

SWOT Identification in Green Plant Export Market Development

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Article Information		Abstract
Submission date	23 Desember 2024	<p>Research aim : To identify the strengths, weaknesses, opportunities, and threats (SWOT) in leveraging digital innovation for the development of green plant export markets in the digital era.</p> <p>Design/Method/Approach : This study employs a qualitative descriptive approach, using in-depth interviews, direct observation, and document analysis to collect data on strategies, challenges, and the application of digital technology in the green plant export business.</p> <p>Research Finding : The study identifies primary strengths, including high product quality and digital innovation in marketing. Weaknesses such as limited production capacity and a lack of skilled labor were noted. Opportunities include the growing trend of ornamental plants and government support, while threats encompass international competition, strict export regulations, and climate change impacts.</p> <p>Theoretical contribution/Originality : This study contributes to the literature by providing a comprehensive SWOT analysis of digital innovation in the green plant export market, highlighting its potential for enhancing competitiveness and sustainability in global markets.</p> <p>Practitioner/Policy implication : The research recommends strategies for utilizing digital platforms to expand markets and increasing production capacity through government support. These insights can guide policymakers and practitioners in formulating effective strategies to optimize digital marketing and improve operational efficiency.</p> <p>Research limitation : This study focuses on qualitative data, and its findings are limited to the green plant export business context, requiring further research to validate these results across other sectors and regions.</p> <p>Keywords : SWOT analysis, digital innovation, green plant exports, ornamental plants, global markets, marketing strategy, government support, climate change risks.</p>
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1. Introduction

Exporting is the process of moving goods and products from one country to another while adhering to applicable laws and regulations [1]. The national economy depends heavily on Indonesian exports, including various leading commodities such as palm oil, coal, natural gas and manufactured products. Economic growth driven by exports is expected to provide stability economy [2]. In 2023, the total export value will reach USD 258.8 billion, although this has decreased compared to the previous year which reached USD 291.9 billion. The non-oil and gas sector continues to dominate, supported by agricultural commodities, processing industry and mining. Global trends such as commodity price fluctuations and international trade policies influence export performance, while the government encourages product diversification and increased added value to strengthen competitiveness in the global market. With the support of digital infrastructure and adaptive trade policies, Indonesia continues to strive to maintain a significant trade surplus by Made Dara (2025).

Indonesia has various superior products that are exported to international markets, including agricultural commodities such as palm oil, rubber, coffee and spices, as well as fishery products such as shrimp and tuna. Apart from that, the mining sector is a mainstay with coal, nickel and copper as the main products. In the manufacturing sector, textile products, apparel and electronics also have a large contribution. One of Indonesia's increasingly growing export trends is tropical green plants, such as Philodendron, Monstera and Anthurium. These plants are in great demand in the international market, especially as aesthetic home decoration and supports a healthy lifestyle. The beauty of the leaf shape, ease of care, and ecological benefits make tropical green plants superior products that are in demand by consumers[3].

A class of plants known as "green plants" is able to use photosynthesis to transform light energy into chemical energy. Chlorophyll is a green pigment found in this plant, which is important for light absorption. Green plant commodities that currently have the potential to be developed in Indonesia are ornamental plants. Understanding Ornamental Plants Ornamental plants are plants that can be found in the surrounding environment, which are generally found in home gardens. Ornamental plants have their own charm to cultivate or plant, because there is a lot of beauty that radiates from ornamental plants both in terms of the beauty of flowers, leaves, stems, roots or the overall shape of the plant [4]. Ornamental plants are a type of horticultural plant that has quite high economic value, so many people use them as a promising business opportunity because in terms of demand and selling prices they are also very high.

Marketing strategy is how a company is able to have a competitive and sustainable strategy so that it can compete with other companies. Marketing strategy is used as a plan to create a company as a whole which is used as a guideline in determining the target market or strategy in selling goods or services [4]. Determining the right marketing strategy can enable a company to achieve maximum goals. In order to choose the best marketing strategy, you must examine and investigate the company's internal and external environments [5]. Indonesia's tropical greenery marketing strategy focuses on utilizing social media such as Instagram and global e-commerce platforms such as Etsy to reach international markets.

Product diversification by offering rare, easy-to-care-for plant varieties helps meet diverse market needs. Brand strengthening is carried out through branding that emphasizes quality and sustainability. In addition, strategic partnerships with interior designers and plant communities, as well as support for government programs for digitalization, also strengthen competitiveness in the global market. With this approach, Indonesian tropical green plants are able to attract the attention of consumers and become superior export products.

Previous research regarding digital innovation in export market development is still limited, especially in the export of green plants. It is very important to utilize the digital market to market a product [6]. Utilizing digital marketing can increase competitive advantage, one of which includes increasing sales turnover [7]. However, there has been no specific research regarding digital innovation in developing the green plant export market.

SWOT analysis is a technique that considers a number of aspects while creating a company's strategy. The reasoning behind this analysis can minimize dangers and weaknesses while maximizing opportunities and strengths." Strength or strength is a condition related to the strength you currently have. Weakness or weakness is a condition related to what weaknesses/shortcomings you currently have. By knowing this, you can improve existing weaknesses. Opportunity is a condition related to existing opportunities that can be used as opportunities for development. And threats or threatening conditions related to external threats faced that could threaten existence in the future [8]. SWOT analysis has become a useful tool in the realm of business. This approach is a quick and accurate way to identify and assess opportunities associated with new business developments. It is also a rather good, effective, and efficient analysis tool [9].

Therefore, this research needs to be developed because as the years increase, the use of digital media creates opportunities, especially in product export activities. Research with a focus on SWOT analysis of digital innovation in the development of the green plant export market. The purpose of this study is to investigate the advantages, disadvantages, opportunities, and threats faced by green plant business owners and provide recommendations for more effective marketing strategies. It is hoped that this research can help business owners make better decisions in running and marketing their business. That way, the resulting marketing strategy will be more in line with the needs of the export market.

1.1 Problem Statement

Even though the global trend towards ornamental plants continues to increase, MSMEs such as CV Kokonat face various challenges in developing the green plant export market. These challenges include limited production capacity, lack of skilled labor, threats from global competition, and strict export regulations. Additionally, although digital innovation offers great opportunities for market expansion, adoption of these technologies is still hampered by a lack of resources and operational efficiency. Therefore, this research needs to be developed because as the years increase, the use of digital media creates opportunities, especially in product export activities. Research with a focus on SWOT analysis of digital innovation in the development of the green plant export market.

1.2 Research Objectives

This study's objective is to examine the SWOT (strengths, weaknesses, opportunities, and threats) faced by CV Kokonat in developing the green plant export market. This

research also aims to identify digital innovation strategies that can be implemented to increase competitiveness in the global market. In addition, this research focuses on providing strategic recommendations to optimize production capacity, utilize digital technology effectively, and increase operational efficiency in facing various challenges and opportunities in the export market. Thus, it is hoped that this research can help CV Kokonat in taking strategic steps to achieve sustainable business growth.

2. METHODS

A qualitative descriptive approach was taken in this study. Qualitative description is a term often used to describe qualitative studies-. This approach was chosen because it aims to describe in depth how digital strategies can be utilized to increase the competitiveness of green plant exports ahead of the digital era of 2024. The descriptive qualitative approach allows researchers to understand and dig directly into the digital export and innovation process. Starting with an explanatory process or event, the qualitative descriptive approach allows for the eventual drawing of a generalization, or conclusion, from the process or event [3]. Process results Qualitative descriptive analysis then carried out an observation process. Observations were made on sectors involved in the green plant export value chain of business actors.

Data collection is carried out through several main techniques. In-depth interviews were used to gather information about the experiences, strategies and challenges faced by green plant export business owners in utilizing digital technology. Observations were carried out to directly observe the application of technology in the marketing and distribution process. In addition, documentation studies are used to collect supporting data from relevant written documents, such as market reports and international trade policies.

The collected data was analyzed using the SWOT analysis framework. The purpose of this analysis is to determine the advantages, disadvantages, possibilities, and dangers associated with the use of digital innovation in the export market for green plants. The strengths analyzed include internal factors such as product quality, technology, and export experience, while weaknesses include obstacles such as limited resources and technology adoption costs. Opportunities are investigated in light of outside variables like rising demand worldwide for green products and government policies supporting digitalization, while threats include challenges from global competition, international trade regulations and changing consumer preferences.

Through this method, It is anticipated that research will be able to offer in-depth and comprehensive insight into digital innovation strategies in developing the green plant export market, as well as offering relevant recommendations for facing challenges and opportunities in the digital era of 2024.

This study employs a qualitative descriptive approach, which was selected to allow an in-depth understanding of how digital strategies are utilized to enhance the competitiveness of green plant exports. This approach is considered more appropriate than quantitative or mixed methods, as the objective of the research is to explore in detail the experiences, strategies, and challenges faced by business actors—specifically CV Kokonat—rather than to statistically measure variable relationships. The qualitative descriptive method facilitates a comprehensive exploration of the context and dynamics of the export process.

Informant selection was carried out purposively, focusing on individuals with direct involvement and substantial experience in the green plant export sector. CV Kokonat was

chosen due to its active engagement in international trade and its adoption of digital innovation in marketing and operations.

Data analysis was conducted using thematic analysis, a technique that enables researchers to identify, analyze, and report patterns (themes) within the data. This method involves coding interview transcripts and observations, categorizing them to reveal key insights in a systematic and objective manner.

3. RESULTS AND DISCUSSION

Results

CV Kokonat is a company that has been established since 2019 and focuses on exporting live tropical plants with superior products such as Anthurium, Monstera, Philodendron, and others. CV Kokonat is located in Kediri, East Java, apart from that, CV Kokonat has received various important certifications, such as the Horticultural Seed Distributor Competency Certificate and Phytosanitary Certificate which are the basis for its legality and credibility in the international market. CV Kokonat has a vision, namely to become one of the leading industries in cultivating and exporting ornamental plants, providing high customer satisfaction and having a positive impact on the environment.

Meanwhile, its mission is: 1. Providing high quality ornamental plants with a variety of choices to meet the needs of domestic and international customers, 2. Maintaining environmental sustainability through friendly and sustainable cultivation practices. 3. Increase public knowledge and awareness about the importance of ornamental plants and their benefits for health and environmental aesthetics, 4. Foster mutually beneficial partnerships with local and international business partners to increase global market penetration, 5. Continue to innovate in cultivation techniques, export processes and business management to achieve competitive advantage.

By increasing sales through social media and e-commerce sites like Etsy and eBay, this vision and mission seek to capitalize on the growing demand of beautiful plants so that not only local residents know about this business but also consumers from other countries.

The result of this research was an interview conversation between the interviewer and Mrs. Dara. The following will present the results of the interview:

1. **Interviewer:** How to analyze **strength (Strengths)** owned by CV Kokonat in utilizing digital innovation to develop the green plant export market?

Mrs. Dara: Our main strength is **high quality and diverse products, such as Philodendron, Monstera, and Anthurium**, which is in great demand in the global market. Besides, we **have good relationships with international customers. Digital innovation** help us expand the market through social networking and online shopping sites including Facebook, Instagram, eBay, and Etsy. This allows us to display products in a visually appealing manner and reach customers from various countries.

2. **Interviewer:** How to analyze **weaknesses (Weaknesses)** internal factors faced by CV Kokonat in the process of digitalization and export market development?

Mrs. Dara: One of the main disadvantages is **limited production capacity** when demand increases sharply, which can cause **delivery delays**. We also face obstacles in utilizing technology to its full potential, especially because **lack of skilled labor** in

digital operations. Integrating new technology into daily processes also requires a lot of time and resources.

3. **Interviewer:** How to analyze **opportunities** What can CV Kokonat utilize in expanding the green plant export market in the digital era?

Mrs. Dara: **Ornamental plant trends** as part of home decoration and a healthy lifestyle provides great opportunities, especially among millennials. **Development of social media and e-commerce platforms** allows us to reach new markets with efficient marketing costs. In addition, government support, such as subsidies for MSMEs and digitalization policies, helps us expand production capacity and accelerate technology adoption.

4. **Interviewer:** How to analyze challenges or **threats (Threats)** external factors that CV Kokonat might face in export competition in the global market?

Mrs. Dara: Our main threat is **intense international competition**, especially from countries that offer similar products at lower prices. **Strict export regulations** in some destination countries it is also an obstacle, because it requires quick adjustments to constantly changing policies. Besides that, **changes in market preferences and the impact of climate change** becomes a significant challenge in maintaining production quality and sustainability.

5. **Interviewer:** What is the right strategy for CV Kokonat to implement in increasing the competitiveness of green plant exports through digital innovation?

Mrs. Dara: Our strategy is **increase digital presence by strengthening marketing on social media and e-commerce**. We also plan training for the team, so they can make optimal use of digital technology. Additionally, we focus on **increasing production capacity and product quality** to face competitors. **Follow government programs** Supporting the digitalization of MSMEs is also our priority, because it can provide access to new technology and wider market opportunities.

Considering the findings of the interviews with Mrs. Dara, the owner of a green plant business, several important aspects related to her ornamental plant export business were revealed. The strengths of CV Kokonat are high quality and diverse products, good relationships with international customers as well as digital innovation used to market the products they have. The main weaknesses faced are limited production capacity when demand increases and difficulties in making maximum use of digital technology. Ms. Dara also acknowledged that the adoption of new technology presents challenges in integration into daily operations.

Meanwhile, the threat of international competitors with lower prices and strict regulations from export destination countries is a significant challenge. To overcome this, Bu Dara plans to improve product quality and customer service, as well as following regulatory developments quickly. Strategic steps to be taken include increasing production capacity, training teams in the use of digital technology, and market expansion through a stronger online presence.

The following is a SWOT analysis obtained from interviews with the owner of CV Kokonat:

Strengths

CV Kokonat ensures *high quality* standards by maintaining product excellence, supported by

official certifications such as the Phytosanitary Certificate and the Horticultural Seed Distributor Competency Certificate. Digital innovation is implemented through platforms like Instagram, Facebook, Etsy, and eBay, which help to visually showcase products, build brand identity, and reach international markets. These platforms also facilitate trust-building with customers and improve overall market access.

Weaknesses

Limited production capacity results in delayed shipments during high-demand seasons. For instance, during peak export periods such as the planting season in Europe, delays of up to 2–3 weeks have been recorded. The company also faces difficulties in maximizing the use of digital technology due to a lack of skilled labor. For example, inventory and logistics are still managed manually because of the absence of staff proficient in ERP systems or other digital tools.

Opportunities

Government support for MSMEs, particularly in digitalization, offers major opportunities. Programs such as the Business Incentive Assistance (BIP) from the Ministry of Cooperatives and SMEs and the e-commerce onboarding program from the Ministry of Trade are examples of real incentives. In addition, the growing global trend of ornamental plants, especially among millennials and Gen Z, opens up new market segments that value aesthetics and a healthy lifestyle.

Threats

Climate change poses a serious threat to production. For example, erratic rainfall has disrupted leaf quality in plants like Monstera, resulting in a 30% reduction in export-grade yield during certain harvests. Extreme temperatures also increase the risk of plant damage during packaging and international shipping, causing significant losses. Furthermore, ever-changing export regulations in destination countries—such as additional quarantine requirements in the EU—create additional barriers to market access.

Discussion

This research focuses on SWOT analysis (*Strengths, Weaknesses, Oppotunities, Threats*) to understand how digital innovation can be utilized in developing the green plant export market, especially by CV Kokonat. The purpose of this study is to determine the threats, opportunities, weaknesses, and strengths. The results of this analysis can be used to create a strategy so that CV Kokonat Indonesia can continue to export to more countries.

Table 3. 1. SWOT Analysis

Strength	Weaknesses
1. High product quality	1. Limited production capacity
2. Product diversity	2. Limited skilled workforce
3. Good relations with international customers	3. Minimal use of digital technology in daily operations
4. Benefiting of digital innovation	4. Limited resources.
5. Market recognition.	

Opportunities	Threats
1. The increasing trend of ornamental plants	1. Tough global competition
2. Utilization of digital media	2. Strict export regulations
3. Government support	3. Climate change
4. Global demand for green products.	4. Fluctuations in demand.

Source: Rangkuti, 2018.

The strength of CV Kokonat Indonesia is in the form of high product quality with plants such as Philodendron, Monstera and Anthurium which are in great demand on the international market. This product diversification creates additional attraction for customers, supported by long-standing good relationships with international customers. This solid reputation in the export market is strengthened by digital innovation in marketing through social media and online marketplaces like eBay, Etsy, and Instagram. This platform allows products to be displayed in a visually appealing manner, increasing customer trust and expanding market reach. In addition, certification such as the Phytosanitary Certificate increases product credibility in the eyes of overseas customers. This finding is in line with research by Hadiwijaya, et. al., which shows the importance of digital innovation in increasing competitiveness through optimizing online marketing [10]. That digitalization of marketing strategies can expand market reach and increase operational efficiency, which can be seen in CV Kokonat's success in building good relationships with international customers.

Despite its competitive advantages, the company faces a number of internal weaknesses. Limited production capacity is a major obstacle, especially when demand surges during peak seasons, which can result in delivery delays. In addition, limited skilled labor in plant care and digital technology management hinders operational optimization. This research supports the research of Kasnawati et. al., who highlighted the need for workforce training and automated investment to overcome these challenges [11]. Minimal use of technology digital in daily operations, such as inventory management and logistics, also reduces business efficiency. The high costs of adopting new technologies pose an additional challenge for companies.

Meanwhile, a big opportunity lies in the increasingly popular global trend towards ornamental plants as part of home decoration and a healthy lifestyle, especially among millennials and Gen Z. Social media and e-commerce provide significant opportunities to reach new markets with lower marketing costs. In addition, government support in the form of subsidies for MSMEs and digitalization programs helps increase production capacity and operational efficiency. Increasing awareness of environmentally friendly products is also creating a niche market that has the potential to be exploited.

However, the threat from global competition is quite significant, especially from other countries that offer similar products at lower prices. Strict export regulations in various destination countries often require rapid adaptation, which can be an obstacle. Climate change is also a serious threat, with potential disruption to the quality and quantity of crop production. In addition, continuously changing consumer preferences and price fluctuations in the global market add to the challenges in maintaining business stability. as relevant research on the importance of flexibility in dealing with changes in international markets [12]. In addition, mitigating the risk of climate change through sustainable cultivation techniques can help maintain production stability.

The SWOT analysis can be used to develop a number of ways to overcome existing obstacles. The following strategies can be used:

Table 3. 2. SWOT Matrix

	Strengths (S)	Weaknesses (W)
Opportunities (O)	Maximizing Digital Marketing: using social media to expand international markets.	Technology training: train employees to operate digital technology to increase productivity.
	Product Diversification: adding plant varieties with minimal maintenance.	Optimize production processes: invest in technology for automated inventory management.
	Collaboration with Government Programs: take advantage subsidies for production capacity and training.	
Threats (T)	Improving Product Quality: focus on research and development of weather-resistant varieties.	Climate change risk mitigation: using sustainable cultivation techniques such as greenhouses.
	Adaptation to regulations: forming a special team to monitor export regulations.	Price risk management: establishing long-term agreements with suppliers for price stability.

Source: Rangkuti, 2018.

This research not only confirms previous findings regarding the importance of digital innovation in marketing, but also adds new insights by focusing on the specifics of the green industry. By taking advantage of current chances and strengths and addressing threats and deficiencies, CV Kokonat has a great opportunity to strengthen its position in the global market and achieve sustainable business growth.

4. CONCLUSION

This research shows that CV Kokonat has a great opportunity to utilize digital innovation to expand the green plant export market. Despite facing challenges such as limited production capacity and global competition, a SWOT-based strategy can help companies overcome these obstacles.

The recommendations provided include improving product quality, workforce training, and optimizing digital marketing. With this strategic approach, CV Kokonat is expected to be able to maintain sustainable export growth.

Available opportunities, such as the increasingly popular ornamental plant trend and government support, provide great room for businesses to grow. However, threats from global competition and strict export regulations.

Through digital-based marketing strategies and the use of government programs, green plant businesses have great potential to remain competitive in the export market. Digital innovation must be thoroughly integrated into operational and marketing processes to achieve sustainable business growth in the future.

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