

MARKETING STRATEGY FOR OIL PALM NURSERY WITH A SWOT ANALYSIS APPROACH AT PT. UTAMA KARYA TANI

Reva Revanza^{1*}, Hamzah Manurung², Tiffany Zia Aznur³

Program Studi Agribisnis, Fakultas Sains dan Teknologi, Institut Teknologi Sawit Indonesia Medan^{1,2,3}

E-mail: hamzahmanroe@gmail.com*

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Abstract

This study aims to identify strengths and weaknesses in oil palm seed marketing, analyze opportunities and threats that influence marketing, and formulate an effective marketing strategy based on a SWOT analysis at PT. Utama Karya Tani. The study was conducted at PT. Utama Karya Tani during March–May using a descriptive method with a qualitative approach. Data were obtained through observation, interviews, and documentation, then analyzed using descriptive analysis and SWOT analysis through the preparation of the Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS), and the SWOT Matrix. The results show that the company's main strengths include good seed quality, the use of certified seeds, good relationships with customers, and business experience. Meanwhile, the company's weaknesses include limited promotion, suboptimal digital marketing, a limited distribution network, and price competition. From the external side, the main opportunities come from the increasing demand for oil palm seeds, the People's Oil Palm Replanting Program (PSR), the development of information technology, and increasing farmer awareness of the use of superior seeds. Threats faced by the company include competition in the nursery business, fluctuating economic conditions, increasing production costs, and changes in market conditions. The analysis results show an IFAS value of 0.78 and an EFAS value of 0.65, placing PT Utama Karya Tani in Quadrant I (Strength–Opportunity). This position indicates that the company is in a favorable position, so the recommended strategy is an aggressive strategy (SO), which utilizes the company's strengths to seize opportunities through improving product quality, setting competitive prices, expanding distribution networks, and optimizing digital-based promotions.

Keywords: marketing strategy, SWOT analysis, marketing mix, oil palm seedlings, PT. Utama Karya Tani.

INTRODUCTION

Palm oil is a strategic plantation commodity that plays a vital role in the Indonesian economy through its contribution to Gross Domestic Product (GDP), foreign exchange exports, employment, and regional development. Therefore, increasing the productivity and sustainability of the palm oil industry is a crucial aspect in supporting national economic growth (Harahap et al., 2025). Indonesia, as one of the world's largest palm oil producers, continues to see an increase in plantation area, particularly in Riau Province. This situation increases the need for quality oil palm seeds, as seeds are a key factor in determining plant productivity throughout their productive life (Abdan, 2025; Purwosetyoko et al., 2022). The use of certified superior seeds can result in uniform plant growth and high fresh fruit bunch (FFB) productivity, while the use of illegal or low-quality seeds has the potential to reduce production yields and increase maintenance costs (Yabani, 2024; Lumbanraja & Naomi Elena Lumbanraja, 2024).

The increasing demand for seedlings has led to an increase in the number of seedling businesses, from research institutions and private companies to local seed breeders. One provider of superior seedlings is the Palm Oil Research Center, which produces certified seedlings with guaranteed quality (Muhammad Naufal Elmuttaqin, 2025; Ila Nasution, 2023). This increase in the number of businesses has led to increasingly fierce market competition, necessitating effective marketing strategies to maintain competitiveness (Kaniawati, 2026).

Marketing oil palm seedlings encompasses not only sales activities but also pricing strategies, distribution, promotion, and building consumer trust. However, marketing still faces various obstacles, such as the circulation of illegal seedlings, limited access to information about certified seedlings for farmers, limited capital, a lack of

marketing innovation, and suboptimal use of digital technology (Merlyn Kurniawati et al., 2023; Elfriani & Tarigan, 2020; Hidayati, 2025; Saputra & Sianturi, 2025; Destin Alfianika Maharani, 2024). On the other hand, there are still significant opportunities for developing nursery businesses. Increasing farmer awareness of the importance of using superior seeds, support for the Smallholder Oil Palm Replanting (PSR) program, and advances in information technology are opening up opportunities for businesses to implement more innovative marketing strategies and expand market reach (Simbolon et al., nd; Dani, 2025).

THEORETICAL BASIS

Palm oil

Oil palm (*Elaeis guineensis* Jacq.) is a leading plantation commodity that plays a vital role in the Indonesian economy due to its high oil productivity compared to other vegetable oil crops. Indonesia is one of the world's largest producers, with plantations spread primarily across Sumatra and Kalimantan (Riyono, 2022; Saragih & Rahayu, 2022).

Demand for palm oil continues to rise due to its use in the food, cosmetics, pharmaceutical, and biodiesel industries. This industry also contributes to foreign exchange earnings, employment, and rural economic growth (Mustafa, 2022; Hidayah et al., 2020; Feni & Marwan, 2023). The use of superior seeds is a key factor in successful cultivation because it determines plant growth and fresh fruit bunch (FFB) productivity, while low-quality seeds can reduce yields (Amin et al., 2026).

Oil Palm Seedlings

Oil palm seedlings are young plants grown from superior, certified seeds, capable of producing productive crops (Wahyudi et al., 2025). Quality seedlings exhibit uniform growth, strong roots, are free from pests and diseases, and originate from selected parent plants (Selvina & Harahap, 2023). The nursery process, from *pre-nursery* to *main nursery stages*, must be carried out according to standards to produce optimal seedlings (Pebrianto et al., 2023). The increasing demand for seedlings due to the development of the palm oil industry opens up opportunities for nursery businesses, but also increases competition, necessitating appropriate marketing strategies (Saragih & Rahayu, 2022).

Marketing

Marketing is the process of creating, offering, and delivering products to consumers through product planning, pricing, distribution, promotion, and service (Rahayu, 2023; Andi Marsya et al., 2024). In the oil palm nursery business, an effective marketing strategy plays a crucial role in increasing sales, building consumer trust, and expanding market share (Kaniawati, 2026; Suriyanti et al., 2024). The use of digital media is also an effective marketing tool in the information technology era (Asrul et al., 2025).

Marketing strategies generally utilize the marketing mix (4Ps) concept: **product**, **price**, **place**, and **promotion** (Mohamad et al., 2021). Quality products, competitive prices, accessible distribution locations, and effective promotion are key factors in increasing the competitiveness of oil palm nursery businesses (Hasibuan et al., 2022; Puspita & Malik, 2025; AS & Ali, 2025; Lestari & Saifuddin, 2020).

SWOT Analysis

SWOT analysis is a method used to identify strengths, weaknesses, opportunities, and threats as a basis for developing business strategies (Sasoko & Mahrudi, 2023; Irwan Marulitua Ambarita & Djuli Sjafei Purba, 2022). This analysis helps business actors understand internal and external conditions so they can formulate effective and sustainable marketing strategies (Adiva Fristasya et al., 2021; Kaniawati, 2026).

Internal factors include product quality, human resources, capital, management, and service, while external factors include market conditions, competition, technological developments, government policies, and changing consumer needs (Yatminiwati & Ermawati, 2021; Fajrina Akmalia et al., 2024; Siswanti, 2020). In the oil palm nursery business, SWOT analysis serves as the basis for determining marketing strategies to increase business competitiveness amidst increasingly fierce competition (Kaniawati, 2026; Kurniawati, 2020).

RESEARCH METHODS

This research was conducted at PT. Utama Karya Tani, a company engaged in oil palm nurseries. The research location was chosen purposively **because** the company has active oil palm seedling nurseries and marketing activities, thus aligning with the research objectives. The research was conducted over two months, March–May, covering the preparation stage, data collection, data analysis, and preparation of the research report. The type of research used was descriptive research with a qualitative approach, as it aimed to systematically describe the marketing conditions of oil palm seedlings while also understanding in depth the internal and external factors that influence the company's marketing strategy (Riyanti Br. Ginting & Setiawan, 2022; Suwandi *et al.*, 2023).

The research subjects consisted of the leaders and employees of PT. Utama Karya Tani who were deliberately selected because they were considered to understand the company's marketing activities, while the research object was the marketing strategy for oil palm seedlings which was analyzed based on strengths, weaknesses, opportunities, and threats. The research used primary data obtained through direct observation and interviews, as well as secondary data from books, journals, company documents, scientific articles, and various other supporting sources so that the information obtained was more complete and accurate (Haifa *et al.*, 2025).

Data collection techniques were carried out through observation, interviews, and documentation. Observations were used to directly observe the company's condition and marketing activities. Interviews were conducted with leaders and employees to obtain information on marketing strategies and obstacles faced. While documentation was used to supplement data in the form of photos, company documents, business reports, and sales data to increase the validity of the research results. The collected data were then analyzed using descriptive analysis to describe the company's condition and a SWOT analysis to identify internal and external factors that influence the oil palm seed marketing strategy. Next, the identification results were compiled in a SWOT matrix to generate alternative SO, WO, ST, and WT strategies as a basis for developing a marketing strategy appropriate to the company's conditions (Qanita, 2020; Yatminiwati & Ermawati, 2021; Astuti & Ratnawati, 2020; Sylvia & Hayati, 2023). The research stages begin with problem identification, data collection, analysis of internal and external factors, preparation of SWOT matrix, determination of company position, formulation of marketing strategy, and drawing conclusions, so that it is expected to produce a marketing strategy for oil palm seeds that is practical, effective, and in accordance with the real conditions of PT. Utama Karya Tani.

RESEARCH RESULT

Oil Palm Seedling Marketing Strategy at PT. Utama Karya Tani Based on the Marketing Mix (4P)

Product

Products are a key element in the marketing mix because they represent the value offered to consumers. PT. Utama Karya Tani markets oil palm seedlings sourced from superior seeds and maintained according to nursery standards. The company prioritizes seed quality to ensure uniform, healthy growth, and optimal development after planting. Interviews revealed that seed quality is the primary reason consumers choose to purchase from PT. Utama Karya Tani, as it fosters trust in the products offered (Informant 1). This demonstrates that the implemented product strategy aligns with the marketing concept, which emphasizes the importance of product quality in creating satisfaction and competitive advantage (Hasibuan *et al.*, 2022).

Price

Seedling prices at PT. Utama Karya Tani are set by considering seedling quality, production costs, market conditions, government regulations, and competitor pricing. The company implements competitive pricing without compromising product quality and provides a convenient payment system to enhance customer convenience. Based on interviews, this strategy aims to maintain a balance between company profits and customer satisfaction (Informant 1). Pricing that aligns with product quality can also increase consumer perceptions of value and trust in the products offered (Puspita & Malik, 2025).

Place

The location aspect relates to consumers' ease of access to the product. PT. Utama Karya Tani's location is considered strategic, making it easy for consumers to directly assess the quality of the seeds before purchasing. The company also maintains a consistent distribution process to ensure the seeds reach consumers in good condition. Although its marketing area already covers several areas, the company still has the opportunity to expand its

distribution reach to reach more consumers. This aligns with AS and Ali (2025) who stated that a strategic location and an effective distribution system are crucial factors in supporting marketing success.

Promotion

Promotions conducted by PT. Utama Karya Tani are still dominated by direct communication and word of mouth, maintaining good relationships with customers (Informant 2). Furthermore, the company utilizes WhatsApp as a communication medium to provide information about products and services. However, the use of other social media is still not optimal, resulting in less than optimal promotional reach. Therefore, developing digital marketing through various social media platforms presents a strategic opportunity to expand the market and increase sales of oil palm seedlings. This strategy aligns with the opinions of Lestari and Saifuddin (2020) and Asrul *et al.* (2025), who stated that promotion and utilization of digital media can increase marketing effectiveness and company competitiveness.

Identification of Internal Factors of PT. Utama Karya Tani

Internal factors are factors originating from within the company that influence its ability to run its business. Based on interviews, observations, and documentation, PT Utama Karya Tani's internal factors consist of strengths *and* weaknesses, which serve as the basis for developing marketing strategies.

Strengths

The research results show that PT. Utama Karya Tani has several key strengths. The first strength is good seed quality because the company uses superior seeds from trusted sources and has official certification, thereby increasing consumer confidence in the products it markets (Informant 1). Furthermore, the use of certified seeds is an added value that strengthens the company's competitiveness amidst the competition in the oil palm nursery business. The company also maintains good relationships with customers through friendly service, ongoing communication, and monitoring seedling development after purchase, thus encouraging customer loyalty and word-of-mouth promotion (Informant 1). Furthermore, the company's experience in running a nursery business is an important asset in understanding nursery techniques and consumer needs, thus supporting successful marketing activities. These findings align with Kaniawati (2026) who stated that product quality, service, and business experience are internal strengths that can increase a company's competitiveness.

Weaknesses

Despite its various strengths, PT. Utama Karya Tani also faces several weaknesses. The main weakness is limited promotional activities, as the company relies more on customer recommendations and has not yet optimally utilized digital media to reach a wider market (Informant 2). Furthermore, a limited distribution network means that market potential in some regions cannot be fully utilized. The company also faces quite intense price competition, requiring it to adjust prices to market conditions, which impacts limited profit margins. Therefore, the company needs to improve its digital promotion strategy, expand its distribution network, and maintain a balance between product quality and price to increase competitiveness. This condition aligns with the opinion of Yatminiwati and Ermawati (2021) that internal weaknesses need to be minimized so that companies can optimally exploit business opportunities.

Identification of External Factors of PT. Utama Karya Tani

External factors originate from outside the company and cannot be directly controlled, but they influence business development. Based on research results, PT. Utama Karya Tani's external factors consist of opportunities *and* threats, which are considered in developing marketing strategies.

Opportunities

The research results show that PT. Utama Karya Tani has several opportunities that can be utilized to develop its business. The increasing demand for oil palm seedlings due to plantation expansion and replanting programs opens up a potential market for the company. Furthermore, government support through the Smallholder Oil Palm Rejuvenation Program (PSR) has also increased demand for superior seedlings. Advances in information technology also provide opportunities for companies to expand their marketing reach through social media and digital platforms at a relatively efficient cost. Furthermore, the increasing awareness of farmers regarding the importance of using superior seedlings presents an opportunity for the company to increase sales of quality

seedlings. This condition aligns with the opinion of Simbolon *et al.* (nd) and Dani (2025) who stated that the increasing demand for superior seedlings and the use of digital technology are opportunities that can increase the competitiveness of oil palm nursery businesses.

Threats

In addition to various opportunities, PT. Utama Karya Tani also faces several threats that could impact business development. Increasingly fierce competition among nursery businesses requires companies to continuously maintain product and service quality to remain a consumer choice. Furthermore, fluctuating economic conditions can reduce farmers' purchasing power, resulting in a decline in seedling demand. The company also faces the risk of rising production costs, such as the prices of fertilizer, planting media, labor, and transportation, which can reduce profits. Furthermore, the rapid development of technology poses a challenge if companies fail to optimize digital marketing, as they could potentially fall behind competitors who have implemented technology-based marketing strategies. These findings align with Siswanti's (2020) opinion, which states that changes in economic conditions, business competition, and technological developments are external factors that must be anticipated in developing marketing strategies.

Preparation of IFAS and EFAS Matrix

Determination of Weight and Rating

The development of the IFAS and EFAS Matrices begins with determining the weight and rating of each identified internal and external factor. The weighting was based on interviews with the management and employees of PT. Utama Karya Tani, supported by observations and research documentation. Weights were assigned based on the level of importance of each factor to the success of the marketing strategy, with factors with greater influence receiving higher weights. The total weighting of both internal and external factors was **1.00**. Next, each factor was rated on a scale of **1–4** to describe the company's ability to respond to that factor, resulting in a score that served as the basis for developing the IFAS and EFAS Matrices. This procedure aligns with the SWOT analysis method, which states that the weight indicates the level of importance of the factor, while the rating reflects the company's condition or response to that factor (Qanita, 2020; Yatminiwati & Ermawati, 2021).

Table 1. Determination of Internal Factor Weights

NO	Factor Internal	Level of Importance	Reason Weight Determination
1	Quality seeds the good one	Very high	Becoming the main factor that consumers consider in buying seeds.
2	Seed certified	Tall	Providing assurance quality thereby increasing trust consumer.
3	Connection Good with customers	Tall	Able to retain customers and increase purchases repeat.
4	Experience business	Currently	Support business management but its influence not as big as the quality product.
5	Promotion still limited	Tall	Become major weakness in expanding the market.
6	Marketing digital is not optimal	Currently	Affecting effectiveness

			company promotion .
7	Network limited distribution	Currently	Influential on marketing reach .
8	Competition price	Low	Still can overcome through seed quality.

Table 2. Determination of External Factor Weights

NO	External Factors	Level of Importance	Reason Weight Determination
1	Request seeds palm oil increases	Very high	Increased market demand opens up opportunities for increased sales.
2	Program People's Oil Palm Rejuvenation (PSR)	Tall	Program the government is increasing the need for seeds superior.
3	Technological development information	Tall	Support digital promotion and marketing.
4	Farmers' awareness of using superior seeds	Currently	Driving increased demand quality seeds .
5	Competition nursery business	Tall	Become the main threat in maintaining share .
6	Fluctuation economic conditions	Currently	Influential on Power consumer purchases .
7	Ascension production cost	Currently	Increase costs company operations .
8	Change market conditions	Low	Still can be anticipated through strategy marketing.

Based on this level of importance, researchers assigned weights to each factor. Factors with the highest level of importance were given higher weights than other factors. The weighting was based on interviews, observations, and documentation to reflect the actual conditions of PT. Utama Karya Tani.

IFAS Matrix (Internal Factor Analysis Summary)

The Internal Factor Analysis Summary (IFAS) matrix is an analytical tool used to identify and evaluate a company's internal factors, consisting of strengths *and* weaknesses . This analysis aims to determine the internal conditions of PT. Utama Karya Tani so that it can be used as a basis for developing a marketing strategy for oil palm seedlings.

Table 3. Ifas Matrix

Internal Factors	Weight	Rating	Score
Strength			
Quality seeds the good one	0.17	4	0.68
Certified seeds	0.15	4	0.60
Connection Good with customers	0.13	4	0.52
Experience business	0.10	3	0.30
Amount Strength	0.55		2.10
Weakness			
Promotion still limited	0.15	4	0.60
Marketing digital not optimal	0.12	3	0.36
Network distribution limited	0.10	2	0.20
Competition price	0.08	2	0.16
Amount Weakness	0.45		1.32
Total IFAS	1.00		0.78

Based on the IFAS Matrix analysis, PT. Utama Karya Tani obtained a total score of 0.78, indicating that the company's internal conditions are in the strong category. This result indicates that the company is able to leverage its strengths while minimizing weaknesses in implementing its oil palm seed marketing strategy.

The company's primary strength is the quality of its oil palm seedlings, with a score of 0.68, which is a key factor consumers consider when making purchases. Furthermore, the use of certified seeds (score 0.60) increases consumer confidence in product quality, while good customer relationships (score 0.52) encourage satisfaction, repeat purchases, and word-of-mouth promotion. The company's experience in the nursery business (score 0.30) is also a key asset in maintaining product quality and meeting consumer needs.

On the other hand, the company still has several weaknesses, including limited promotion (score 0.45), suboptimal digital marketing (score 0.36), a limited distribution network (score 0.20), and price competition (score 0.16). These weaknesses indicate the need to increase the use of digital media, expand the marketing network, and strengthen the distribution strategy without compromising the company's focus on maintaining seed quality.

Overall, the IFAS Matrix results indicate that PT Utama Karya Tani's strengths outweigh its weaknesses. This provides a valuable opportunity for the company to increase its competitiveness and develop marketing strategies by optimally utilizing its internal strengths (Qanita, 2020; Yatminiwati & Ermawati, 2021).

EFAS Matrix (External Factor Analysis Summary)

The EFAS matrix is used to analyze external factors that influence PT. Utama Karya Tani's marketing strategy. External factors consist of opportunities *and* threats *originating* from the environment outside the company. Weighting is determined based on the level of importance. each factor on business development, while the rating is given based on the company's ability to respond to these factors.

Table 4. Efas Matrix

External Factors	Weight	Rating	Score
Opportunity			
Request seeds coconut palm oil increases	0.17	4	0.68
Program Rejuvenation Palm oil People (PSR)	0.15	4	0.60
Development information Technology	0.13	3	0.39
Awareness farmer use superior seeds	0.10	3	0.30
Amount Opportunity	0.55		1.97
Threat			
Competition nursery business	0.15	4	0.60
Fluctuation condition economy	0.12	3	0.36
Ascension production cost	0.10	2	0.20
Change market conditions	0.08	2	0.16
Amount Weakness	0.45		1.32
Total EFAS	1.00		0.65

Based on the results of the EFAS Matrix analysis, PT. Utama Karya Tani obtained a total score of 0.65, indicating that the company's external conditions provide greater opportunities than threats. The largest opportunity comes from the increasing demand for oil palm seeds (score 0.68) along with the development of the plantation sector, followed by the People's Oil Palm Rejuvenation Program (PSR) (score 0.60) which encourages the use of superior and certified seeds. In addition, the development of information technology (score 0.39) opens opportunities for the company to expand promotions through digital media, while the increasing awareness of farmers about the importance of using superior seeds (score 0.30) also increases sales potential.

On the other hand, the company faces several threats, including increasingly fierce competition in the nursery business (score 0.60), fluctuating economic conditions, rising production costs, and changing market conditions that could impact marketing activities. However, overall, the opportunities still outweigh the threats. Therefore, the company needs to capitalize on these opportunities by improving product quality, optimizing digital promotions, and expanding its marketing network to increase competitiveness and business growth (Qanita, 2020; Yatminiwati & Ermawati, 2021).

Determining SWOT Quadrant Position

After analyzing internal factors using the IFAS Matrix and external factors using the EFAS Matrix, the next step is to determine PT. Utama Karya Tani's position on the SWOT diagram. This positioning aims to understand the company's condition so that the most appropriate marketing strategy can be formulated based on the analysis results. The company's position is determined based on the difference between the total strength score (*Strength*) and the total weakness score (*Weakness*) as the X axis, and the difference between the total opportunity score (*Opportunity*) and the total threat score (*Threat*) as the Y axis. The coordinate values indicate that the X-axis is positive (+0.78) and the Y-axis is also positive (+0.65). Thus, PT. Utama Karya Tani is in Quadrant I (*Strength–Opportunity*).

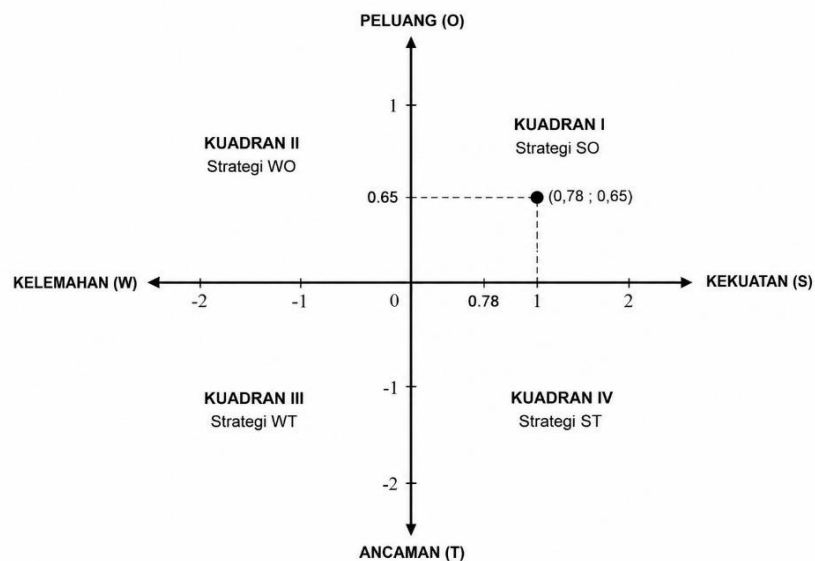


Figure 1. SWOT Quadrant

Based on the IFAS and EFAS Matrix calculations, the SWOT coordinates are (0.78; 0.65). This value indicates that PT. Utama Karya Tani is in Quadrant I (*Strength–Opportunity*), a position where the company has greater internal strengths than weaknesses and greater external opportunities than threats. This condition indicates that the company is in a favorable position and has the potential to continue developing its business.

Discussion of Research Results

Based on the results of the IFAS and EFAS analysis, PT. Utama Karya Tani obtained an IFAS score of **0.78** and an EFAS score of **0.65**, indicating that the company has strong internal conditions and external opportunities are greater than threats. The company's main strengths lie in the quality of seeds, the use of certified seeds, good relationships with customers, and experience in the nursery business. Meanwhile, the main weaknesses still lie in suboptimal promotion, limited use of digital media, and an immature distribution network. From the external side, the increasing demand for oil palm seeds, the People's Oil Palm Replanting Program (PSR), the development of information technology, and the increasing awareness of farmers towards the use of superior seeds are opportunities that can be utilized. However, the company still faces threats in the form of increasingly tight business competition, fluctuating economic conditions, increasing production costs, and changing market conditions. The results of the SWOT analysis show that PT. Utama Karya Tani is in **Quadrant I (Strength–Opportunity)** with coordinates (**0.78; 0.65**), so the most appropriate strategy is to utilize all of the company's strengths to seize available opportunities.

Implementation of SO Strategy Based on Marketing Mix (4P)

1. Product Strategy (*Product*)

The product strategy focuses on maintaining and improving seed quality through the use of certified seeds, monitoring the nursery process, and meeting quality standards. This step aims to maintain consumer trust while meeting the growing demand for seeds.

1. Pricing Strategy (*Price*)

The company implements competitive pricing in line with the quality of the seeds offered. This strategy aims to attract consumer interest, maintain customer loyalty, and create added value, enabling the company to compete not only on price but also on product quality.

2. Place Strategy

The location strategy involves expanding the distribution network through collaboration with farmer groups, cooperatives, and plantation companies, as well as expanding marketing areas to potential areas. This step is expected to increase market reach and sales volume.

3. Promotion Strategy

The promotional strategy focuses on increasing the use of digital media, such as social media and communication apps, as well as participating in agricultural exhibitions and establishing partnerships with

various agencies. These efforts are expected to increase promotional effectiveness, expand product information dissemination, and increase the company's market share.

CONCLUSION Based on the research results, PT. Utama Karya Tani has a strong internal condition with the main strengths being good quality oil palm seeds, the use of certified seeds, good relationships with customers, and experience in the nursery business. However, the company still faces several weaknesses, namely suboptimal promotion, limited use of digital marketing, an immature distribution network, and price competition. From the external side, the company has opportunities in the form of increasing demand for oil palm seeds, the existence of the People's Oil Palm Replanting Program (PSR), developments in information technology, and increasing awareness of farmers regarding the use of superior seeds. Meanwhile, the threats faced include increasing business competition, fluctuations in economic conditions, rising production costs, and changes in market conditions.

The results of the SWOT analysis show that the IFAS Matrix obtained a score of 0.78 and the EFAS Matrix obtained a score of 0.65, so the SWOT coordinates are at (0.78; 0.65) or Quadrant I (Strength–Opportunity). This position indicates that PT. Utama Karya Tani is in a favorable condition because it has strengths that can be utilized to seize available opportunities. Therefore, the most appropriate strategy to implement is the SO (Strength–Opportunity) Strategy, namely maintaining seed quality and the use of certified seeds, maintaining good relationships with customers, increasing promotions especially through digital media, and expanding marketing networks to take advantage of the increasing demand for seeds and opportunities from the People's Oil Palm Rejuvenation Program (PSR). The implementation of this strategy is expected to increase competitiveness, expand market share, and support the business development of PT. Utama Karya Tani.

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