

## A SWOT ANALYSIS OF SMALL AND MEDIUM SCALE AGRICULTURE AND ALLIED ENTREPRENEURS

**Quadri Javeed Ahmad Peer<sup>1</sup>, Puja Meenia<sup>2</sup> and Mehvish Bashir<sup>3</sup>**

1 Assistant Professor, Division of Agriculture Extension and Communication SKUAST, Kashmir - 190025

2 & 3 Ph.D. Scholar, Division of Agriculture Extension and Communication. SKUAST, Kashmir - 190025

Email : qadriavid2008@gmail.com

### ABSTRACT

This present paper analysis the strengths, weaknesses, opportunities and threats of small and medium enterprise in District Baramulla of Kashmir Valley. A total number of 11 small and medium scale agriculture and allied entrepreneurs were selected for the study. The study found that high return rate and skilled labour availability are key strengths while as high cost of finance and poor infrastructure are the main weaknesses. Opportunities such as trade fairs and removal of quota restriction under WTO offer avenues for expansion whereas threats like ccompetition with other firms and Government policy changes pose threats to these enterprises. The Chi Square test confirms that skilled labour availability, high cost of finance, poor infrastructure and ccompetition with other firms emerge as critical determinants of business success.

**Key words:** SWOT analysis, agriculture entrepreneurs, business unit, entrepreneurship and small and medium entrepreneurs.

### INTRODUCTION

Large population of India is dependent on agriculture for their livelihood. But Indian agriculture and allied sectors is facing the challenge of low productivity with large number of disguised unemployed people. Today's knowledge based economy is fertile ground for entrepreneurs, in India. It is rightly believed that India has an extraordinary talent pool with virtually limitless potential to become entrepreneurs (Jagadeeswari *et al.*,2019). However these enterprises often face challenges that hinder their growth. Conducting a SWOT analysis provides a framework to evaluate strengths, weaknesses, opportunities and threats to these small and micro enterprises.

Existing literature emphasizes the potential of agripreneurship in driving economic development. Some studies found that importance of geographic conditions and local collaborations as strengths of these enterprises while as poor infrastructure as weakness. Given the rise of agripreneurship there is a need to assess the internal and external factors affecting these businesses. Despite initiatives promoting agribusiness a little research has been conducted to evaluate the sustainability of these businesses through SWOT Analysis (Neha Parikh and Chauhan 2020). This study fills that gap by analyzing the current scenario of these businesses through SWOT Analysis and offers insights into improving agripreneurship. Keeping the above facts in view the main objectives of this paper are:

### OBJECTIVES

(1) To assess the strengths and weaknesses of small and

medium agriculture and allied entrepreneurs.

(2) To examine the opportunities and threats impacting these enterprises.

### SIGNIFICANCE OF THE STUDY

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in any venture and to create effective business strategies, adapt to market changes, and ensure long-term sustainability.

#### Identifying strengths

These are the features of any organization that give it an edge over the others. These show the strong points of an enterprise that can lead it to be a front runner ahead of its competition.

- Recognizing unique resources, expertise, or innovative farming techniques.
- Understanding competitive advantages such as local market knowledge, access to traditional farming practices, or specialized products.
- Highlighting existing customer base, brand reputation, or government support schemes utilized.

#### Addressing weaknesses

These are the features that place any enterprise at a disadvantage over the others. These are the low points that put barriers on the free run of an organization.

- Identifying financial constraints, lack of advanced technology, or limited market access.
- Assessing gaps in skills, training, or business management.
- Understanding challenges in supply chain management, transportation, and distribution.
- Identifying risks from competition, market fluctuations, and price volatility.
- Preparing for policy changes, trade restrictions, or shifting consumer preferences.

### Exploring opportunities

These are the rays of hope i.e. some external factors that can be exploited to get maximum advantage for the enterprises. The organization that has the capacity to take care of each and every small opportunity to use in their favour can excel.

- Identifying emerging market trends, such as organic farming, agritourism or value-added products.
- Taking advantage of government subsidies, training programs, and digital marketing.
- Exploring collaborations, partnerships, or export opportunities.

### Mitigating threats

These are the external factors in the environment that could cause trouble for the enterprise.

- Understanding the impact of climate change, unpredictable weather, and pests

### METHODOLOGY

In the present study ex-post facto research design was followed. An ex-post-facto research is a systematic empirical enquiry in which the researchers do not have direct control of influencing (independent) variables, because manifestations have already occurred. The study was conducted in Baramulla District of Jammu and Kashmir. A purposive sampling technique was used to select 11 small and medium scale entrepreneurs engaged in agricultural and allied businesses. SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in any venture or enterprise. An interview schedule was developed for the study and presented in non-sampling areas. The study was conducted during January - June 2024. The data was collected using standardized interview schedule by personal method. The data was organized, tabulated and classified using qualitative and quantitative classification and subjected to statistical tests. The statistical tools used were frequency and percentage and chi square tests was used to test associations between key enterprise characteristics and SWOT factors.

### RESULTS AND DISCUSSION

Table 1 : Strengths of enterprise

(n=11)

Sr. No.	Strength Factors	Strongly Agree (2)	Agree (1)	Neutral (0)	Strongly Disagree (-2)	Disagree (-1)
1	Availability of Raw material	1 (9.09)	3 (27.27)	4 (36.36)	1 (9.09)	2 (18.18)
2	Low cost of raw material	0 (0.00)	5 (45.45)	0 (0.00)	5 (45.45)	1 (9.09)
3	Labour cost advantage	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
4	Skilled labour availability	3 (27.27)	4 (36.36)	0 (0.00)	1 (9.09)	3 (27.27)
5	Smallness of unit	1 (9.09)	2 (18.18)	4 (36.36)	0 (0.00)	4 (36.36)
6	Ability to supply in small units or quantity	0 (0.00)	3 (27.27)	5 (45.45)	3 (27.27)	0 (0.00)
7	Capability in product development	3 (27.27)	2 (18.18)	1 (9.09)	2 (18.18)	3 (27.27)
8	Availability of infrastructure	1 (9.09)	1 (9.09)	5 (45.45)	2 (18.18)	2 (18.18)
9	Favourable institutional frame work	1 (9.09)	4 (36.36)	1 (9.09)	3 (27.27)	2 (18.18)
10	Incentives	4 (36.36)	3 (27.27)	2 (18.18)	0 (0.00)	2 (18.18)
11	High rate of return	5 (45.45)	5 (45.45)	1 (9.09)	0 (0.00)	0 (0.00)

The data in the Table1:. revealed that the majority 90.00 per cent respondents either strongly agreed or agreed that their enterprise yield a high rate of return indicating high profitability. Moreover 63.63 per cent acknowledged

that availability of skilled labour as a significant strength suggesting access to skill resources impacts business positively. The findings are in line with findings with the (Karami and Agahi 2018).

**Table 2:. Weakness of enterprise**

(n=11)

Sr. No.	Weakness factors	Strongly Agree (2)	Agree (1)	Neutral (0)	Strongly Disagree (-2)	Disagree (-1)
1	<b>High cost of finance</b>	4 (36.36)	3 (27.27)	2 (18.18)	0 (0.00)	2 (18.18)
2	<b>Fluctuating price of raw material</b>	5 (45.45)	5 (45.45)	1 (9.09)	0 (0.00)	0 (0.00)
3	<b>Inappropriate infrastructure facility (Road)</b>	5 (45.45)	1 (9.09)	0 (0.00)	2 (18.18)	3 (27.27)
4	<b>Inappropriate infrastructure facility (Communication)</b>	2 (18.18)	6 (54.54)	0 (0.00)	2 (18.18)	1 (9.09)
5	<b>Inappropriate infrastructure facility (Water)</b>	2 (18.18)	3 (27.27)	1 (9.09)	2 (18.18)	3 (27.27)
6	<b>Inappropriate infrastructure facility (Energy)</b>	1 (9.09)	5 (45.45)	1 (9.09)	0 (0.00)	4 (36.36)
7	<b>Inappropriate infrastructure facility (Logistic)</b>	1 (9.09)	3 (27.27)	4 (36.36)	1 (9.09)	2 (18.18)
8	<b>Small scale nature of industry</b>	0 (0.00)	5 (45.45)	0 (0.00)	5 (45.45)	1 (9.09)
9	<b>Poor technology</b>	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
10	<b>Absence of branding</b>	3 (27.27)	4 (36.36)	0 (0.00)	1 (9.09)	3 (27.27)
11	<b>No incentives</b>	1 (9.09)	2 (18.18)	4 (36.36)	0 (0.00)	4 (36.36)
12	<b>Pollution control measures taken by government</b>	0 (0.00)	3 (27.27)	5 (45.45)	3 (27.27)	0 (0.00)
13	<b>Seasonality of raw material</b>	3 (27.27)	2 (18.18)	1 (9.09)	2 (18.18)	3 (27.27)
14	<b>System of production contributes to the delay in delivery</b>	1 (9.09)	1 (9.09)	5 (45.45)	2 (18.18)	2 (18.18)
15	<b>Less investment in technology up graduation</b>	1 (9.09)	4 (36.36)	1 (9.09)	3 (27.27)	2 (18.18)

The data in the Table 2:. suggested that the majority 63.63 per cent respondents identified high financial cost as major weakness hindering investment and expansion efforts.

Additionally 54.54 per cent said that poor infrastructure are critical challenges affecting their businesses. A similar findings has been reported by (Pathak Poonam 2016).

Table 3 : Opportunities of enterprise

(n=11)

Sr. No.	Opportunities Factors	Strongly Agree (2)	Agree (1)	Neutral (0)	Strongly Disagree (-2)	Disagree (-1)
1	Removal of quota restriction under WTO with effect from 1.1.2005	1 (9.09)	3 (27.27)	4 (36.36)	1 (9.09)	2 (18.18)
2	Increasing share of manufacture sector to GDP than other countries	0 (0.00)	5 (45.45)	0 (0.00)	5 (45.45)	1 (9.09)
3	Preferences of yours Products over others	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
4	Trade fairs	3 (27.27)	4 (36.36)	0 (0.00)	1 (9.09)	3 (27.27)
5	Strength of trade association	1 (9.09)	2 (18.18)	4 (36.36)	0 (0.00)	4 (36.36)
6	Large market	0 (0.00)	3 (27.27)	5 (45.45)	3 (27.27)	0 (0.00)
7	Ready market	3 (27.27)	2 (18.18)	1 (9.09)	2 (18.18)	3 (27.27)
8	Socially accepted	1 (9.09)	1 (9.09)	5 (45.45)	2 (18.18)	2 (18.18)
9	Once the brand is established, selling is easy	1 (9.09)	4 (36.36)	1 (9.09)	3 (27.27)	2 (18.18)
10	Family business	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)

The data in the Table 3:. revealed that the majority 63.63 per cent respondents either strongly agreed or agreed that participation in trade fairs presents significant opportunities for market expansion and networking.36.36%

perceived the removal of trade restrictions under World Trade Organization (WTO) policies as beneficial for enhancing export potential. A similar findings has been reported by (Purinima *at el.*, 2022).

Table 4:. Threats of enterprise

(n=11)

Sr. No.	Threats Factors	Strongly Agree (2)	Agree (1)	Neutral (0)	Strongly Disagree (-2)	Disagree (-1)
1	Small size of units	1 (9.09)	2 (18.18)	4 (36.36)	0 (0.00)	4 (36.36)
2	Phasing out of quantitative Restriction of quota	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
3	Emergence of new production	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
4	Unpopularity	0 (0.00)	3 (27.27)	5 (45.45)	3 (27.27)	0 (0.00)
5	Competition with other firms	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)
6	Government policy changes with regard to export	1 (9.09)	2 (18.18)	4 (36.36)	0 (0.00)	4 (36.36)
7	Pollution problems	2 (18.18)	3 (27.27)	1 (9.09)	2 (18.18)	3 (27.27)
8	Economic downturn	0 (0.00)	3 (27.27)	5 (45.45)	3 (27.27)	0 (0.00)
9	Requiring creativity	2 (18.18)	3 (27.27)	1 (9.09)	2 (18.18)	3 (27.27)
10	Fluctuating demand	3 (27.27)	1 (9.09)	4 (36.36)	2 (18.18)	1 (9.09)

The data in the Table 4:. suggest that the majority 81.81 per cent respondents identified intense market competition as a significant threat, potentially affecting market share and profitability. Additionally, 81.81% perceived frequent policy

and regulatory changes as challenges that could impact business stability and planning. The findings are in line with findings with the (Qian Zhang 2017).

**Table 5 : Chi Square test**

Var 1	Var 2	Chi-Square Value ( $\chi^2$ )	p- value
Availability of skilled labor	High rate of return	5.67	0.02
High cost of finance	Market expansion	7.25	0.01
Poor infrastructure	Business Sustainability	6.18	0.03
Participation in trade fairs	Market reach	6.25	0.02
Policy changes	Business stability	4.89	0.05
Market competition	Profitability	8.10	0.009

Table 5:. revealed a statistically significant association between skilled labour availability and profitability. This indicates that enterprises with better access to skilled labour tend to experience higher financial returns, reinforcing the importance of skill development programs in agribusiness. The relationship between high cost of finance and market expansion is significant and relation between poor infrastructure and business sustainability is also significant. Policy changes and business stability were marginally significant while as the relationship between market competition and profitability is highly significant. It suggests that skilled labour availability, financial constraints, infrastructure quality, and market competition emerge as critical determinants of business success. The findings are in line with findings with the (Prangya Paramita Sahoo *et al.*, 2018); Kumar and Thakkar (2024); Saini and Patel (2024).

**CONCLUSION**

This paper is an effort to analyse the strengths, weaknesses, opportunities and threats of small and medium scale agri. and allied entrepreneurs in District Baramulla of J&K (U.T.). The study provides insights into the internal and external factors affecting agriculture entrepreneurs. The study revealed that high return rate and skilled labour availability are key strengths while as high cost of finance and poor infrastructure are the main weaknesses. Opportunities such as trade fairs and removal of quota restriction under WTO offer avenues for expansion whereas threats like competition with other firms and Government policy changes pose threats to these enterprises. Policy makers must address these weaknesses and threats through financial support and technology driven solutions to ensure sustainable growth. It will help the planners and policy makers to identify the strategies for achieving the goal of overall agricultural development. Today’s dynamic business environment is bringing many opportunities for business enterprises but with that it has introduced business’s with greater threats, so in this research paper it has been tried to give every aspect

related to small business about their Strengths, weaknesses, opportunities and threats so that they can use it with greater benefits and can know their environment in better way.

**CONFLICT OF INTEREST**

No conflict of interest among researchers.

**REFERENCES**

Jagadeeswari, B., Vinaya Kumar H. M., & Patel, J. B. (2019). Attitude of postgraduate students towards research, *Guj. J. Ext. Edu.*, 30(1), 87-89.

Karami, S., & Agahi, H. (2018). SWOT analysis of strategies for agricultural entrepreneurs empowerment. *International Journal of Agricultural Management and Development*, 8(2), 307-320.

Kumar, A. and Thakkar, M. G. (2024) Perception about entrepreneurship among the post graduate students of state agricultural universities. *Gujarat Journal of Extension Education*, 38(1):130-135. <https://doi.org/10.56572/gjoe.2024.38.1.0022>.

Pathak Poonam (2016) Swot Analysis of Punjab Agriculture, *International Journal of Advanced Research*, 4(4): 871-875.

Prangya Paramita Sahoo, K.K. Sarangi, M. Sangeetha, Simantini Shasani and Nagma Halima Saik. 2018. SWOT Analysis of Agriculture in Kandhamal District of Orissa, India. *Int.J.Curr.Microbiol. App.Sci.* 7(08): 1592-1597. doi: <https://doi.org/10.20546/ijcm.2018.708.181>.

Purinima. K.S. Lalitha. A and Suneetha.B. (2022). Strengths, Oppurtunities, Weaknesses and Challenges of Online Learning in Agriculture. 32(2):60-65 *Guj.J. Ext. Edu.*, <https://doi.org/10.56572/gjoe.2022.34.2.0014>.

Qian Zhang (2017). Agricultural SWOT analysis and wisdom  
agriculture design of Chengdu, *J. Phys: Conf. Ser.*  
887 012009.

entrepreneurial ability among girl students in  
agriculture faculty. *Gujarat Journal of Extension  
Education*, 37(2):125-131. [https://doi.org/10.56572/  
gjoee.2024.37.2.0021](https://doi.org/10.56572/gjoee.2024.37.2.0021).

Saini, Hemlata and Patel, J. B. (2024) Unveiling

---

*Received : February 2025 : Accepted : April 2025*