



Strategies for Developing Horticultural Potential in Palasari Village, Subang Regency

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Abstract: Palasari Village occupies a strategic position as one of the horticultural production centers in Subang. The challenges faced by farmers include limited working capital, inadequate access to modern agricultural technology, fluctuations in crop prices, a suboptimal marketing system, and insufficient post-harvest processing capabilities. The study aims to develop a horticulture development strategy for Palasari Village, Subang Regency. Palasari Village is an area with considerable potential for horticultural agriculture. However, the development of horticultural potential in Palasari Village still faces various obstacles and challenges. Problems frequently faced by farmers include limited business capital, low access to modern agricultural technology, fluctuations in crop prices, suboptimal marketing systems, and limited post-harvest processing capabilities. Additionally, reliance on the sale of fresh produce results in relatively low added value for agricultural products. The research method employed was purposive sampling through interviews using the Focus Group Discussion technique. The analysis employed the SWOT analysis method, which identifies strengths, weaknesses, opportunities, and Threats. The respondents consisted of 30 individuals engaged in horticultural farming. The research results indicate that the horticultural development strategy in Quadrant I is located at the point (0.982;0.441). The results of this study imply that the Subang Regency Government needs to immediately implement an aggressive strategy by strengthening spatial planning regulations to prevent land conversion, accelerating marketing digitalization, and modernizing agricultural technology to optimize horticultural potential in Palasari Village.

Keywords: Agriculture, developing strategy of village, horticulture, SWOT.

I. INTRODUCTION

The agricultural sector remains a key pillar of national economic development, particularly in ensuring food security and providing employment opportunities in rural areas. Integrated horticultural development—encompassing both on-farm (cultivation) and off-farm (processing and marketing) aspects—is a crucial strategy for improving the well-being of rural farmers. The horticultural sector is one of the strategic subsectors in agricultural development in Indonesia because it plays a vital role in food supply, increasing community income, labor absorption, and regional economic development (Usna, 2025). Nevertheless, climate fluctuations, limited access to modern technology, and lengthy marketing chains remain the primary challenges faced by horticultural farmers at the local level (Wahditiya & Fadli, 2025). Horticultural commodities such as vegetables, fruits, medicinal plants, and ornamental plants have high economic value and market opportunities that continue to grow in line with population growth and changes in consumption patterns. Furthermore, the development of horticulture is also an effort to improve farmers' welfare through agricultural business diversification and increased value-added agricultural products.

Subang Regency is one of the regions in West Java that possesses significant geographical and climatic potential supporting the development of the agricultural sector, including horticulture (Putri et al., 2023). Its agroclimatic conditions, soil fertility, and diverse topography make Subang Regency suitable for the development of various leading horticultural commodities. Palasari Village, located in Subang Regency, is one area with promising potential for horticultural

agriculture. This village is supported by environmental conditions suitable for horticultural crop cultivation, particularly vegetables and chili peppers. In fact, Ciater Subdistrict, which serves as the development area for Palasari Village, has a potential for chili pepper cultivation reaching 87 hectares per year. This potential indicates that the horticulture sector can serve as a key driver of the village economy if managed optimally and sustainably.

However, the development of horticultural potential in Palasari Village still faces various obstacles and challenges. Problems frequently encountered by farmers include limited business capital, poor access to modern agricultural technology, fluctuations in crop prices, suboptimal marketing systems, and inadequate post-harvest processing capabilities. Additionally, reliance on the sale of fresh produce results in relatively low added value for agricultural products. This situation means that the village's horticultural potential has not yet been able to provide maximum economic benefits to the community. Often, increased production of fresh horticultural commodities in Subang Regency actually triggers a drop in selling prices at the farmer level due to market forces (supply exceeding demand), as well as a lack of innovation in value-added products (Sangadah, 2024).

Specifically, Palasari Village occupies a strategic position as one of the horticultural production centers in Subang. The fundamental problems faced by farmers in this village generally stem from the fact that farmers' groups have not yet functioned optimally or dynamically (Meliyani et al., 2023). Additionally, high dependence on traditional middlemen weakens farmers' bargaining power

in setting selling prices. In this modern era, strengthening community-based marketing strategies and adopting digital literacy (digital marketing) have become urgent needs so that Palasari Village's horticultural products can penetrate broader markets and build customer loyalty (Jandu, 2025). On the other hand, market developments and the growing public demand for high-quality horticultural products present significant opportunities for Palasari Village to develop its horticultural sector in a more innovative and competitive manner.

Palasari Village, which differentiates itself from general horticultural research, lies in the extreme contradiction between its digital potential, which is very ready to leap forward, and critical physical Threats in the field. Its strategic marketing can penetrate large urban premium markets such as Bandung and Jabodetabek. In addition, it has strong social capital in the form of farmer groups and the independent ability of farmers using their own capital, but has a high dependence on traditional middlemen. Its difference from general horticultural research lies in the extreme contradiction between its digital potential, which is very ready to leap forward, and critical physical Threats in the field. Its strategic marketing can penetrate large urban premium markets

such as Bandung and Jabodetabek. In addition, it has strong social capital in the form of farmer groups and the independent ability of farmers using their own capital, but has a high dependence on traditional middlemen. The development of appropriate strategies is necessary to ensure that the potential of natural resources, human resources, and market opportunities can be fully utilized. Such development strategies can be implemented through capacity building for farmers, strengthening farmer group institutions, applying cultivation and post-harvest technologies, developing processed horticultural products, and expanding marketing networks. Research on strategies for developing horticultural potential in Palasari Village is crucial to identify potential, constraints, opportunities, and strategic steps that can be implemented to support the sustainable development of the horticultural sector. The research results are expected to serve as input for local governments, farmer groups, and relevant parties in formulating horticultural development policies and programs capable of improving community welfare and supporting rural economic development. The objective of this study is to formulate a horticultural development strategy for Palasari Village, Subang Regency.

II. RESEARCH METHOD

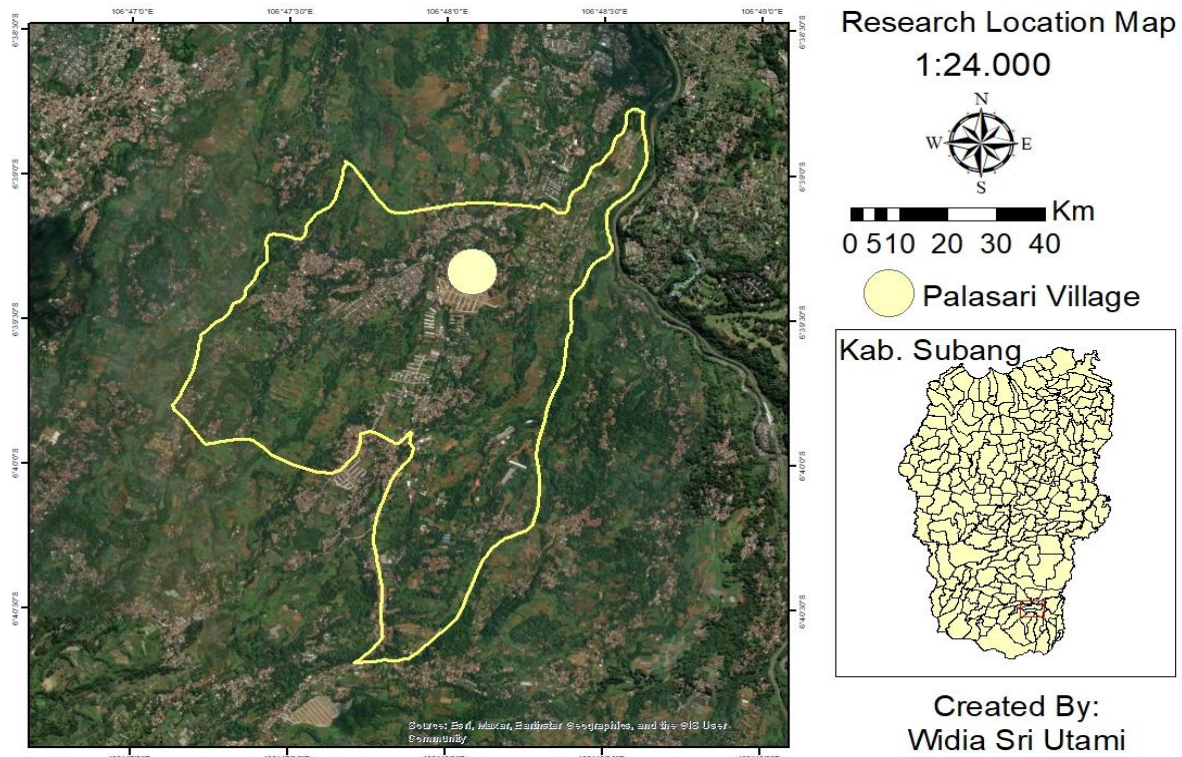
Time, Location, and Research Sample

The research location is Palasari Village, Ciater District, West Java Province. This location was chosen because it has significant horticultural potential. Data and interviews were collected through focus group discussions in December 2023. This study used a questionnaire. Data collection was conducted through interviews with 30 farmers. SHP data was obtained from RBI (Rupa Bumi Indonesia) and processed using ArcGIS to create a map of the research location at a scale of 1:20,000, which depicts the research location in Figure 1. Respondents were farmers selected using a purposive sampling technique. It was decided that respondents would represent the information needed to develop development strategies in Palasari Village. Because researchers need in-depth insights to formulate development strategies, this method is very suitable for qualitative and strategic research.

Research Data Analysis

SWOT analysis (strengths, weaknesses,

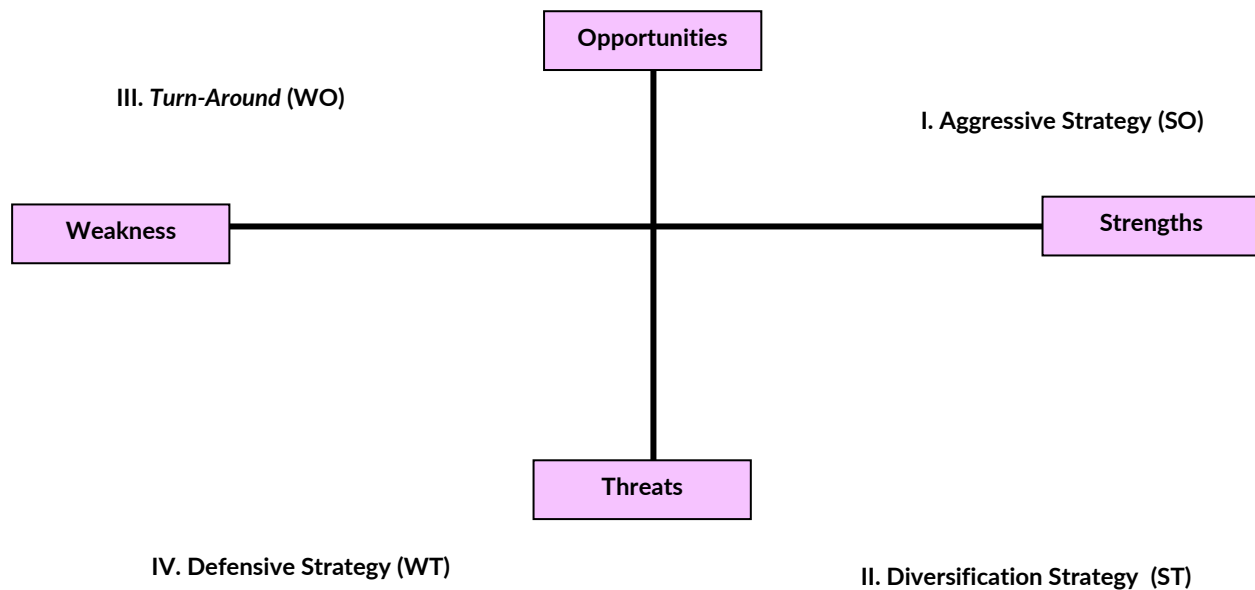
opportunities, and Threats) is used to analyze horticultural potential data in Palasari Village. The SWOT matrix found in Table 1 the following strategies are created: a) Strength Opportunity Strategy (SO) uses internal strengths to take advantage of external opportunities; b) Weakness Opportunity Strategy (WO) overcomes internal weaknesses by taking advantage of external opportunities; c) Threats Strategy (ST) uses internal strengths to overcome or reduce external Threats; and d) Weakness Barrier Strategy (WT) creates strategies to reduce Threats to reduce internal weaknesses while avoiding external Threats. The next step is to plot the difference between strength (S) and weakness (W) values on the X-axis and the difference between opportunity (O) and Threats (T) values on the Y-axis. Then, as shown by Utami et al. (2024), the X and Y coordinates will fall within one of the quadrants in the SWOT diagram in Figure 2 (Utami et al., 2025; Rangkuti, 2014).



Picture 1. Research Location: Palasari Village, Ciater Subdistrict, Subang Regency

Table 1. SWOT Analysis Matrix for Horticulture Development Strategies

IFAS (Internal Factor) EFAS (External Factor)	Strength (S)	Weakness (W)
Opportunities (O)		
Threats (T)		



Picture 2. SWOT Analysis Diagram (Utami et al, 2025)

III. RESULT AND DISCUSSION

Based on the results of the SWOT analysis in the diagram in Figure 3, the coordinates obtained are (0.982;0.441), located in Quadrant I. This position indicates that the strategy for developing horticultural potential in Palasari Village, Subang, is in a highly favorable condition for implementing an aggressive strategy (Strengths–Opportunities/SO). This condition indicates that the village possesses high internal strengths as well as significant external opportunities for horticultural sector development. The strength and weakness factors in Table 2, along with the opportunity and Threats factors in Table 3, have been identified and analyzed, resulting in the Internal Factor Evaluation (IFE) matrix values: strengths (3.565) are greater than weaknesses (2.583). The horizontal axis (X) value of 0.982 indicates that the strengths factor is more dominant than the weaknesses factor. This means that Palasari Village possesses fairly good internal potential, such as land conditions conducive to horticultural farming, availability of natural resources, community experience in agricultural activities, and the presence of farmer groups that can support the development of horticultural businesses. These strengths serve as the primary assets for enhancing productivity and competitiveness in the horticultural sector within the study area. Meanwhile, the vertical axis (Y) value of 0.441 indicates that opportunities outweigh Threats. These opportunities may include increased market demand for horticultural products, government support for the agricultural sector, advancements in cultivation technology and digital marketing, as well as the opening of opportunities for collaboration with various parties in the development of horticultural agriculture. These conditions indicate that the external environment offers significant opportunities for Palasari Village to develop its

horticultural potential more optimally. External Factor Evaluation (EFE) matrix score: opportunities (3.941) are greater than Threats (3.500).

The position in Quadrant I indicates that the most appropriate strategy to employ is an aggressive strategy (SO), which leverages all internal strengths to seize and optimize available opportunities. This strategy is implemented through increased production and improved quality of horticultural commodities, the development of flagship commodities, the adoption of modern agricultural technology, the strengthening of farmer group institutions, and the expansion of horticultural product marketing networks. Additionally, the aggressive strategy can be applied through the development of processed horticultural products to increase the value added of the community's agricultural output. The development of horticulture-based agroindustry is considered capable of increasing farmers' income while strengthening the village economy. The use of digital media in marketing also presents a significant opportunity to expand market access and enhance the competitiveness of Palasari Village's horticultural products. The results of the SWOT analysis in Figure 3 indicate that Palasari Village has good prospects for horticultural development. By leveraging its strengths and taking advantage of external opportunities, horticultural development in Palasari Village can be carried out sustainably to improve community welfare and support regional economic development. Therefore, cooperation between the community, the government, farmer groups, and other relevant parties is necessary to ensure that the horticulture development strategy can be implemented optimally and sustainably.

The development strategy in Quadrant I aligns with the

previous research by Febrianti dan Irianti (2018), which indicates that horticultural commodities are positioned in Quadrant I (Aggressive Strategy / SO) by leveraging soil fertility and microclimate (strengths) to meet the high demand of urban markets (opportunities). Its relevance to the study in Palasari Village lies in the similarity of the characteristics of the Subang highland region, which possesses significant natural potential; thus, the strategic focus is on market expansion and optimization of production volume. The study by Mentari (2025)

concludes that when a commodity is positioned in the Aggressive Quadrant, the integration of modern cultivation technologies (on-farm) must be combined with direct marketing partnerships (off-farm). This study supports the research coordinates for Palasari Village (0.982;0.441), indicating that the strategy is no longer defensive but rather aggressive, involving digital market penetration and strengthening the capacity of farmer groups.

Table 2. Internal Factors Affecting Horticultural Potential

Internal Factor		
No.	Strength	Score
1	The available land for horticultural farming is still quite extensive	1.391
2	Bertani hortikultur menjadi pekerjaan dan sumber penghidupan bagi sebagian besar masyarakat Desa Palasari	0.174
3	Skills acquired through training and guidance from relevant government agencies	0.261
4	Skills acquired through training and guidance from relevant government agencies	0.391
5	Farmers with their own capital	0.696
6	Existence of horticultural farmer groups for the development of horticultural commodities	0.652
7	Weather and climate conditions that meet the growth needs of horticultural commodities	1.174
8	Farmer institutions, namely farmer groups (poktan) and farmer association groups (gapoktan)	1.043
9	Food crops and horticultural crops in strengthening food security	0.913
Total		3.565
No.	Weakness	Score
1	Sebagian besar teknologi pertanian yang digunakan masih tradisional	1.000
2	Most of the agricultural technology used is still traditional	1.250
3	Harga yang diterima petani cenderung lebih rendah	0.333
4	Farmers' skills and quality of work remain low	0.500
Total		2.583

Table 2 shows that the strongest factor lies in the indicator of land availability for horticultural farming, which remains quite extensive, with a score of 1.391. Land availability is a key asset in the development of horticultural commodities in Palasari Village. The vast expanse of farmland provides opportunities for the community to increase horticultural production, both in terms of quantity and crop diversification. Weather and climate conditions that meet the growth needs of horticultural commodities scored 1.174. Suitable agroclimatic conditions strongly support the growth of horticultural crops, thereby increasing agricultural productivity. Climate is a key determinant of the success of horticultural farming as it directly impacts the quality and continuity of production. The presence of farmer institutions such as farmer groups (poktan) and farmer associations (gapoktan) received a score of 1.043. This indicates that farmer organizations play a crucial role in supporting horticultural development through farmer collaboration, extension services, distribution of assistance, and strengthening access to information and marketing. Food crops and horticultural crops contribute to food security with a score of 0.913. This situation indicates

that the horticultural sector not only plays a role in improving the community's economy but also supports rural food security. The indicator for farmers with their own capital scored 0.696, indicating that some farmers have achieved financial self-sufficiency in running their farming businesses. Additionally, the presence of horticultural farmer groups for the development of horticultural commodities, with a score of 0.652, serves as a strength in enhancing coordination and the collective development of agricultural enterprises. The indicator regarding farmers' awareness of organic fertilizers and botanical pesticides scored 0.391, indicating that farmers possess basic knowledge of more environmentally friendly agricultural practices. Skills acquired through training and guidance from relevant government agencies scored 0.261, and horticultural farming as a source of livelihood for the community scored 0.174, indicating that the horticultural sector has become an important part of the economic life of the Palasari Village community.

Research by Khairad (2020), shows that indicators of land capacity and availability, as well as climatic suitability, consistently rank as the strongest factors with the highest scores in the development of highland

horticulture. The relevance of this is to strengthen the empirical evidence that natural biophysical factors (land and weather) in Palasari Village constitute the strongest foundational assets (scores of 1.391 and 1.174, respectively), driving the overall dominance of the total strength score. According to Nugraha and Syarif (2024), one of the greatest weaknesses hindering the productivity of local farmers is their reliance on traditional agricultural technologies and the lack of equitable access to production inputs (saprodi). This study is highly relevant and supports the data on weaknesses in Palasari Village, where the

indicators of traditional technology (score of 1.000) and insufficient assistance (score of 1.250) are the primary contributors to the weakness score. Meanwhile, according to Meliyani et al. (2023), the presence of active farmer groups (Poktan) and farmer associations (Gapoktan) serves as a platform for strengthening self-reliance and consolidating local food security. This finding supports strengths 5, 8, and 9, which confirm that farmers' own capital and local institutions in Subang have a significant influence (score >0.6) in sustaining the stability of horticultural farming businesses.

Table 3. External Factors Of Horticultural Potential

External Factor		
No.	Opportunities	Skor
1	Marketing extends to outlying areas such as Cibitung, Bekasi, and Pasar Andir in Bandung	0.627
2	High demand for horticultural products	0.176
3	High demand for horticultural products	2.196
4	Field training on liquid organic fertilizers and botanical pesticides provided by the Subang Regency Agriculture Office	0.941
5	Continuously rising demand for food and horticultural products	1.569
6	Wide-open market opportunities	1.882
Total		3.941
No.	Threats	Skor
1	The presence of pests and diseases affecting horticultural crops	0.667
2	Land conversion	1.500
3	Declining crop yields and quality	1.333
Total		3.500

Table 3 shows that the factor with the highest score in the opportunities category is online marketing, with a score of 2.196. This indicates that advancements in digital technology and social media present a significant opportunity to expand the marketing of horticultural products beyond geographical boundaries. Additionally, the "open market opportunities" factor received a score of 1.882, and the "continuously increasing demand for food and horticultural products" factor scored 1.569. These two factors indicate that public demand for horticultural products is rising, thereby offering favorable business prospects. Another key factor—support from the Department of Agriculture through field schools on liquid organic fertilizers and botanical pesticides—also represents a significant opportunity, as it enhances farmers' knowledge and skills. The total opportunity score of 3.941 indicates that the horticulture sector has sufficiently supportive external conditions for development. The primary constraint is land conversion, with a score of 1.500. This indicates that the reduction of agricultural land due to conversion into residential areas or other sectors can hinder the development of horticulture. Another Threats is the decline in the quantity and quality of crops, with a score of 1.333, which can be influenced by environmental conditions, cultivation techniques, and climate change. In addition, pests and diseases affecting horticultural crops, with a score of 0.667, also act as barriers to production. The total Threats score of 3.500 indicates that, despite these Threats, external conditions

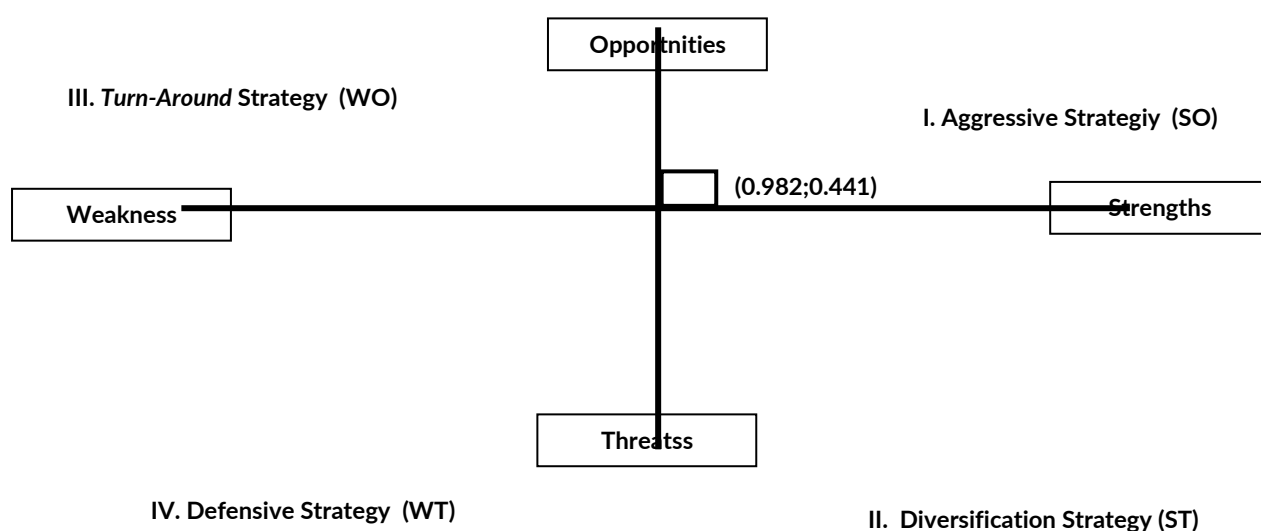
are still dominated more by opportunities than by Threats.

A study by Jandu (2025) found that the shift to digital marketing (online marketing) and the expansion of community-based market access have made the greatest contribution to increasing the income of horticultural farmers in the modern era. These results strongly support the EFE table, where the online marketing indicator received the highest score (2.196), proving that digitalization is the most promising external opportunity for the agribusiness in Palasari Village. Hafidah et al. (2017). This study highlights that land conversion from agricultural to non-agricultural areas constitutes a critical external Threats that could jeopardize the sustainability of the horticultural center. This finding aligns with and supports the Threats data in Table 3, where the indicator of land conversion is the greatest Threats with a high score (1.500) that must be addressed immediately. Research by Wahditiya and Fadli (2025) demonstrates that government interventions through the Field School program (such as training on liquid organic fertilizers and botanical pesticides) are effective in mitigating the Threats of pest infestations while maintaining crop quality. Its relevance lies in supporting opportunity point number 4 (score 0.941) and providing concrete solutions to address the Threats of pests and diseases (score 0.667) as well as the decline in crop quality (score 1.333) faced by farmers in Palasari Village.

Palasari Village possesses the land and climate resources to penetrate the markets of the surrounding

major urban areas, namely Bandung and Jabodetabek, as its products possess high natural competitiveness (Putri et al. 2023). According to Rembang et al (2025), modern market opportunities are currently heavily dominated by digital systems. When a region has a high online opportunity score—as found in Palasari Village with a score of 2.196—aggressive strategies such as creating a farmer e-commerce platform or partnering with agritech startups are essential steps to significantly increase farmers'

income. According to Suherlan (2024), farmer groups encouraged to adopt growth (aggressive) strategies are capable of transforming small-scale farming operations into a farmer corporation model. Strong farmer group (Poktan/Gapoktan) institutions serve as the primary foundation for facilitating access to independent capital and strengthening bargaining power when facing the macro market.



Picture 3. SWOT Analysis Diagram for Horticultural Development

The SWOT analysis diagram for horticultural development in Figure 3 shows that strategy development in Quadrant I, which supports an aggressive strategy, maximizes the strengths of horticultural farmers to seize existing opportunities. Four pillars of alternatives are available: 1. on-farm modernization and increased productivity; 2. strengthening human resources and farmer institutional capacity; 3. downstreaming, post-harvest, and economic diversification; and 4. integrated market expansion and digitalization.

On-farm modernization and increased productivity focus on cultivation techniques, the use of quality inputs, and technological adaptation to increase harvest quantity and quality. This pillar focuses on developing superior horticultural commodities through climate-based regional mapping and zoning. Increased production and yield quality are essential through the use of superior seeds, appropriate fertilization, integrated pest control, and the implementation of good agricultural practices. Diversification of various horticultural commodities can stabilize income and reduce the risk of crop failure due to weather and price fluctuations. We are also collaborating with the Subang Regency Agriculture Office to conduct trials of pest- and disease-resistant seeds directly on farmers' fields through the Ciater District Agricultural Development Agency (BPP) and Technical Implementation Unit (UPTD).

Strengthening the capacity of human resources and farmer institutions focuses on improving the competency of local farmers individually and strengthening farmer group organizations to strengthen their bargaining

power. We are also enhancing the role of farmer groups as collaborative platforms through training, mentoring, and strengthening farm management to increase competitiveness. We are honing farmer skills through comprehensive training and extension services, from seedbed preparation, nursery cultivation, maintenance, and post-harvest handling. We are also optimizing the role of agricultural extension workers in assisting farmers in preparing proposals for agricultural equipment, fertilizers, and pesticides to the Ciater District Agricultural Development Agency (BPP) and Technical Implementation Unit (UPTD).

Downstream processing, post-harvest processing, and economic diversification aim to provide added value to fresh agricultural products to prevent farmers from experiencing losses during low prices and simultaneously provide new sources of income for the village. This pillar could include establishing a sorting house to categorize harvests based on quality and standard market sizes. Developing a horticulture-based home industry to process harvested produce into high-value products such as packaged chili sauce, vegetable chips, or processed fruit. Transforming agricultural areas into nature-based educational agro-tourism destinations will increase village revenue and create new jobs.

Integrated market expansion and digitalization will focus on expanding marketing networks, utilizing digital technology, and building strategic partnerships with external parties. Utilizing social media and digital platforms as promotional tools to expand the market reach of Palasari Village products. Expanding market access offline by

supplying companies like Eden Farm and online through the e-commerce platform LADARA from the Ministry of ATR/BPN, Shopee, creating local delivery apps, and other marketplaces. Furthermore, collaborations with local governments, universities, and the private sector will be established for technology, capital, and marketing assistance—including conducting organic fertilizer and botanical pesticide field schools with the Subang Agriculture Office.

The successful implementation of an aggressive strategy to optimize horticultural potential in Palasari Village depends heavily on the accountability of the partnership governance built between the local government as a policy actor and farmer groups as local actors. As policy makers, local governments play a crucial

role in providing strategic interventions, from securing spatial planning regulations to prevent land conversion to providing technology and capital assistance. However, these programs will not run optimally without the responsibility, transparency, and commitment of farmer groups (Poktan/Gapoktan) as the executors in the field who directly manage agricultural resources. This accountable reciprocal relationship ensures that every assistance program, such as technology modernization, field school training, and opening up digital access, is targeted and sustainable, thus transforming social capital into a competitive economic force. Without sound and integrated partnership governance, this aggressive strategy risks losing momentum in the face of threats from land conversion and market fluctuations.

IV. CONCLUSION

This study concludes that horticultural development in Palasari Village, Subang Regency, is positioned in Quadrant I (Aggressive Strategy/SO) with coordinates (0.982; 0.441). This position indicates the existence of advantages in the form of extensive availability of fertile land and microclimate suitability to optimize very high digital market opportunities (score 2.196). However, its sustainability is overshadowed by the critical threat of land conversion (score 1.500). To execute this potential, 4 strategic pillars were formulated that integrate aspects of cultivation modernization (on-farm), strengthening farmer group institutions, post-harvest downstreaming and agrotourism, and digital market expansion (omnichannel). Ultimately, the successful implementation of this aggressive strategy depends heavily on the accountability of strong partnership governance

between the Subang Regency Government as a policy actor in securing spatial zoning and technological assistance, and farmer groups as local actors committed to managing these innovations sustainably in the field.

The Subang Regency Government is advised to immediately tighten spatial planning regulations to designate Palasari Village as a protected agricultural area to stem the rate of critical land conversion. Furthermore, Farmer Groups and Gapoktan (Farmer Groups) need to improve their institutional governance to transform into accountable and independent cooperatives or joint Village-Owned Enterprises (BUMDes). Finally, multi-sectoral synergy between policymakers and local actors must be optimized to facilitate the adoption of modern technology and expand omnichannel digital marketing networks sustainably.

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