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# Organic Vegetables Business Development Strategy: A Case Study on Deedad Hydroponic Makassar

Dini Dwiyantri Anwar<sup>1\*</sup>, Marhawati<sup>1</sup>, Nurdiana<sup>1</sup>, Inanna<sup>1</sup>

<sup>1</sup> Economic Education Study Program, Makassar State University, Indonesia

\*Correspondence: E-mail: [dinidwiyantianwar@gmail.com](mailto:dinidwiyantianwar@gmail.com)

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## ABSTRACT

Vegetable crops have bright prospects for development because they are a complement to staple foods and have high economic value. However, there are many challenges in establishing and running a hydroponic vegetable business so that the appropriate strategy is needed. This study aims to determine the internal and external factors that influence the development of organic vegetable business and to study the development strategy of organic vegetable farming business at “Deedad Hydroponic” Makassar. The type of research conducted was descriptive research using a qualitative approach. The type of informants were determined purposively, namely people who run organic vegetable businesses at “Deedad Hydroponic”. The data collection procedures included observation, interview, and documentation. The data obtained were then analyzed qualitatively using SWOT analysis. The results of the analysis have suggested that the S-O strategies that can be applied are maintaining the freshness and cleanliness of the vegetables, providing training to employees to improve skills and providing equipment in accordance with the latest technology, and expanding marketing networks. W-O strategies that can be applied are conducting continuous promotions to gain market and customer loyalty, and attracting public interest in organic products. S-T strategies that can be applied are innovating high-value product development to face competition, and developing technology-oriented businesses. W-T strategies that can be applied are building a joint product distribution system, and building a network of cooperation to create reliable business governance and technology.

## 1. Introduction

Vegetable commodities are always very promising to be developed in a variety of ways, considering the fact that the public demand for vegetables is never lacking. Vegetables are a food source rich in vitamins and minerals that are very beneficial for health, development, and growth. Although the need is relatively small, the function of vitamins and minerals from vegetables is almost irreplaceable, so that the fulfillment of the consumption needs of these substances becomes essential (Mohammad & Madanijah, 2015). Currently, several people are starting to turn to the concept of organic vegetables that are healthier and provide higher quality (Khusna et al., 2022). Nowadays, organic vegetables are horticultural products that are in great demand in organic agriculture to be cultivated (Djumadil, 2023).

Organic vegetables are vegetables that are cultivated with organic farming techniques, using natural ingredients without the use of chemical fertilizers and pesticides. Organic vegetables with high selling prices provide opportunities for farmers to increase their income (Priminingtyas et al., 2013). Vegetable cultivation systems without pesticides and chemical fertilizers are sought after by consumers who are very concerned about their health. Public interest in consuming organic vegetables is currently very high even though the price in the market is more expensive than non-organic vegetables (Naibaho, 2009). A healthy lifestyle in society nowadays requires assurance that agricultural products must be safe for consumption and environmentally friendly. This can be achieved by developing organic farming technology (Junior et al., 2018).

Hydroponic technology is a method of growing crops using water, nutrients, and oxygen. Hydroponic technology has many advantages over traditional farming techniques. The advantages of hydroponics include being environmentally friendly, the products yielded are hygienic, plant growth is faster, the products' quality can be maintained, and the production quantity can be increased. Vegetables that are produced using hydroponic technology have better quality than conventional vegetables despite the higher cost. Therefore, the target market segment is generally the middle to upper economic class. Changes in consumption patterns from conventional vegetable products to organic vegetable products are starting to receive great public attention. This changes have increased the consumption level of organic products, which implies an increase in consumer demand of organic vegetable products (Rasmikayati et al., 2020).

Public awareness of the importance of quality of life and good health by consuming organic vegetables has opened up great opportunities for the organic product business. This opportunity is characterized by the increasing number of farmers who manage organic farms and the increasing number of organic product outlets in supermarkets. The prospect of the organic vegetable market in Makassar City is not new to the community. However, in its development, business actors face many problems, both internal and external, which can affect the development of organic vegetable businesses. Over the past five years in Makassar City, there has been an increase in the absorption of organic vegetable commodities in the local market. This is due to the proliferation of supermarkets and hypermarkets that require vegetable supplies, especially organic vegetables, because almost every supermarket/hypermarket in Makassar City has an organic outlet. Likewise, many restaurants have opened that specialize in selling foods with the organic products as their main menu (Rahman et al., 2015). Therefore, a strategy analysis is needed to generate recommendations for the development of the organic vegetable businesses.

There have been many studies on organic vegetable business development strategies, including by Zainab et al. (2018); Roosany et al. (2014); Sefi and Kapioru (2022); Septiadi and Mundiayah (2020); and Seprisen and Fidelis (2020). Each of business actor has its own way to develop its business, as is conducted by "Deedad Hydroponic" organic vegetable business. To obtain profits, more cultivated products are distributed directly to consumers. This is an aspect of novelty that can be investigated

further. Therefore, this study aims to examine the business strategies implemented by “Deedad Hydroponic”, both internal factors and external factors, in developing its organic vegetable business.

## **2. Methods**

### **2.1 Location and object of research**

The research location was “Deedad Hydroponic” organic vegetable business located at Dg. Ngande Raya Stapak 7 Street No. 1, Parang Tambung, Tamalate Subdistrict, Makassar City. The object of research was internal factors and external factors related to the “Deedad Hydroponic” organic vegetable business.

### **2.2 Data type and sources**

The data used in this research were primary data and secondary data, both qualitative and quantitative. Primary data were obtained from direct interviews with the business owner as key information, one employee, and two additional informants who are regular consumers of “Deedad Hydroponic”.

### **2.3 Data analysis**

The data obtained were analyzed and processed quantitatively and qualitatively through three stages, namely the input stage, the matching stage, and the decision stage. In identifying problems, data collection was first used to arrange the Internal Factor Evaluation (IFE) matrix and External Factor Evaluation (EFE) matrix strategies.

The IFE matrix aims to measure the strengths and weaknesses of organic vegetable business by weighting, while the EFE matrix aims to measure the opportunities and threats of organic vegetable farming in the future by weighting (David, 2016). The next step was to combine the IFE and EFE matrices in the Internal External (IE) matrix. In the IE matrix, the total IFE score was placed on the x-axis and the total EFE weight score was placed on the y-axis. On the x-axis of the IE matrix, a total IFE weight score of 1.0–1.99 indicates a weak internal position, a score of 2.0–2.99 indicates a moderate internal position, and a score of 3.0–4.0 indicates a strong internal position. Similarly, on the y-axis, the total EFE weight score of 1.0–1.99 indicates a low external position, a score of 2.0–2.99 indicates a medium external position, and a score of 3.0–4.0 indicates a high external position.

The SWOT matrix is one of the stages in strategy formulation techniques. The results obtained from the SWOT matrix are in the form of alternative strategies that are suitable for use as a reference in formulating organizational strategy. This matrix can produce four possible alternative strategy cells, namely S-O (Strength-Opportunity) strategies, W-O (Weakness-Opportunity) strategies, W-T (Weakness-Threat) strategies, and S-T (Strength-Threat) strategies (Rangkuti, 1997).

## **3. Results and discussion**

### **3.1 Internal environment analysis**

#### **3.1.1 Strengths**

##### **1) Good quality vegetables**

“Deedad Hydroponic” produces high quality vegetables that are fresh and clean. This makes the vegetables from “Deedad Hydroponics” organic business able to compete in the market.

##### **2) Sustainable business**

“Deedad Hydroponic” vegetable business is a type of continuous business. Thus, consumers do not need to look elsewhere to buy vegetables because vegetable products at “Deedad Hydroponic” are always available at all times.

### 3) Skilled employees

Employees who have high potential and discipline are key factors in business development. The employees of “Deedad Hydroponic” have good skills in managing the organic vegetable business.

### 4) Modern cultivation technology

“Deedad Hydroponic” applies modern cultivation technology in maintaining and producing its organic vegetables. The type of hydroponic technology used is NFT technology (Nutrient Film Technique System).

## **3.1.2 Weaknesses**

### 1) Market reach is still limited

Many competitors have emerged in the market due to the increasing demand for vegetables, especially vegetables that are widely used in fast food. This is a challenge for “Deedad Hydroponic” to expand its marketing networks to be able to reach more potential consumers.

### 2) Inadequate condition of the production site

Greenhouse procurement is still needed to reduce the intensity of direct sunlight on vegetable crops, but this is constrained by limited costs. This constraint has yet to be overcome.

### 3) The team members lack discipline

Several team members are still working in an undisciplined manner that hampers the management of the business, thus employees’ discipline is an urgent matter to improve.

## **3.2 External environment analysis**

### **3.2.1 Opportunities**

#### 1) Burger and barbeque business is on trend

Burgers and barbecue are popular foods, especially among millennial generations. Burger and barbecue business opportunity is increasingly popular because it promises lucrative profits. Several basic ingredients of these foods are lettuce, cucumber, tomatoes, and so on, so this is a business opportunity for “Deedad Hydroponic” to provide and supply the ingredient needs.

#### 2) Introducing business at farmers’ market events

The routine activities organized by the Makassar City Fisheries and Agriculture Office, namely the farmers' market that is held every second week and fourth week of each month, is a very good promotional event for farm business owners, one of which is “Deedad Hydroponic”.

#### 3) Public awareness of healthy lifestyles

Public awareness of the importance of health and a healthy lifestyle is the biggest opportunity in running a sustainable hydroponic vegetable business.

### **3.2.2 Threats**

#### 1) Emergence of potential competitors

The increasing need for hydroponic vegetables has made this business opportunity attractive to many entrepreneurs. As a result, competitors that sell the same or similar products keep popping up in the market all the time. This creates a significant threat to “Deedad Hydroponic” business.

#### 2) Technological advancement

The rapid advancement of technology is very helpful for human activities. With existing help of nowadays technologies, human can create various opportunities to make money without even leaving home. However, the current technology can be a threat if the usage is not comply with the appropriate management.

### 3) Changes in consumers' behavior

The increasing number of hydroponic vegetable businesses in the market with varying quality means that consumers have many options to obtain higher quality products at lower prices. This poses a threat to “Deedad Hydroponic” business practices.

### 3.3. IFAS Matrix (Internal Strategic Analysis Summary)

After identifying the internal factors of “Deedad Hydroponic”, an IFE matrix was created that contains the strengths and weaknesses of the business (Table 1). The data were processed by comparing the relative importance of one factor with another factor in order to generate the value of factors that affect the business. After that, the total value of factors in each variable was divided by the total value of all identified factors to generate the required weight.

**Table 1.** Internal Strategic Analysis Summary (ISAS) of organic vegetable development at “Deedad Hydroponic” Makassar.

No.	Internal Strategy Factors	Value	Weight	Rating	Weight x Rating
<b>A</b>	<b>Strength</b>				
1.	Good quality vegetables	4	0.15	4	0.60
2.	Sustainable business	4	0.15	3	0.45
3.	Skilled employees	4	0.15	4	0.60
4.	Modern cultivation technology	4	0.15	3	0.45
	<b>Total A</b>	<b>16</b>	<b>0.60</b>	<b>14</b>	<b>2.10</b>
<b>B</b>	<b>Weakness</b>				
1.	Limited market reach	4	0.15	4	0.60
2.	Inadequate condition of production site	3	0.12	4	0.48
3.	Team members lack discipline	3	0.12	3	0.36
	<b>Total B</b>	<b>10</b>	<b>0.39</b>	<b>11</b>	<b>1.44</b>
	<b>Total A + B</b>	<b>26</b>	<b>0.99</b>	<b>25</b>	<b>3.54</b>

*Source: Data processing results, 2022*

The average score results can be seen in Table 1. The results of interviews with the owner of “Deedad Hydroponic” show that the internal factor indicators, namely good quality vegetables and skilled employees, generate a score of 0.60, making it a strong support for sustainable business development. However, the inadequate condition of the production site with a score of 0.44 means that “Deedad Hydroponic” still needs to improve its production equipment. The IFAS matrix for strengths and weaknesses generates a total weighted score of 3.54. This shows that “Deedad Hydroponic” business ability to take advantage of strengths and overcome weaknesses is considered relatively strong.

### 3.4. Matrix of EFAS (External Strategic Analysis Summary)

The analysis of the external environment aims to examine the opportunity and threat factors faced by the business to achieve its goals. Table 2 presents the score results of the EFAS matrix.

**Table 2.** External Strategic Analysis Summary (ESAS) of organic vegetables development at “Deedad Hydroponic” Makassar

No.	External Strategy Factors	Value	Weight	Rating	Weight x Rating
<b>A</b>	<b>Opportunities</b>				

1.	Burger and barbeque business is on trend	4	0.18	4	0.72
2.	Introducing business at farmers' market events	3	0.14	3	0.42
3.	Public awareness of healthy lifestyles	4	0.18	4	0.72
<b>Total A</b>		<b>10</b>	<b>0.50</b>	<b>11</b>	<b>1.86</b>
<b>B Threats</b>					
1.	Emergence of potential competitors	4	0.18	3	0.54
2.	Technological advancement	3	0.14	3	0.42
3.	Changes in consumers' behavior	4	0.18	4	0.72
<b>Total B</b>		<b>12</b>	<b>0.50</b>	<b>10</b>	<b>1.68</b>
<b>Total A + B</b>		<b>22</b>	<b>1</b>	<b>21</b>	<b>3.54</b>

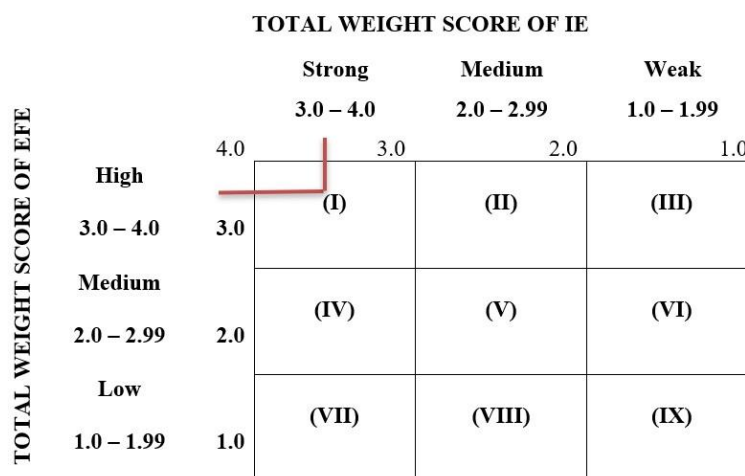
*Source: Data processing results, 2022*

The results of the average score can be seen in Table 2. The results of the interview with the owner of “Deedad Hydroponic” show that the external factor indicators, namely the burger and barbeque business trend, and the public awareness of healthy lifestyles generate a score of 0.72, indicating this is a good opportunity to develop hydroponic vegetable businesses. In addition, the factor that threatens business sustainability is changes in consumers' behavior, with a score of 0.72.

The analysis of internal and external factors of “Deedad Hydroponic” vegetable business has resulted in a score of 3.59 for internal factors (strengths and weaknesses), and has resulted a score of 3.54 for the external factors (opportunities and challenges). Thus, it is concluded that the ability of “Deedad Hydroponic” business to take advantage of opportunities and overcome threats is considered strong.

### 3.5. Analysis of IE Matrix

After each of the total weighted values of IFE and EFE was mapped in the IE matrix (Figure 1), the current position of “Deedad Hydroponic” business is in the box in quadrant I, which indicates that “Deedad Hydroponic” is in a strong internal condition, and the business response to the external factors it faces is high. The core strategy that “Deedad Hydroponic” can implement is the grow and build strategy.



**Figure 1.** IE matrix of “Deedad Hydroponic” business

### 3.6. Analysis of SWOT Matrix

The IFE and EFE matrix analysis that has been carried out was then compiled in a SWOT matrix to formulate strategies based on the identified internal and external factors of “Deedad Hydroponic”. The strategy formulation with the SWOT matrix consists of four combinations of factors, namely Strength-Opportunity (S-O) strategies, Strength-Threat (S-T) strategies, Weakness-Opportunity (W-O) strategies, and Weakness-Threat (W-T) strategies, as presented in Table 3:

**Table 3.** Strategy formulation using SWOT matrix.

Internal Factors	Strengths (S)	Weaknesses (W)
	1. Good quality vegetables 2. Sustainable business 3. Skilled employees 4. Modern cultivation technology	1. Limited market reach 2. Inadequate condition of production site 3. Team members lack discipline
External Factors	S-O Strategies	W-O Strategies
<b>Opportunities (O)</b> 1. Burger and barbeque business is on trend 2. Introducing business at farmers’ market events 3. High vegetable demand from consumers 4. Public awareness of healthy lifestyles	1. Maintaining vegetables’ freshness and cleanliness 2. Providing vegetables every day 3. Providing training to employees to improve skills and provide advanced planting tools 4. Expanding distribution network to enter new markets to increase customers by utilizing competitive pricing	1. Conducting continuous promotions to gain market and customer loyalty, and to attract public interest in organic products 2. Improving the quality of production equipment to obtain more and better quality results 3. Cultivating a spirit of work enthusiasm towards employees
	S-T Strategies	W-T Strategies
<b>Threats (T)</b> 1. Emergence of potential competitors 2. Technological advancement 3. Change of consumers’ behavior	1. Innovating high-value product development to face competition 2. Conducting technology-oriented business development	1. Building a joint product distribution system 2. Building a network of cooperation to create reliable business governance and technology

*Source: Data processing results, 2022*

Based on the results of the SWOT matrix analysis, several alternative strategies are presented as follows:

#### 1) S-O Strategies (*Strength-Opportunity*)

Here are several S-O strategies that can be applied:

##### **Maintaining the freshness and cleanliness of the vegetables**

In producing good commodities, either in terms of quality, quantity, and price, it is necessary to consider how to conduct structured cropping system planning among partners, how to improve knowledge among farmers, and how to adopt technology in cultivation techniques. Product quality is the ability of a product to perform its role or function, which comprises all of the following traits: durability, reliability, accuracy, ease of operation, product repair, and so on (Kotler & Armstrong, 2012). Good product quality will increase consumers’ purchase decisions (Levyda, 2017). Quality affects the pleasure that consumers perceive, which in turn affects their satisfaction and purchase

decisions (Waluya et al., 2019).

### **Providing training to employees to improve skills**

A number of factors relating to changing business practices provide the impetus for employees to develop skills. This requires more than a deep understanding and ability to apply technical aspects of a field; with implications for ethical behavior, self-management, self-regulation, and effective communication skills (Jackson & Hancock, 2010). In responding to market demands for a competitive workforce, the younger generation needs to master the skills and capabilities to innovate, design, program, create, and build digital technology according to their chosen field of endeavor (Malkawi & Khayrullina, 2021).

### **Providing advanced planting tools, as well as expanding distribution and marketing**

Having the appropriate vegetable cultivation equipment is indeed an important requirement for hydroponic vegetable business owners. This equipment serves to simplify work and maximize the growth of vegetable plants (Daryono et al., 2015). High quality vegetable yields can be generated if they are harvested at the right time. Vegetable products are type of commodity that can be easily damaged or rotten in a short time so it requires special handling. Therefore, production facilities and cultivation techniques need to be considered before running a vegetable cultivation. In cultivating vegetable crops, the right means of production and techniques are needed to obtain optimal results.

### **2) W-O Strategies (*Weakness-Opportunity*)**

Here are several W-O strategies that can be applied:

#### **Conducting continuous promotion to gain market and customer loyalty**

Consumers' behavior has always been a hot marketing topic, and knowing how and why consumers act in certain ways to make purchasing decisions will greatly help companies or businesses improving their marketing strategies to become more successful in the market (Stankevich, 2017). Thus, the challenge faced by all marketers today is how to influence consumers' buying behavior so that consumers are willing to become loyal users of their products or services.

#### **Attracting public interest in organic products**

As consumers' awareness of health, the dangers of pesticides, and environmentally-friendly food issues increase, hydroponic vegetables are slowly but surely gaining interest from the public for their daily consumption. The increasing consumption of hydroponic vegetables provides a great opportunity for the hydroponic vegetable business (Rabbani et al., 2017).

#### **Growing employees' morale**

Apart from rewarding, one of the factors that affect employees' performance is job satisfaction. Job satisfaction is a person's attitude or feeling towards what he does for living. The provision of rewards is also able to influence employees' job satisfaction (Lantara, 2018). Employees' job satisfaction affects their performances towards the company or business.

### **3) S-T Strategies (*Strength-Threat*)**

Here are several S-T strategies that can be applied:

#### **Innovating high-value product development to face competition**

Every business that is built must face its own competitors, be it only one, two, or even dozens of competitors, where each of these competitors must be competing to get the same customers. For this reason, all careful preparations are needed so that the business being run can win the hearts of the target consumers. Moreover, if the business to be built provides products or services that are already widely found in the market, more creative and innovative ideas are required to be stand out in the market (Serebryakova et al., 2016).

### **Conducting technology-oriented business development**

Nowadays, Information technology (IT) has become a medium used by people to conduct their activities, such as transactions, communication, discussion, and as a forum for providing information. With the help of IT, delivering information and marketing activities is easier to do, without being limited by time or place (Muharam & Persada, 2020). Information delivery and marketing activities with the help of IT can save costs and time in its implementation. Marketers have responded to this fundamental change by increasing their use of digital marketing channels. Consumer marketing in the future will largely be conducted digitally, particularly through social media and mobile communications (Stephen, 2015).

#### **4) W-T Strategy (*Weakness-Threat*)**

Here is the W-T strategy that can be applied:

#### **Establishing a joint product distribution system and building a network of cooperation to create reliable business governance and technology**

In order to meet consumers' demand, the manager of "Deedad Hydroponic" can maximize cooperation with hydroponic farmers. The path to realize corporate sustainability involves creating long-term environmental, social, and economic values through sustainability-oriented strategies, business models, investments, and management tools (Talbot et al., 2020).

### **4. Conclusions**

The analysis results of "Deedad Hydroponic" business development strategy have suggested that the S-O strategies that can be applied are maintaining the vegetables' freshness and cleanliness, providing training to employees to improve skills and provide equipment in accordance with current technology, and expanding the distribution and marketing networks. The W-O strategies that can be applied are conducting continuous promotions to gain market and customer loyalty, and attracting public interest in organic products. The S-T strategies that can be applied are innovating high-value product development to face competition, and developing technology-oriented businesses. The W-T strategies that can be applied are building a joint product distribution system, also building a network of cooperation to create reliable business governance and technology.

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