 30	23	30,7
4. 31 – 40	13	17,3
5. >40	4	5,3

Source: Primary data proceeed (2024)

Based on gender, the majority of respondents in this study were man (78.7%). Based on age, the majority of respondents are in the range of 41 – 50 years old (36%). Based on the last education, most respondents were educated in elementary school (SD) (54.7%). Based on their primary job, most respondents worked as farmers (82.7%). Based on work/farming experience, most respondents have experience in the 21 – 30 years (30.7%). This gives the idea that most P4S members are experienced farmers, which impacts the sustainability of vegetable agribusiness in P4S Lembang Agri.

Market growth and relative market share

Data on the sales value of vegetable products in P4S Lembang Agri for the last two years is needed to determine the market growth rate. The sales value data used in this study is sales volume data from July 2022 to July 2024. P4S Lembang Agri vegetable sales value per month over the past two years: The highest sales growth rate was 71.73%, and the lowest growth rate was -53.54, with an average monthly sales growth rate of 3.03%.

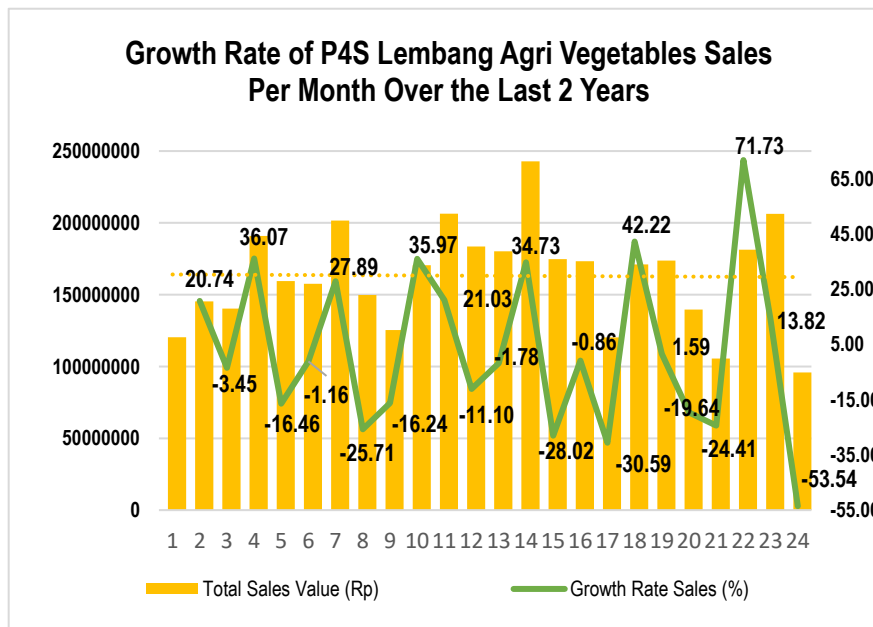


Figure 3. P4S Lembang Agri vegetables sales and growth monthly

The sales value in July 2022 – June 2023 is IDR 1,951,104,044, and the sales volume data for 2023 – June 2024 is IDR 1,964,965,659. The calculation of the BCG matrix to determine the market growth rate in the P4S Lembang Agri vegetable agribusiness business is presented in the following table 2 :

Table 2. Market growth Rate

Description	Value (IDR)	Market Growth Rate ((x-y) / y*100%)
Last Year Sales Value (x)	1.964.965.659	0,71
Sales Value of Previous Year (y)	1.951.104.044	

Source: Processed data (2024)

The result of the P4S Lembang Agri vegetable product market growth rate is 0.71%, which means that the P4S Lembang Agri vegetable business has a high market growth rate because its value is above 0.0% as the middle point.

To calculate the relative market share, data on the sales value of the past year from the largest competitors in the vegetable business are needed. P4S Lembang Agri's biggest competitor is Agrotani Lembang. The sales value of Lembang Agrotani over the past year is Rp.1,300,320,070. Based on this data, the calculation of the BCG matrix to find out the relative market share of the P4S Lembang Agri vegetable agribusiness business is presented in the following table 3 :

Table 3. Relative market share

Description	Value (IDR)	Relative Market Share (x / y)
Last Year Sales Value (x)	1.964.965.659	1,51
Sales Value of Competitor Last Year (y)	1.300.320.070	

Source: Processed data (2024)

The relative market share of P4S Lembang Agri vegetable products is 1.51, meaning that P4S Lembang Agri's vegetable business has a high market share value because it has a >1 ratio.

BCG Matrix Analysis

From the results of the calculation, the value of the axis (X) is 1.51, and the axis (Y) is 0.71, then the coordinate value (1.51x: 0.71y) is obtained. These results show that P4S Lembang Agri is in the star position, a condition where a business unit has a high market share and growth. The business position of P4S Lembang Agri can be seen in the following figure 3:

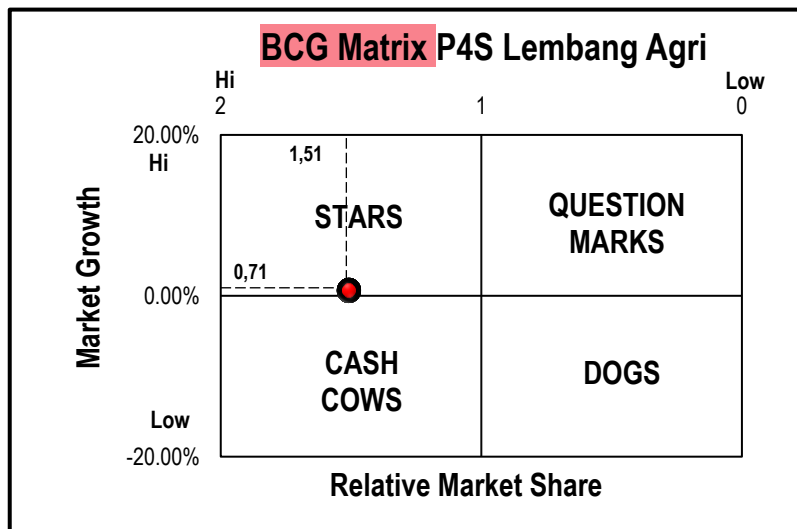


Figure 4. BCG Matrix P4S Lembang Agri

Strategies Based on BCG Matrix Positions

The strategy that needs to be implemented by P4S Lembang Agri based on the position of the BCG matrix is to carry out promotions to increase sales and market growth, considering that the competition in the stars



quadrant is quite tight. Second, a market penetration strategy should be carried out to develop new markets with existing products to expand the current market share by creating new business models, which are B2C (Business-to-Consumer) and D2C (Direct-to-Consumer). Finally, it opens up space for investors to enter and provide capital injections in developing business capacity and market development.

Matrix SWOT Analysis

The results of the SWOT identification were obtained from formulating a strategy in the SWOT matrix, which clearly shows how opportunity and threat factors can be adjusted to their strengths and weaknesses. This matrix results in four strategic options that P4S Lembang Agri can use to deal with problems. The SWOT matrix of P4S Lembang Agri is presented in the following table 5:

Table 4. Matrix SWOT

INTERNAL EXTERNAL	Strengths 1. Good product quality 2. P4S good reputation 3. Already has a business partner 4. Human resources support 5. The availability of production facilities and infrastructure supports	Weaknesses 1. Less strategic place 2. Products are easily damaged 3. The availability of vegetable products still relies on farmer partners 4. Product promotion has not been adequately managed 5. Cooperation with partners is not optimal
Opportunities 1. High demand for vegetable products 2. The participation of the government, agencies, and universities 3. The existence of technological developments 4. Wide market share 5. Availability of vegetable products is available continuously	Strategies (S-O) 1. Maintain the quality of vegetable products to meet demand, expand market share, and maintain business reputation. 2. Collaborate with institutions, agencies, and universities related to business development. 3. Utilizing technological advancements to help production efficiency and marketing promotion. 4. Conducting a market penetration strategy to open new markets through existing products	Strategies (W-O) 1. Relocating or collaborating with other business units to attract potential consumers 2. Developing post-harvest technology to reduce damage to vegetable products 3. Optimizing cooperation with assisted farmers and partners 4. Maximizing the use of online promotional media to attract potential consumers and increase market share
Threats 1. Competitors in similar businesses 2. The emergence of new competitors 3. Competitive market price 4. Price fluctuations 5. Relationship between member farmers and middlemen	Strategies (S-T) 1. Maintain and improve quality to face competition with competitors 2. Optimizing the institutional function of farmers to strengthen the price of vegetable products 3. Optimizing existing facilities and infrastructure to increase production efficiency and effectiveness 4. Conduct counseling to reduce the involvement and dependence of assisted farmers with middlemen	Strategies (W-T) 1. Conduct market research to monitor price trends and evaluate the level of competition 2. Maintaining cooperative relationships with partners and assisting farmers 3. Improving service to consumers to increase competitiveness

Source: Processed data (2024)

Analysis IFAS and EFAS

A combination of internal and external factors determines the performance of an organization or company. The calculation of a SWOT diagram is a combination of internal factors, strengths, and weaknesses, as well as external factors, opportunities, and threats, to determine the position of the quadrant of an organization or company. To determine the position of the SWOT quadrant, it is necessary to calculate the IFAS. and EFAS matrices. The IFAS (Internal Factor Analysis Strategy) matrix and EFAS (External Factor Analysis Strategy) matrix are analytical



techniques to evaluate the internal factors (strengths and weaknesses) of a company and the external factors (opportunities and threats) present in organizations and companies. The results of the IFAS and EFAS matrix calculations are presented in the following table 6 and 7:

Table 5. Internal Strategic Factors Analysis (IFAS)

Internal Strategic Factors Analysis	Weight (x)	Rating (y)	Score (x*y)
Strengths			
S1. Good product quality	0,116	3,56	0,41
S2. P4S good reputation	0,105	3,53	0,37
S3. Already has a business partner	0,116	3,41	0,39
S4. Human resources support	0,099	2,61	0,26
S5. The availability of production facilities and infrastructure supports	0,103	2,91	0,30
Sub Total Strengths	0,538		1,73
Weakness			
W1. Less strategic place	0,101	3,20	0,32
W2. Products are easily damaged	0,086	2,93	0,25
W3. The availability of vegetable products still relies on farmer partners	0,099	3,11	0,31
W4. Product promotion has not been properly managed	0,078	3,04	0,24
W5. Cooperation with partners is not optimal	0,099	3,00	0,30
Sub Total Weakness	0,462		-1,41
Total IFAS	1,000		0,32

Source: Processed data (2024)

The results of the IFAS calculation obtained a total value of 0.32. The total value was obtained from the sum of the strength factor subtotal of 1.73 with a Weakness value of -1.41.

Table 6. External Strategic Factors Analysis (EFAS)

External Strategic Factors Analysis	Weight (x)	Rating (y)	Score (x*y)
Opportunities			
O1. High demand for vegetable products	0,113	3,32	0,38
O2. The participation of the government, agencies, and universities	0,098	3,00	0,29
O3. The existence of technological developments	0,104	3,12	0,32
O4. Wide market share	0,100	3,17	0,32
O5. Availability of vegetable products is available continuously	0,106	3,13	0,33
Sub Total Opportunities	0,522		1,65
Threats			
T1. The number of competitors in similar businesses	0,089	2,89	0,26
Q2. The emergence of new competitors	0,092	2,88	0,26
Q3. Competitive market price	0,093	3,00	0,28
Q4. Price fluctuations	0,100	3,05	0,31
Q5. Relationship between member farmers and middlemen	0,105	3,13	0,33
Sub Total Threats	0,478		-1,43
Total EFAS	1,000		0,22

Source: Processed data (2024)

The results of the EFAS calculation obtained a total value of 0.22. The total value was obtained from the sum of the Opportunities subtotal of 1.65 with a Threats value of -1.43.

Analysis SWOT Quadrant

The results of the IFAS and EFAS calculations show that the x-axis is obtained, which is the result of the sum of the internal factors of strength of 1.73 and weakness of -1.41, which is 0.32. Meanwhile, the y-axis is obtained from the result of summing the external factors of opportunity of 1.65 with a threat of -1.43, which is 0.22.



From the results of the calculation, the coordinate point (0.32x : 0.22y) was obtained. As a result of the SWOT quadrant analysis, the P4S Lembang Agri position is in the I quadrant, which is in a favorable position. This is because, in the position of quadrant I, an organization or company has the strength, ability, and capacity to take advantage of existing opportunities. The position of the SWOT quadrant P4S Lembang Agri is presented in the following figure 4:

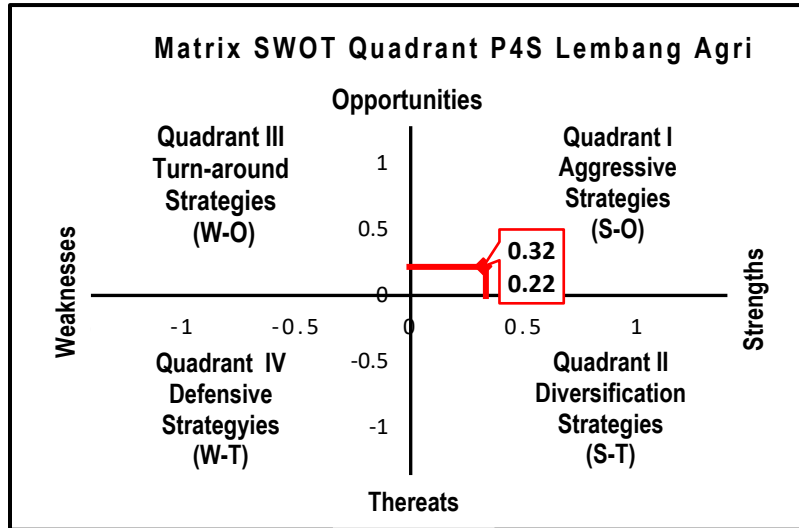


Figure 5. Matrix SWOT Quadrant

The priority strategy, based on the position of the SWOT quadrant, is aggressive. It aims to increase the growth of the vegetable business by formulating a *strengths-opportunities* (S-O) strategy. P4S Lembang Agri has the strength, ability, and capacity to exploit existing opportunities.

The strategy that needs to be implemented is maintaining the quality of vegetable products to meet demand, expand market share, and maintain business reputation. Second, collaborate with institutions, agencies, and universities related to business development. The concept of collaboration that can be used for business development is the concept of quadruple helix collaboration between four elements. Namely, academics in universities play the role of concept-makers and produce ideas and innovations, the government plays the role of regulatory and advisory bodies, and businesses play the role of stakeholders in economic development; the last product and service is the role of community involvement. Third, take advantage of technological advances such as implementing *Enterprise Resource Planning* (ERP), which aims to integrate all existing business processes to increase efficiency and productivity. Finally, a market penetration strategy to open new markets through existing products through new business models such as B2C and B2D.

Conclusion

The conclusion of this study is the result of BCG matrix analysis, Lembang Agri's P4S position is in the *Stars* position, which is to have a high market growth rate and market share. So, the most suitable strategy for this position is the "hold" strategy to maintain the market growth rate and relative market share using promotion, market penetration strategy, and opening investors to enter. Based on the results of the SWOT chart analysis, the position of P4S Lembang Agri is in the I quadrant position, which is in a favorable position because it has the strength or ability and capacity to take advantage of existing opportunities, so the strategy that is suitable for this quadrant is an "aggressive" strategy, namely the *strengths – opportunities* (S-O) strategy.

The suggestion for P4S Lembang Agri is that it is necessary to promote and penetrate the market to increase sales and maintain its position in the current BCG matrix and SWOT quadrant. In addition, P4S Lembang Agri also needs to minimize and anticipate threats related to the relationship between assisted farmers and intermediaries, considering that most of the vegetable products come from assisted farmers. Suggestions for researchers are that this research is expected to be carried out in large-scale industries. The results of this research can also be developed with other research.

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