

Internal And External Analysis (IE) In Determining The Business Development Strategy Of Sweet Corn Seeds At UD. Agro Nusantara Prima, Bantul District, Yogyakarta Special Region

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ABSTRACT

This study aims to analyze the best strategy that can be implemented and recommend it to UD Agro Nusantara Prima. This type of research uses a quantitative research approach; the research methods use descriptive methods; the implementation uses case studies; and the type of data used is primary data obtained through interviews and questionnaires with UD managers. Agro Nusantara Prima and secondary data obtained from literature, data, and reports owned by UD. Agro Nusantara Prima, analysis of factors using the internal factor evaluation (IFE) and external factor evaluation (EFE) matrices, position analysis using the IE matrix, as a solution for the sweet corn seed business development strategy at UD. Agro Nusantara Prima, Bantul Regency, and DI Yogyakarta. The results of the study show that: the business position of UD. Agro Nusantara Prima in the internal-external matrix is maintained in cell 5 (maintain and maintain), with a choice of business development strategies recommended to UD. Agro Nusantara Prima being product development through the development of seed products to meet the potential needs of certified sweet corn seeds.

Keywords: Development Strategy, Internal Factors, External Factors, Sweet Corn Seeds

Introduction

A. Background

Sweet corn (*Zea mays l. saccharata*), or better known as sweet corn, began to be developed in Indonesia in the early 1980s and commercially cultivated on a small scale to meet the needs of hotels and restaurants. In line with the development of shops and supermarkets and the increase in people's purchasing power, the demand for sweet corn also increases. Sweet corn can grow in temperate and tropical climates. Sweet corn (*Zea mays l. saccharata*) is a type of corn that has recently been known in Indonesia. Sweet corn is increasingly popular and widely consumed because it has a sweeter taste than regular corn. and the production age is shorter (dwarf), so it is very good for cultivation (Rahmi and Jumiati, 2007).

National and international market demand for sweet corn tends to increase, in line with the emergence of countries that always need it in large quantities. The potential for sweet corn plants per hectare is still low, while market demand continues to increase, so sweet corn cultivation is the right thing to do and has very good market opportunities (Yulianti, 2010).

According to Saenong et al. (2005), there are two important aspects to consider when producing free pollinated corn seeds: field standards and laboratory standards. Field standard: an isolation distance of 300 m or an isolation time of 30 days and a mixture of other varieties (CVL) with a maximum of 2% for basic seeds and main seeds, and 3% for spread seeds. Laboratory standard: moisture content maximum of 12%, minimum pure seed of 98%, maximum seed impurities of 2%, CVL maximum of 0% for basic seed, 0.1% for main seed, and 1.0% for spread seed; other plant seeds 0.5% for basic seeds and main seeds, 1.0% for spread seeds, and a minimum growth capacity of 80%.

Every organization, such as corporations and non-profits such as mass organizations, foundations, and others, certainly wants growth and sustainability in every activity. Companies, both small, medium, and large scale, of course, want to continue to increase their profits so that they can improve employee welfare, grow, survive, and expand their business so that it is even bigger.

Companies generally try to always be able to achieve their goals and objectives in conditions of increasingly fierce competition. The achievement of the company's goals and objectives is measured by the size of the company's total profit, the level of profit on the company's investment capital, and the company's market share with the largest shares. Achieving company goals and objectives is only possible if the company has a competitive advantage.

A new company can have a competitive advantage if the company is successful in designing and implementing a value creation strategy. Value creation that gives rise to competitive advantage can occur if competitors do not use or carry out the same strategy. This competitive advantage can only be maintained if existing competitors and new ones do not imitate or replace it.

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<http://dx.doi.org/10.29322/IJSRP.13.02.2023.p13428>

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Building a competitive advantage must be carried out by companies in an appropriate and sustainable manner, both by developing strategies and implementing them. This can be done with the right organizing activities, starting with identifying, strengthening, and increasing the organization's leadership capabilities. All of these activities are included in the strengthening of strategic management, especially at the top and middle management levels of the company. Therefore, to build competitive advantage, a company needs to understand strategy and the role of strategic management in increasing competitive advantage in a sustainable manner (Assauri, 2013).

Analyzing a strategy and situation aims to consider both the company's internal situation and the external environment, which directly affect opportunities and strategic choices. Industry and competition analysis emphasizes the influence of the external environment, while the analysis of the company's situation is based on the influence of the internal environment. The external environment includes external factors such as the political, legal, social, economic, and demographic situation, among others. While those belonging to the internal environment are factors that are narrower and closer to the company, such as internal company factors, competitors, suppliers, distributors, consumers, and others. The "industry" is a group of businesses where the products have the same attributes and compete for the same buyers.

Strategy Management

Strategy is a tool to achieve company goals in terms of long-term goals, follow-up programs, and the priority allocation of resources. Strategy is a continuous or addictive response to external opportunities and threats as well as internal strengths and weaknesses that can affect the organization (Rangkuti, 2000). The main objective of the strategy for each activity is to achieve success. There are strategic elements that must be fulfilled to ensure the success of the activity. First, the goals that are simply formulated are consistent and long-term. Second, an in-depth understanding of the competitive environment third, objective assessment of resources and effective implementation. (David, 2004).

The information age and globalization have created a competitive business environment. Therefore, companies need a type of planning, namely strategic management, which is not only to respond to changes that are expected to occur in the future, but more than that, companies need a type of planning to create the future through changes made now.

According to David (2004), strategic management can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. The main objective of strategic management is to exploit and create new and different opportunities for the future.

The strategic management process is a series of commitments, decisions, and actions needed by a company to obtain a competitive strategy for generating profits above average. This process is closely related to achieving a sustainable competitive advantage and the risks possessed by the company. The strategic management process is dynamic and ongoing. A change in the main components of the model can cause changes to one or all of the other components. The strategic management model describes a clear and practical approach to formulating, implementing, and evaluating strategy.

Internal and External Factor Analysis

1) Internal Environment Analysis

Internal environmental analysis is a study of the situation within a company. The company's internal environment describes the quantity and quality of the company's human, physical, and financial resources and can also estimate the weaknesses and strengths of the organizational structure and company management (Pearce and Robinson, 1997). A functional approach is needed to analyze the company's internal environment. According to David (2004), the functional areas that become variables in the internal analysis are:

a) Management

Management is a level of organizational control that includes production, marketing, human resource management, and finance systems. The management function is applied to the company's organizational structure as a whole, covering five basic activities: planning, organizing, motivating staff, and controlling.

b) Marketing

Marketing is the process of determining, anticipating, creating, and fulfilling customer needs and wants for products and services. (David, 2004). There are seven marketing functions: customer analysis, product/service sales, product and service planning, pricing, distribution, marketing research, and opportunity analysis. Understanding the marketing function helps strategists identify and evaluate marketing weaknesses.

c) Finance

Financial condition is frequently cited as the best single indicator of competitive position. In addition, the company's financial condition can also be an attraction for investors. Determining the financial strengths and weaknesses of a company is very important to formulating an effective strategy.

d) Production/Operations

Production and operations within a company are all activities that change inputs into outputs in the form of goods and services. Production and operations management are closely related to input, processing, and output. Production and operations management consist of five functions or decision areas: process, capacity, inventory, labor, and quality. Strengths and weaknesses in the five production functions can mean the success or failure of a business.

e) Research and development

The fifth major area of internal operations that should be examined for strengths and weaknesses is research and development (R&D). Many companies do not engage in R&D, and many other companies depend on the success of R&D activities to survive.

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Companies implementing a product development strategy must have a strong R&D orientation. R&D is directed at developing new products before competitors do, improving product quality, or improving manufacturing processes to reduce costs.

2) External Environment Analysis

Strategic planners use external environment analysis to monitor external environmental factors in determining opportunities and threats to a company. Thus, the company can take advantage of opportunities in the most effective way and can deal with external threats. According to Purwanto (2006), an analysis of the company's external environment consists of an analysis of the general environment and an analysis of the industrial environment.

a) General Environment

The general environment is a situation or condition that is outside the company and that can directly or indirectly affect its performance. The environment provides opportunities and threats. The general environment consists of economic, socio-cultural, environmental, political, technological, and ecological/natural factors.

(1) Economic Factors

The economic conditions of a region or country can affect the business climate of a company. The worse the economic conditions, the worse the business climate. Jauch and Glueck (1988) say that current and future economic conditions can affect company profits and strategy. Specific economic factors that are analyzed and diagnosed by most companies are: (1) stages of the business cycle; (2) inflation and deflation in the prices of goods and services; (3) financial policies, interest rates, and the devaluation or revaluation of money in relation to foreign exchange; (4) fiscal policy; and (5) balance of payments and surplus.

(2) Social, Cultural and Environmental Factors

Social, cultural, and environmental changes have had a major impact on almost all products, services, markets, and customers. For-profit and not-for-profit organizations, small or large, in all industries have been surprised and challenged by the opportunities and threats that stem from changing social, cultural, demographic, and environmental variables. Social, cultural, demographic, and environmental trends shape the way people live, produce, and consume. New trends create different types of consumers, which results in different needs for goods and services and strategies.

(3) Political Factors

The direction and stability of political factors are major considerations in formulating corporate strategy. Political constraints are imposed on companies through fair trade decisions, tax programs, minimum wage legislation, pollution and pricing policies, administrative restrictions, and many other actions aimed at protecting employees, consumers, the general public, and the environment. Government policies to provide subsidies to certain industries and companies will affect the existence of other industries or companies. Government policies in relation to companies can change at any time, so government actions can influence the choice of business strategy.

(4) Technology Factor

According to Pearce and Robinson (1997), to avoid financing and encourage innovation, companies must be aware of technological changes that may affect their industry. Creative adaptation of technology can open up possibilities for creating new products, improving existing products, or improving marketing production techniques.

(5) Ecological or Natural Factors

The term "ecology" refers to the relationship between humans and other living things and the air, land, and water that support their lives. The growing concern of companies to protect the environment is evidenced by their efforts to establish policies that support ecology. Companies must also be aware of threats and opportunities related to trends in the natural environment, such as shortages of raw materials, increased energy costs, increased levels of production, and changes in the government's role in environmental protection (Kotler, 2002).

b) Industrial Environment

The industrial environment is the level of the company's or organization's external environment that has relatively more specific and direct implications for the company's operations.

(1) Threat of New Entrants

New entrants to an industry bring new capacity and the desire to seize market share. As a result, prices fall or costs increase, thereby reducing profitability. The threat of new entrants to the industry depends on the existing barriers to entry combined with the predictable reaction of existing competitors to new entrants.

(2) Bargaining Power of Buyers

Buyers compete with the industry by forcing down prices, bargaining for higher quality and better service, and acting as competitors against each other at the expense of industry profitability. The power of each of the major buyer groups in an industry depends on a number of characteristics of its market situation and on the relative importance of its buyers within the industry in comparison to the overall business.

(3) Bargaining Power of Suppliers

The bargaining power of suppliers can increase prices or reduce the quality of the goods and services they sell. The strongest supplier group, according to Pearce and Robinson (1997), is if: 1) there is dominance by a few companies and more concentration than the industry in which they sell their products; 2) supplier products are unique or differentiated if there are transfer costs; 3) suppliers do not compete with other products in the industry; 4) the supplier has the ability to carry out forward integration into its buying industry; and 5) the industry is not an important customer for the supplier.

(4) Threat of Substitute Products (Substitute Products)

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The industry will compete with the substitute product industry in seizing the market, which will limit the industry's profit potential. Substitute products that need great attention are other products that carry out the same function or products that have a tendency to have better prices or performance than other products.

(5) Competition Among Existing Companies

This power is the most influential compared to the other four forces. The strategy run by one company can be successful only if it has a comparative advantage compared to the strategies run by competing companies (David, 2004). Competition among industry members occurs because there is a struggle for position using tactics such as price competition, product introductions, and advertising wars.

IFE Matrix and EFE Matrix

According to David (2004), the IFE (internal factor evaluation) matrix includes the internal factors of the organization so that the strengths and weaknesses of the organization can be identified, which are the basic instructions for determining the company's position. The same thing applies to the EFE (External Factor Evaluation) matrix, which is a summary of the threats and opportunities faced by the organization. The IFE and EFE matrices consist of weight, rating, and total score columns, which are the product of the weights and ratings. The weight and rating columns are filled with their values, which are the result of grouping internal and external factors based on their level of importance.

Table 1. IFE (Internal Factor Evaluation) Matrix Table

No	Internal factors	Weight	Ratings	Weighted Value
	Strength			
1	Strength 1			
2	Strength 2			
	Weakness			
1	Weaknesses 1			
2	Weakness 2			

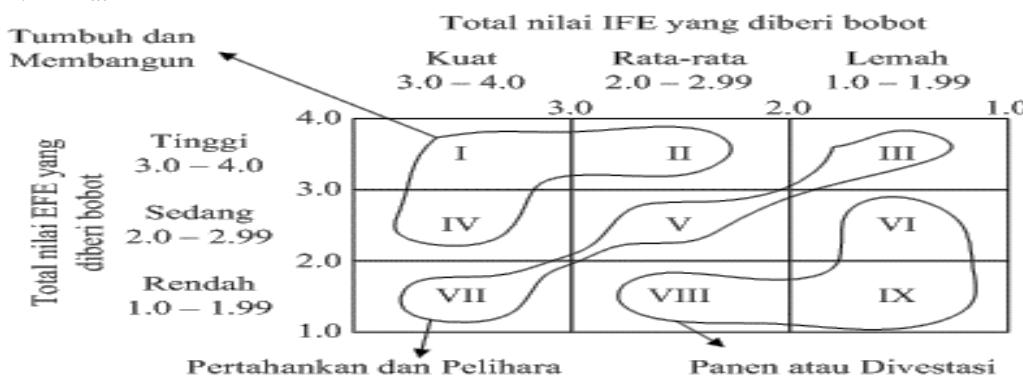
Table 2. EFE (External Factor Evaluation) Matrix Table

No	External Factors	Weight	Ratings	Weighted Value
	Opportunity			
1	Chance 1			
2	Chance 2			
	Threat			
1	Threat 1			
2	Threat 2			

IE Matrix

The IE (internal-external) matrix is one of the parameters that includes a matrix of internal strength parameters and external influence of the company, each of which will be identified as external and internal elements through the EFE (external factor evaluation) and IFE (internal factor evaluation) matrices. The purpose of using the IE matrix is to determine the position of the organization or company. The IE matrix is a portfolio matrix, meaning that this analysis tool can describe the position of a strategic business unit in an organization.

Chart 1. IE Matrix



Using the background information provided above, the authors attempt to analyze UD. Agro Nusantara Prima's environmental impact on both the company's internal and external environments so that the company cannot determine what strategy to use to face competition with other companies. Therefore, an evaluation analysis of the strengths, weaknesses, opportunities, and threats of the products produced and the systems that are run by UD. Agro Nusantara Prima can be done through internal and external (IE) analysis. Internal and External Analysis (IE) places situations and conditions as input factors, which are then grouped according to the contribution of each product's consumer position in the market.

B. Research purposes

Analyze the best strategy that can be implemented and recommended to UD Agro Nusantara Prima.

Research Elaborations

This type of research uses a quantitative research approach. The quantitative approach aims to test theory, establish facts, show relationships between variables, provide statistical descriptions, estimate, and predict results. Research designs that use a quantitative approach must be structured, standardized, formal, and designed as thoroughly as possible beforehand. Design is specific and detailed because it is a research plan that will actually be implemented (Tanzeh, 2011).

The research method used is descriptive research, namely a study to find facts with the right interpretation to test hypotheses and make deeper interpretations. Data were collected to accurately describe the properties of several phenomena, groups, or individuals regarding the frequency of occurrence of a situation to minimize bias and maximize reliability (Nasir, 2004).

Methods of conducting research using case studies: case studies are methods or strategies in research to uncover certain cases. Researchers use case studies because, in this study, the aim is to intensively study the background of the current situation and the environmental interactions of a social unit, an individual, a group, or a community. This research is characterized by the in-depth nature of a particular social unit, the result of which is an organized picture.

In this study, the authors used various data collection methods, namely:

1. Observation or field research, namely data collection techniques through direct observation of the object of research. Observation techniques aim to observe a social phenomenon while at the same time collecting data and observing all of the symptoms or phenomena that occur. There are several research variables related to this observation, namely those related to regional potential, internal business aspects, supporting institutions, and network linkages (cooperation or partnerships).
2. Interviews aim to obtain information directly that can explain or answer the research problem in question objectively. In this study, interviews were conducted with the management of UD. Agro Nusantara Prima, Bantul Regency, and the Special Region of Yogyakarta with a data collection tool using a questionnaire, which is a list of questions related to research problems that must be answered and filled out by respondents as the selected sample. Respondents in this study, namely the management of UD. Agro Nusantara Prima, Bantul Regency, and the Special Region of Yogyakarta.
3. Documentation, namely an activity to search, investigate, collect, control, use, and provide documents on a particular matter. By using accurate evidence from recording information, sources can be in the form of essays or writings, wills, books, laws, and so on.
4. Focused Group Discussion (FGD), namely the process of collecting data and information systematically on a particular problem that is very specific through group discussions. Method It aims to obtain interaction data resulting from a discussion of a group of participants or respondents in terms of increasing the depth of information revealing various aspects of a life phenomenon. Data from the results of interactions in group discussions can focus on or emphasize the similarities and differences in experiences and provide solid information or data about a perspective resulting from the results of the group discussions.

RESULTS AND DISCUSSION

1. UD Business Development Strategy Analysis. Agro Nusantara Prima

Strategy is a tool to achieve the long-term goals of a company. Besides that, strategy is also a potential action that requires top-level management decisions and large amounts of company resources (David, 2006). The formulation of the business development strategy at UD. Agro Nusantara Prima is carried out in three stages: data collection on internal and external strategic factors, matching the data collected, and decision-making. Data collection is carried out by formulating internal (strengths and weaknesses) and external (opportunities and threats) factors and then evaluating these factors.

a. Identification of UD Internal Strategy Factors. Agro Nusantara Prima

Based on the results of identification of internal conditions at UD. Agro Nusantara Prima can be seen regarding the formation of strengths and weaknesses which can be seen in the following table.

Table 3. UD Internal Strategy Factors. Agro Nusantara Prima

Internal Strategy Factors	
Strength	Weakness

-
- | | |
|---|---|
| 1. Establish partnerships with strong farmers | 1. Mechanization of post-harvest processing |
| 2. Farmer's land with regular cropping pattern | 2. Independent capital |
| 3. Availability of adequate facilities and infrastructure | 3. Limited manpower |
| 4. High commitment of farmer group members | 4. Inadequate research support |
| 5. HR quality is good | |
-

Source: Primary Data Processed (2020)

1) Strength

- a) Establish partnerships with strong farmers

Alignment in position between parties who will partner has not happened and cannot happen suddenly, so it is necessary to carry out ongoing coaching so that the relationship between farmers and UD Agro Nusantara Prima can be strengthened.

- b) Farmer's land with regular cropping pattern

The selection of the type or variety to be planted needs to be adjusted to the condition of the available water or rainfall affecting the planting time that has been planned by UD Agro Nusantara Prima. It is hoped that with the appropriate time and place for planting sweet corn, optimal yields can be obtained. so that UD Agro Nusantara Prima can see the potential results in each region.

- c) Availability of adequate facilities and infrastructure

UD Agro Nusantara Prima already has facilities and infrastructure for seed production activities. And while running his business, he always tries to increase the need for facilities and infrastructure that can support sweet corn seeding activities.

- d) High commitment of farmer group members

Farmers who are already committed will tend not to engage in side sales when there is a better price or service offered by alternative buyers. A high level of commitment will reduce transaction costs related to sanctions and regulations from UD Agro Nusantara Prima because of the possibility of avoiding farmers who behave opportunistically.

- e) HR quality is good

Agro Nusantara Prima must have a good management system. so that they can maintain their quality human resources and continue to provide benefits for the company.

2) Weakness

- a) Mechanization of post-harvest processing

The problem for UD. Agro Nusantara Prima is that the mechanization of post-harvest processing will continue to be maximized. So that post-harvest handling is good for how to harvest, namely separating damaged corn from good corn after picking, corn that has been released from the cob is endeavored not to touch the ground by providing containers (buckets, sacks).

- b) Independent capital

At UD. Agro Nusantara Prima, we obtain capital by relying on assets or personal savings as well as debt or loans that can be obtained from commercial bank lenders.

- c) Limited manpower

Limited manpower at UD makes Agro Nusantara Prima very influential in the progress of its business. So it is necessary to add workers who have competence in the field of seeding.

- d) Inadequate research support

For UD. Agro Nusantara Prima, seeds are natural resources that have economic value. UD. Agro Nusantara Prima continues to strive to be able to produce superior national-quality seeds that can compete with other superior varieties.

b. Identification of UD External Strategy Factors. Agro Nusantara Prima

Based on the identification of external conditions at UD. Agro Nusantara Prima, strengths and weaknesses can be seen in the following table:

Table 4. UD External Strategic Factors. Agro Nusantara Prima.

External strategic factors	
Opportunity	Threat
1. Seed Independent Village Program	1. Changes in the weather
2. Pioneering combined farmer groups (gapoktan)	2. Corn pests and diseases
3. Lack of availability of certified sweet corn seeds at the national level	3. Producer competition conditions are getting tougher
4. Intensive development of sweet corn seed producers by the agency	4. The validity period of the seed certification label is short
	5. Government seed subsidies
	6. Land use change has increased

Source: Primary Data Processed (2020)

1) Opportunity

a) Seed Independent Village Program

With the presence of seed breeders, it is an opportunity for UD Agro Nusantara Prima to collaborate to expand the planting area for sweet corn seed production.

b) Pioneering combined farmer groups (gapoktan)

It is an opportunity for UD. Agro Nusantara Prima to provide guidance and cooperate with Gapoktan to obtain large areas. as well as making it easier to establish communication between UD Agro Nusantara Prima and sweet corn seed breeders so that there will be a stronger partnership.

c) Lack of availability of certified sweet corn seeds at the national level

This is an opportunity that can be utilized by UD Agro Nusantara Prima to meet market demand for superior and certified sweet corn seeds.

d) Intensive development of sweet corn seed producers by the agency.

The seeds produced by UD. Agro Nusantara Prima are superior and certified seeds. Seed production is supervised by seed certification officers from the DIY Province Seed Supervision and Certification Center (BPSBP DIY). so that the intensive training of sweet corn seed producers by BPSBP DIY continues.

2) Threat

a) Changes in the weather

Agro Nusantara Prima carries out planting planning with reference to the climatic conditions that occur, by carrying out a planting schedule, planting time, and planting area conditions, so as to reduce the risk of crop yields caused by changes in weather.

b) Corn pests and diseases

Agro Nusantara Prima makes efforts to control pests and diseases on the affected plants. Losses from pest attack and corn plant disease are not insignificant, and some have the potential to cause crop failure.

c) Manufacturers' competitive conditions are increasingly stringent

With the government's policy regarding the formation of sweet corn seed breeding, there will automatically be competitors who produce the same product in the market. This is a threat to UD. Agro Nusantara Prima in the sweet corn seed business.

d) The validity period of the seed certification label is short

The validity period of the seed certification label is short, making UD. Agro Nusantara Prima check the percentage of seed impurities, seed germination, and pest populations in one kilogram of seed. UD. Agro Nusantara Prima can apply for a label extension to BPSB. This is a threat to the company if there is a decrease in seed quality.

e) Government seed subsidies

Corn seed assistance given to farmers or farmer groups by the Ministry of Agriculture of 15 kg per hectare is a threat to UD. Agro Nusantara Prima in the marketing of sweet corn seeds.

f) Land use change has increased

It is becoming a threat to UD. Agro Nusantara Prima because it reduces the amount of land available for planting sweet corn seed production. As a result, if the land use changes, the planting will shift.

c. UD Development Strategy Formulation. Agro Nusantara Prima

Research on business development strategies at UD Agro Nusantara Prima is carried out using 3 stages, namely the input stage, the matching stage, and the decision-making stage, as follows:

1) input stage

a) IFE Matrix

Making the Internal Factor Evaluation (IFE) matrix is done by determining the weight and ranking of internal strategic factors in the form of strengths and weaknesses obtained from respondents at UD Agro Nusantara Prima. giving weights and ranking functions to compile the IFE matrix and produce scores so that it can provide an overview of the strategic scores, which are the main strengths and main weaknesses for UD Agro Nusantara Prima. The results of the IFE matrix can be seen in the following table:

Table 5. UD. IFE (Internal Factor Evaluation) Matrix. Agro Nusantara Prima

Environmental factor	Strategic Factors	Indicator	Weight	Ratings	Weighted Value
Internal Environment	Strength	Establish partnerships with strong farmers	0.11	3.71	0.41
		Farmer's land with regular cropping pattern	0.10	3.57	0.36
		Availability of adequate facilities and infrastructure	0.11	3.43	0.39

	High commitment of farmer group members	0.10	3.57	0.37
	HR quality is good	0.12	3.29	0.38
	Total			1.91
Weakness	Mechanization of post-harvest processing	0.12	1.43	0.17
	Independent capital	0.11	1, 43	0.15
	Limited manpower	0.11	1, 43	0.15
	Inadequate research support	0.12	1.29	0.16
	Total	1.00		0.63
	The total score of the entire IFE Matrix			2.55

Source: Primary Data Processed (2020)

Based on the results of the IFE matrix analysis conducted at UD, Agro Nusantara Prima obtained the results from the calculation of the total score on the strength dimension, which is equal to 1.91, and the dimension of weakness, obtained from the calculation of the total score of 0.63. So the total value of the entire IFE matrix is obtained from the sum of the total score of strengths and weaknesses, which is equal to 2.55.

b) EFE Matrix

Making the External Factor Evaluation (EFE) matrix is done by determining the weight and rating of external strategic factors in the form of opportunities and threats obtained from respondents at UD. Agro Nusantara Prima. giving weights and rating functions to compile the EFE matrix and produce scores so that it can provide an overview of the strategic scores, which are the main opportunities and main threats to UD. Agro Nusantara Prima. The results of the EFE matrix can be seen in the following table.

Table 6. EFE (External Factor Evaluation) MatrixUD. Agro Nusantara Prima

Environmental factor	Strategic Factors	Indicator	Weight	Ratings	Weighted Value
External Environment	Opportunity	Seed Independent Village Program	0.10	2,14	0.22
		Pioneering combined farmer groups (gapoktan)	0.08	2.86	0.25
		Lack of availability of certified sweet corn seeds at the national level	0.11	3,43	0.38
		Intensive development of sweet corn seed producers by related agencies	0.09	3.71	0.35
		Total			1.14
Threat		Changes in the weather	0.12	2,14	0.26
		Corn pests and diseases	0.12	1.71	0.22
		Manufacturers' competitive conditions are increasingly stringent	0.12	2,29	
		The validity period of the seed certification label is short	0.10	2,14	0.21
		Government seed subsidies	0.08	2.57	0.22
		Land use change has increased	0.09	2.57	0.23
		Total	1.00		1.37
	The total value of the entire EFE Matrix				2.51

Source :Primary Data Processed (2020)

Based on the calculation table of the External Factor Evaluation (EFE) matrix, the results of the calculation of the total score on the opportunity dimension are 1.14, and the threat dimension is 1.37. so that the total value of the entire EFE matrix obtained is 2.51.

IE Matrix

The IE (internal-external) matrix is a score mapping of the IFE and EFE matrices that have been generated from the input stage, which consists of 9 cells to determine the position of the UD. Agro Nusantara Prima. The nine cells are formed by the X and Y axes. The X axis is formed by the total IFE score, which is the sum of the dimensions of UD's strengths and weaknesses. Agro Nusantara Prima, while the Y axis is formed by the total EFE score in the form of the sum of the dimensions of UD's opportunities and threats. Agro Nusantara Prima. The calculation of the coordinates of the X axis and the Y axis can be seen in the following table: Table 7. Calculation of the UD IE matrix. Agro Nusantara Prima

X axis	
Strategic Factors	Total Score
Strength	1.91
Weakness	0.63
Total IFE Score	2.55

Y axis	
Strategic Factors	Total Score
Opportunity	1.14
Threat	1.37
Total EFE Score	2.51

Source: Primary Data (2020)

Based on the X-axis and Y-axis coordinate calculation tables, the strategic position of the IE (internal-external) matrix is determined. The X axis is located at coordinate 2.55, and the Y axis is located at coordinate 2.51. The coordinates (X, Y) will show the position of the cell that contains alternative strategies that can be implemented by UD. Agro Nusantara Prima IE matrix for UD development. Agro Nusantara Prima can be seen at.

Chart 2 follows:

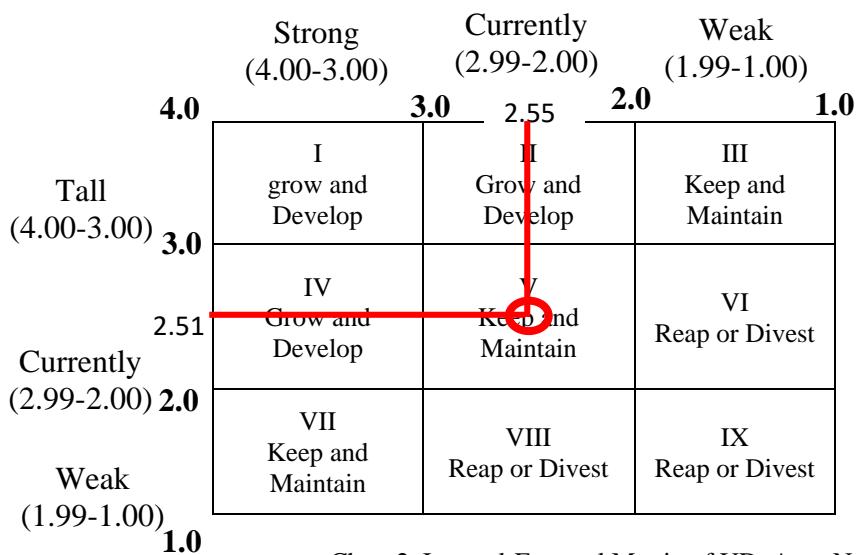


Chart 2. Internal-External Matrix of UD. Agro Nusantara Prima

Based on chart 2, the internal-external matrix, the position of UD. Agro Nusantara Prima is in cell V, namely guard and maintain, with a choice of strategies, namely market penetration and product development.

CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of this study, it can be concluded as follows:

1. Based on the internal-external matrix, the position of UD. Agro Nusantara Prima is in cell V, namely guard and maintain, with a choice of strategies, namely market penetration and product development.
2. The recommended business development strategy is strategy and product development. Strategy: Product development is carried out by developing seed products to meet the potential needs of certified sweet corn seeds.

B. Suggestions/Recommendations

The following recommendations can be made based on the findings of this study:

Companies must realize that in carrying out product development, it is possible for them to make changes to the special characteristics of products, improve product quality, add product types, and change product sizes to satisfy the market. When a company experiences setbacks and faces high competition, product policy, especially product development, is an alternative if non-

product policies, such as promotion, pricing, and distribution channels, do not provide satisfactory results to ensure product sustainability in the market.

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