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STRATEGY TO IMPROVE FRUIT PRODUCTION MARKETING THROUGH SWOT ANALYSIS IN SOUTH SULAWESI PROVINCE

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Abstract

This study aims to analyze strategies for increasing the marketing of fruit production through a SWOT analysis in South Sulawesi Province. The commodities of interest include durian, avocado, Siamese orange, mango, and papaya, which have development potential but face various marketing challenges, such as production fluctuations, limited market access, capital, market information, promotion, and the use of digital technology. The study uses a descriptive quantitative approach with a SWOT analysis using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The research locations include Luwu, North Luwu, Enrekang, Takalar, and Gowa Regencies. The analysis results show that Luwu, Enrekang, and Takalar Regencies have internal and external conditions that support the implementation of an aggressive strategy, namely utilizing internal strengths to optimize external opportunities. Meanwhile, North Luwu and Gowa Regencies require a turnaround strategy by addressing internal weaknesses to optimally utilize market opportunities. Recommended standardization strategies include optimizing the role of Village-Owned Enterprises (BUMDes), digitizing BUMDes, strengthening human resources, expanding market access, and implementing digital marketing by business actors. This strategy is expected to increase marketing efficiency, expand consumer reach, increase competitiveness, and support the sustainability of fruit production marketing in South Sulawesi Province.

Keywords: Marketing Strategy; Fruit Production; SWOT Analysis; IFAS; EFAS.

INTRODUCTION

Management is a crucial process for effectively and efficiently managing resources to achieve predetermined goals. In business, management is essential for planning, organizing, implementing, and supervising all activities to ensure a focused and focused business. Marketing management is crucial because a product's success is determined not only by its production capabilities but also by its ability to identify consumer needs, identify markets, build distribution networks, and effectively promote its products. Marketing strategies developed based on internal and external factors can help businesses determine development strategies that are more appropriate to market conditions (Cahyani et al., 2024).

Marketing fruit production is a crucial component of agricultural sector development, as it offers significant economic value and market potential. South Sulawesi Province boasts significant potential for fruit commodity development, supported by its diverse agroclimate and the production of various commodities such as durian, avocado, tangerine, mango, and papaya. Reference data indicates that production of these commodities fluctuated between 2019 and 2022. This demonstrates that the substantial production potential requires appropriate marketing strategies to ensure optimal market absorption.

A preliminary survey revealed that fruit marketing still faces various challenges, particularly related to distribution, promotion, marketing networks, competition, and the ability to capitalize on market opportunities. This phenomenon is crucial because each region has distinct resource characteristics and market conditions. Recent studies also indicate that fruit marketing strategies can be developed by identifying the strengths, weaknesses, opportunities, and threats faced by business actors (Rahma et al., 2024).

One approach that can be used to identify these conditions is a SWOT analysis, which consists of*strengths*, *weaknesses*, *opportunities*, And *threats*This analysis can help connect internal and external factors as a basis for determining alternative marketing strategies. A 2024 study showed that SWOT analysis can be used to determine marketing strategies based on the internal and external conditions of a fruit business. Therefore, issues such as suboptimal marketing, production fluctuations, limited promotion, ineffective distribution, competition, and the underutilization of market opportunities provide an important basis for assessing strategies to increase fruit production marketing through a SWOT analysis in South Sulawesi Province.

Previous research indicates that fruit commodity marketing strategies need to be developed based on internal and external conditions. Rahma et al. (2024) demonstrated that a SWOT analysis can formulate a dragon fruit marketing strategy by identifying strengths, weaknesses, opportunities, and threats. Sumarni et al. (2024) emphasized the importance of quality, service, packaging, social media, and collaboration in agricultural product marketing. Indarwati et al. (2025) recommended a digital promotion strategy for fruit marketing in Makassar. Hidayat et al. (2025) emphasized the importance of intensive promotion. Prabawati (2025) reinforced the importance of innovation and distribution expansion.

Studies generally discuss marketing strategies for a single type of fruit, a single business unit, or a specific region using SWOT analysis as the basis for strategy formulation (Rahma et al., 2024; Gautama & Kurniawan, 2024; Hidayat et al., 2025). Indarwati et al. (2025) specifically examined fruit marketing through social media in Makassar, while other studies focused more on product and distribution aspects. However, there are still limited studies that integrate the production conditions of various fruit commodities with SWOT analysis-based marketing strategies at the South Sulawesi provincial level as a whole.

The novelty of this research lies in developing a strategy for increasing fruit production marketing using a SWOT analysis within South Sulawesi Province. The research does not consider just one commodity or business unit, but rather views the potential of fruit as part of a regional marketing system. The analysis was conducted by identifying strengths, weaknesses, opportunities, and threats related to production, quality, pricing, distribution, promotion, and digital marketing developments. The results are expected to produce more contextual alternative strategies that can support increased competitiveness and marketing of South Sulawesi fruit.

LITERATURE REVIEW

Marketing Management and Strategy

Management is the process of directing and coordinating various resources through planning, organizing, implementing, and monitoring to effectively achieve goals. In marketing, management plays a role in determining market targets, developing products, setting prices, regulating distribution, and implementing promotions. Systematic management is necessary for agricultural products to adapt to market needs and changes in the business environment. Nurhikmah (2024) and Asni et al. (2024) emphasize the importance of implementing management functions as a basis for achieving organizational goals in a focused manner.

Marketing of Fruit Products

Fruit marketing is the activity of distributing products from producers to consumers, taking into account product, price, location, and promotion. The perishable nature of fruit requires precise management of distribution, quality, packaging, pricing, and promotion. Cahyani et al. (2024) demonstrated that fruit marketing strategies can be analyzed through internal and external factors, as well as the marketing mix. Sumarni et al. (2024) also emphasized product quality, packaging, service, social media, and collaboration as important elements in agricultural product marketing.

SWOT Analysis

SWOT analysis is a strategic approach used to identify internal strengths and weaknesses, as well as external opportunities and threats, as a basis for developing alternative strategies. Its application helps organizations align internal capabilities with environmental conditions, thus selecting more appropriate strategies. Rahma et al. (2024) demonstrated that SWOT can be used to formulate fruit marketing strategies based on internal and external conditions. Gautama and Kurniawan (2024) further confirmed that SWOT can be used to determine alternative and priority strategies for marketing agricultural commodities.

Conceptual Framework

The framework of this research is based on the condition of fruit production in South Sulawesi Province, which has significant economic potential, but still faces various marketing problems, such as production fluctuations, limited distribution, suboptimal promotion, price changes, market competition, and the suboptimal use of marketing technology. These conditions cause the potential of fruit production to not fully provide added value and increase income for farmers. Therefore, an appropriate marketing strategy is needed by first identifying internal factors in the form of Strengths and Weaknesses and external factors in the form of Opportunities and Threats. These factors are measured through quantitative data obtained from fruit farmers in Luwu, North Luwu, Enrekang,

Takalar, and Gowa Regencies, then analyzed using a SWOT matrix to produce alternative SO, ST, WO, and WT strategies. The results of this analysis serve as the basis for determining strategies that can increase marketing effectiveness, expand market access, strengthen distribution and promotion, increase product competitiveness, and support increased marketing of fruit production in South Sulawesi Province.

Figure 1. Conceptual Framework of the Research

METHOD

The research method is a systematic process for obtaining data that aligns with the research objectives. This study uses a quantitative approach to measure the marketing conditions of fruit production through internal and external factors. Data were collected using questionnaires, interviews, observations, and documentation. Data were then processed using descriptive statistics and analyzed using a SWOT analysis to formulate an appropriate marketing strategy.

Research Approach

This research uses a quantitative approach with descriptive methods. Quantitative data was used to obtain measurable data regarding the condition of fruit marketing. Respondent data was obtained through a structured questionnaire using a rating scale. The answers were processed into numbers to identify the strengths, weaknesses, opportunities, and threats affecting the marketing of fruit production.

Scope of Activities

The research was conducted in Luwu, North Luwu, Enrekang, Takalar, and Gowa Regencies, all regions with fruit production activities. The commodities of interest included durian, avocado, Siamese orange, mango, and papaya. The research was conducted from November to December 2025 and included instrument development, data collection, observation, documentation, data processing, and analysis.

Data Types and Sources

The research data consists of primary and secondary quantitative data. Primary data was obtained from farmers through questionnaires, interviews, and observations regarding production, prices, distribution, promotion, quality, and market conditions. Secondary data was obtained from the Central Statistics Agency (BPS), government documents, literature, and other relevant sources to support information on fruit production and marketing.

Population and Sample

The study population comprised fruit farmers cultivating durian, avocado, Siamese orange, mango, and papaya in the study area. Based on the reference, the population was 415,211 farmers. The sample was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample size of 400 respondents. Simple random sampling was used to ensure that all members of the population had an equal opportunity to be respondents.

Data Analysis Techniques

Data were analyzed using a SWOT analysis, which includes Strengths, Weaknesses, Opportunities, and Threats. The analysis phase includes identifying internal and external factors, assigning weights, ratings, and scores, and then compiling a SWOT matrix. Internal factors include production, quality, price, distribution, promotion, capital, human resources, and marketing management. External factors include the economy, technology, policies, competition, demand, and market changes. The results yield SO, ST, WO, and WT strategies to improve marketing.

According to Rahma et al. (2023), a SWOT analysis can be used to identify internal and external factors in developing a fruit marketing strategy. Gautama and Kurniawan (2024) also demonstrated that SWOT analysis helps connect business conditions with alternative marketing strategies. In this study, the respondents' measurements served as the basis for determining the most relevant business position and strategy. The assessment was conducted objectively based on the conditions perceived by the respondents, allowing the analysis to provide a measurable picture of priorities for improving fruit marketing in the research area and support more targeted marketing decision-making.

RESEARCH RESULTS AND DISCUSSION

Research result

The research results describe the marketing conditions of fruit production in South Sulawesi Province by identifying internal and external factors using a SWOT analysis. The analysis was conducted using the IFAS and EFAS approaches to identify strengths, weaknesses, opportunities, and threats in the study area. The results of these two matrices were then used to determine appropriate marketing strategies and alternatives.

Table 1. Development of Fruit Production in South Sulawesi Province 2019-2022 (Quintal)

Commodity	2019	2020	2021	2022
Durian	457.287	736.952	340.701	597.474
Avocado	51.594	64.078	89.113	82.328
Siamese Orange	97.134	99.889	93.146	132.739
Mango	1.291.315	1.152.764	1.161.719	1.111.666
Pawpaw	369.099	246.179	255.703	295.151

Source: BPS South Sulawesi (2023).

Table 1 shows that the production of five fruit commodities experienced different patterns during 2019-2022. Durian production increased in 2020, decreased in 2021, and then increased again in 2022. Avocado production tended to increase until 2021 before declining in 2022, while Siamese oranges experienced a significant increase in 2022. Mango production showed a downward trend, while papaya production decreased and then increased again. These fluctuations indicate that production potential has not been fully matched by marketing stability, necessitating a strategy that adapts production capacity to market developments.

Table 2. Results of IFAS Analysis in the Study Area

Regency	IFAS Values	Internal Position	Dominant Factor
Luwu	3,15	Strong	Superior horticulture, farmer groups, natural resources, large areas of land
North Luwu	2,23	Weak	Financial, market, information, online channel limitations
Enrekang	2,90*	Strong	Farmer experience, reputation, loyal customers, product quality
Takalar	2,80	Strong	Technical expertise, customer satisfaction, product quality
Gowa	2,03	Weak	Product dependency, promotion, market adaptation, capital

Source: Results of primary data processing (2024).

Table 2 shows differences in internal conditions between regions. Luwu, Enrekang, and Takalar have IFAS scores above 2.50, indicating relatively dominant internal strengths. Luwu has a horticultural base, farmer groups, natural resources, and plantation land that support marketing development. Enrekang is supported by farmer experience, reputation, loyal customers, and product quality, while Takalar has technical expertise and product quality. Conversely, North Luwu and Gowa have IFAS scores below 2.50, indicating that internal weaknesses require attention before marketing expansion.

Table 3. Results of EFAS Analysis in the Study Area

Regency	EFAS value	External Position	Key Opportunities
Luwu	2,94	Strong	Market, technology, capital, consumption trends, demand
North Luwu	2,71	Strong	Market growth, technology, international

			markets
Enrekang	>2,50	Strong	Market growth, technology, changing trends
Takalar	2,91	Strong	Market growth, technology, consumer trends
Gowa	2,54	Strong	Emerging markets, technology, online customers

Source: Results of primary data processing (2024).

Table 3 shows that all study areas have relatively strong external conditions, as their EFAS values are above the 2.50 threshold. These opportunities stem primarily from market growth, technological development, increasing consumer demand, market expansion, and changes in consumer behavior. These conditions provide crucial capital for developing fruit marketing. Therefore, marketing issues relate not only to the ability to produce products, but also to the ability of farmers and regional institutions to utilize market changes, digital technology, financing sources, and broader marketing channels.

Table 4. Marketing Strategy Position of Fruits Based on SWOT Analysis

Regency	Internal Conditions	External Conditions	Strategy
Luwu	Strong	Strong	Aggressive
North Luwu	Weak	Strong	Turn-Around
Enrekang	Strong	Strong	Aggressive
Takalar	Strong	Strong	Aggressive
Gowa	Weak	Strong	Turn-Around

Source: Results of processed SWOT analysis.

Table 4 shows that marketing strategy characteristics cannot be standardized across all districts. Luwu, Enrekang, and Takalar are in a position that supports an aggressive strategy because internal strengths can be leveraged to capitalize on external opportunities. Conversely, North Luwu and Gowa require a turnaround strategy because external opportunities are substantial, but internal capabilities still face various limitations. These findings demonstrate that marketing improvement strategies need to consider regional characteristics, not just market potential. An aggressive strategy emphasizes leveraging strengths, while a turnaround strategy emphasizes improving weaknesses to optimally exploit opportunities.

Table 5. Alternative Marketing Strategies Based on the SWOT Matrix

Strategy	Development Direction	Strategy Form
SO	Leveraging strengths for opportunities	Technology, market expansion, increasing production capacity
WO	Overcoming weaknesses through opportunities	Digital marketing, BUMDes, financing, efficiency
ST	Leveraging strengths to face threats	Improved quality and efficiency
WT	Minimize weaknesses and threats	Diversification, institutional strengthening, improving market access

Source: Results of processed SWOT analysis.

Table 5 shows that SO and WO strategies are important directions for increasing the marketing of fruit production. SO strategies can be implemented through the utilization of farmer groups, natural resources, technology, infrastructure, and production capacity to expand markets. WO strategies are

directed at improving capital constraints, market access, digital marketing, and utilizing Village-Owned Enterprises (BUMDes). Data sources also point to BUMDes as institutions for collecting, distributing, providing production facilities, and connecting farmers with modern markets and inter-island traders.

Thus, the research results show that internal and external factors provide different bases for determining marketing strategies. Strengths such as product quality, farmer experience, farmer groups, natural resources, and technical capabilities provide capital for marketing development. On the other hand, weaknesses such as limited capital, market access, promotion, market information, and utilization of online channels need to be addressed. External factors such as market growth, new technologies, increasing demand, and market expansion opportunities indicate a supportive environment for marketing development. Therefore, effective strategic decisions are directed at strengthening internal strengths while capitalizing on external opportunities.

These findings demonstrate the importance of standardizing strategies across regions. The model developed in the study positions Village-Owned Enterprises (BUMDes) as a link between farmers and the market, while digitalization can be used to expand promotions and accelerate consumer access. Young farmer development, digital marketing, product processing, and market expansion are all part of efforts to strengthen the fruit marketing chain.

Discussion

The discussion interprets the results of the SWOT analysis based on four formulated hypotheses: strengths, weaknesses, opportunities, and threats. These four factors are understood as components that determine the direction of the strategy for increasing fruit production marketing. The research results are compared with previous findings to demonstrate consistency, differences, and relevance for developing fruit marketing in South Sulawesi.

The Influence of Strength Factors on Marketing Strategy

The analysis shows that internal strengths are an important basis for increasing the marketing of fruit production. Luwu has a superior horticultural sector, farmer groups in every village, adequate natural resources, and extensive plantation land. Enrekang has experienced farmers, a good reputation, loyal customers, and superior product quality, while Takalar has technical expertise, customer satisfaction, and product quality. These conditions support the use of an aggressive strategy through the SO approach. These findings align with Rahma et al. (2023), who showed that strengths such as the agro-educational tourism concept, strategic location, and the use of certified seeds are important assets in the dragon fruit marketing strategy.

The Influence of Weakness Factors on Marketing Strategy

Internal weaknesses are factors that limit the region's ability to capitalize on market opportunities. North Luwu faces limitations in financial resources, operational scale, market access, market information, and online presence. Gowa also faces dependence on a single product, ineffective promotion, difficulty adapting to market changes, and limited capital. Therefore, both regions are directed to turnaround strategies. These findings align with Rahma et al. (2023), who found that plant diseases and suboptimal social media are weaknesses hindering dragon fruit marketing.

The Influence of Opportunity Factors on Marketing Strategy

External opportunities are a relatively strong element in all study areas. Luwu offers opportunities from market developments, technology, policy changes, market trends, and increasing demand. North Luwu also offers opportunities for market growth, new technologies, international expansion, and sustainable product demand. Takalar and Gowa offer opportunities through market growth, technology, and changes in consumer behavior. These findings support H3. Gautama and Kurniawan (2024) also found that SWOT analysis can be used to identify opportunities and generate market development strategies for Siamese oranges, including market expansion, supplier partnerships, and location and promotion optimization.

The Influence of Threat Factors on Marketing Strategy

External threats need to be considered because market developments also increase competition, changes in consumer behavior, price pressures, and quality demands. Although all regions show a relatively strong external position, marketing strategies still need to anticipate threats through quality improvement, distribution efficiency, diversification, strengthening promotions, and utilizing technology. Within the SWOT framework, threats do not always result in a defensive strategy because sufficient strengths can be used to address them through ST strategies. This finding is in line with Hidayat et al. (2025), who showed that the marketing of Arumanis mangoes faces the need to strengthen promotions to be able to face competitors and unstable economic conditions.

Thus, there is a logical relationship with the SWOT analysis results, but the form of influence needs to be understood as a strategic relationship, not as evidence of statistical significance. Strengths provide the foundation for marketing expansion, while weaknesses become factors that must be improved. Opportunities provide space for market development, technology, and distribution networks, while threats are external factors that must be anticipated through increased competitiveness. This pattern produces two main directions. First, regions with strong internal strengths and external opportunities, such as Luwu, Enrekang, and Takalar, are more suited to using aggressive strategies. Second, regions with opportunities but relatively weak internal strengths, such as North Luwu and Gowa, require turnaround strategies.

These findings are consistent with recent fruit marketing studies. Utari et al. (2024) demonstrated that a combination of internal strengths and external opportunities can be used to

determine a fruit shop business development strategy. Safitri et al. (2025) also found that an aggressive strategy can be used when strengths and opportunities are the primary combination in marketing Siamese oranges. Meanwhile, the strategy formulated in the South Sulawesi study emphasized the use of village-owned enterprises (BUMDes), digital marketing, increased production capacity, strengthened distribution, and the development of young farmers. Therefore, improving fruit marketing should not only focus on increasing production volume but also on connecting production to the market through more effective institutions, technology, financing, and distribution channels.

CONCLUSION

Based on the results of a SWOT analysis of strategies for increasing fruit production marketing in South Sulawesi Province, it can be concluded that each district has different internal and external conditions, requiring strategies tailored to the characteristics of each region. Luwu, Enrekang, and Takalar districts are in a situation that supports the implementation of an aggressive strategy. This strategy is implemented by optimizing internal strengths or advantages to maximize external opportunities to expand markets, increase competitiveness, and develop fruit production marketing.

North Luwu and Gowa Regencies are in a situation that requires a turnaround strategy. This strategy is aimed at addressing various internal weaknesses, such as limited capital, market access, promotion, market information, and technology utilization, so that available market opportunities can be optimally utilized. The implementation of this strategy in each regency needs to be supported by a standardized model that can serve as a reference for local governments. This model includes optimizing the role of Village-Owned Enterprises (BUMDes) through professional management, adequate capital, competent human resources, planning, supervision, and government and community support. Furthermore, BUMDes digitalization needs to be developed to improve operational efficiency, expand market access, enhance services, and develop human resource capacity, while still addressing limitations in infrastructure, digital literacy, financing, and data security. Businesses also need to implement digital marketing to expand consumer reach, increase brand awareness, strengthen competitive advantage, and sustainably increase sales, as well as strengthen the sustainability of the local fruit marketing chain.

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