A strategy for development of shallot Agribusiness Sub Terminal (STA) in Brebes

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Abstract. This study aims to (1) Identify internal and external factors that influence the development of shallot STA in Brebes Regency (2) Formulate a strategy for developing STA in Brebes Regency. The analytical method used in this study was a SWOT. The samples used in this study were 8 STA administrators, 2 Agriculture and Forestry Service Officers and 20 shallot farmers using the purposive sampling method. The results showed that the external factors that became an opportunity for the STA were the support from the government towards the STA, the number of shallot farmers in the regency of Brebes, the large number of food processing industries made from shallots. Moreover, the threat of the STA was the decline in farmer’s land productivity, competitors provide selling stalls for farmers, and competitors provide capital for farmers and the large number of competitors spread in Brebes Regency. Three priority strategies for the development of the STA, namely cooperation with financial institutions, improve the organizational and optimize the use of stalls.

1. Introduction
Shallot plants (Allium ascalonicum L.) included in the Liliceae family is one of the horticultural communities belonging to spice vegetables. Vegetable spices are needed as a complement to seasoning to add flavor to food. In addition, shallot also contains nutrients and compounds that are classified as non-nutritional substances and enzymes that are useful for therapy, and improve and maintain the health of the human body. Shallots are known in almost every country and region in Indonesia because of their usefulness. Shallot plants themselves originated from South Asia, namely the area around India, Pakistan to Palestine [1].

Regional production centers and shallot entrepreneurs need to be increased again considering consumer demand for shallots continues to increase from time to time. This is in line with the development in population and increasing purchasing power. In addition, the growing food industry also makes the demand for developing shallot, because shallots are one of the ingredients that must be used for cooking [1]. Moreover, the annual production of shallots in several regions in Indonesia over the past four years (2013-2016) tends to fluctuate. The highest production of shallots is in the Central Java region, with the highest total production being in 2016 at 546,686 / ton [2].

Brebes Regency is the largest shallot production center in Indonesia. Shallots produced in Brebes are known to be of higher quality than shallots from other regions, according to [3] product quality, in this case shallots will also affect the selling price. Shallots from Brebes have a high taste, which has a more pungent and fragrant aroma and fried shallot products from Brebes are more tasty and delicious. Shallots are one of the leading products of the industrial sector in Brebes Regency.

Brebes Regency itself consists of several shallot-producing districts, one of which is the Larangan District, based on data from the Central Statistics Agency of Brebes it can be seen that the Larangan District is a fairly high shallot production area, with the highest production yield being in 2014 with production reaching 1,004,865 / Kw [4].

The Agribusiness Sub Terminal (STA) is an agricultural transaction facility that is expected to help improve the marketing system in agriculture, which is to increase added value for farmers and market
participants, then the other target is to educate farmers to improve product quality, while changing mindsets towards agribusiness so that become one of the sources of local revenue and develop market access [5]. STA as a marketing infrastructure that is expected to be useful to facilitate activities and improve the efficiency of agribusiness commodity marketing because it includes transactions of agribusiness results [6]. STA itself becomes a place for agribusiness actors in designing agribusiness development, synchronizing market demand with the existence of land management, cropping patterns, capital and production facilities needs as well as increasing marketing human resources. STA also encourages the development of agribusiness and regions.

The STA, which was built precisely in the Larangan District, is an attempt by the government to develop a shallot-based agropolitan in the context of increasing farmers' income and welfare. But in reality the STA itself cannot help much in improving the welfare of farmers, because there are still many obstacles. The existence of entrepreneurs has caused competition between STA and stall entrepreneurs. There are 42 stalls owned by stall entrepreneurs located around Larangan District. In addition, there are stall entrepreneurs who provide sales and capital stalls, making farmers choose to use the services provided by stall entrepreneurs, even though the rental price determined by the stall entrepreneurs is more expensive than STA, because it is also farmers do not get the proper profit when selling their crops. This indicates that the existence of STA cannot be felt by all farmers.

Related to this, we need scientific information to know how the development strategy of Shallot Agribusiness Sub Terminal in Brebes Regency to determine the internal and external factors that influences the development of STA and know the formulation of the shallot STA development strategy. Internal and external factors from STA are important to know, because the existence of internal and external factors is able to influence the development and existence of a company, therefore companies must know how the company itself and other companies' circumstances about their strengths and weaknesses [7]. In addition, some researchers emphasize the importance of internal audit as part of the strategic management process that is comparing with external audit. Robert Grand concluded that internal audit was more important [8].

2. Materials & Methods
The method used in this research was descriptive qualitative research method. Descriptive method is a method of research conducted to make a picture of the state of the object of research regarding situations and events based on the current situation [9]. The descriptive method has some advantages, i.e. (1) it has detailed measurement towards social research [10], (2) it can describe the relation among the phenomena, hypothesis test, and policy implication [11], (3) the data analysis is conducted with descriptive analytical approach to produce correlation or comparison among the variables [12], and (4) the result of the research is in the form of conclusion that is deductive in nature [13]. This research conducted using survey, so that researchers did not need materials while observing.

2.1. Sampling Technique
Determination of the location of the study was intentional or purposive sampling. This research was carried out with certain considerations that Brebes Regency is a center of shallot production. In addition, this research was carried out precisely in the Larangan District because there were STA shallots. Determination of respondents is done by purposive sampling (intentionally).

Purposive sampling according to Sugiyono is a sampling technique with certain considerations [9]. Data was collected by asking questions related to internal and external factors that have been listed in the questionnaire. In addition, the sample were asked to provide an assessment of the weight and rating. Samples were taken with consideration of knowing how the STA's condition is, where the sample taken was a guide from the Agriculture and Forestry Service (2 respondents), STA management (8 respondents) and farmers who use STA (20 respondents).
2.2. Analysis Technique

In determining the strategy carried out through three important stages, namely the stage of data collection, the stage of data matching and the stage of decision making. The data collection stage was in the form of a description of the situation at STA. Internal and external factors were using the IFE and EFE matrices, matching stages using the SWOT matrix and the decision making stage using QSPM to obtain alternative strategies in the development of the STA. It can obtain the formulation of the STA development strategy. SWOT analysis is the identification of various factors that exist systematically in order to formulate a company’s strategy. This analysis was based on logic that maximizes strengths and opportunities and minimizes weaknesses and threats. The basic assumption of the analysis was that the company’s performance in an industry is determined by a combination of internal and external factors [14].

Data was obtained by interviewing with respondents who have been determined, observations made directly on the STA. The data was taken based on STA internal and external data using IFE and EFE matrix models. The data matching stage was the stage where external and internal factors from the previous stage are combined in order to create some good alternative strategies for the development of STAs. The analysis model used was the SWOT Matrix (Strength-Weakness-Opportunities-Threats). Decision Stage (Decision Stage). The decision making stage was the final stage after the data collection and matching stage to formulate alternative strategies using the Quantitative Strategic Planning Matrix (QSPM) [15].

3. Result and Discussion

Analysis of the company's environment was one of the processes that must be carried out in strategy management, which aims to identify the company's environmental conditions. Environmental analysis consists of internal and external environment, internal environment which was derived from STA divided into strengths and weaknesses while the external environment includes surrounding information that affects the STA divided into Opportunities and Threats. To find out how the condition of internal factors that can affect the development of the Brebes Regency STA can be known from the results of the IFE (Internal Factor Evaluation) matrix follows:

| Table 1. Matrik IFE STA Kabupaten Brebes |
|------------------------------------------|
| **Internal Factors** | **Weight** | **Rating** | **Score** |
|-------------------------------|-----------|-----------|----------|
| Strength :                    |           |           |          |
| 1. STA is at KTU and close to the market | 0.09      | 4         | 0.36     |
| 2. Access to the road is easy  | 0.09      | 4         | 0.36     |
| 3. 24 hour service           | 0.08      | 3         | 0.24     |
| 4. There is training for STA managers | 0.09      | 4         | 0.36     |
| 5. There are warehouse facilities, drying, stalls for sale | 0.10      | 4         | 0.40     |
| 6. Low-cost facility rental   | 0.09      | 3         | 0.27     |
| 7. There is a security officer to overseas STA | 0.08      | 4         | 0.32     |
| 8. There are controlling facilities when there are constraints | 0.07      | 3         | 0.21     |
| Total Strength               |           |           | 2.52     |
| Weakness :                   |           |           |          |
| 1. Not maximum socialization yet | 0.08      | 2         | 0.16     |
| 2. Contribution of management has not been maximally | 0.08      | 3         | 0.24     |
| 3. Shallot sales stall is not used | 0.08      | 2         | 0.16     |
| 4. Do not have independent fund | 0.08      | 2         | 0.16     |
| Total Weakness               |           |           | 0.72     |
| Internal Total               |           |           | 3.24     |

Sources: Primary data processed, 2019
In table 1, it can be seen the results of the analysis of the Internal Factor Evaluation (IFE) which is concluded from the internal factors of the strength of the Sub Terminal. The strength with the highest score is having warehouse facilities, drying, stalls selling with a total score of 0.40. These strengths greatly affect the company’s internal environment and become a major force for Brebes Regency STA. While the weaknesses had no effect on STA, such as: the management’s contribution which has not been maximized with a total score of 0.24.

Based on the results of the analysis of the Internal Factor Evaluation (IFE), it can be concluded that the total score of the internal factor strength of the STA was 2.52. While the total score of STA weakness internal factors was 0.72. From these results it can be concluded that the strength factor was greater than the weakness factors. It can be said that STA has utilized its strengths to minimize existing weaknesses. It is known that the total internal factors were 3.24. The following is a matrix of EFE (External factor Evaluation) to find out how the condition of external factors that can affect the development of STA Brebes Regency. It can be seen from the results of the following EFE matrix:

**Table 2. EFE STA Matrix Brebes Regency**

| Opportunities | External Factors | Weight | Rating | Score |
|---------------|------------------|--------|--------|-------|
| 1. There is support from the government for STA | 0.14 | 4 | 0.56 |
| 2. Number of shallots growers in Brebes Regency | 0.16 | 4 | 0.64 |
| 3. Number of food processing industries that use shallots | 0.15 | 4 | 0.60 |
| **Total Opportunities** | | | **1.80** |
| Threats | | | |
| 1. The decline in farm productivity of farmers | 0.14 | 2 | 0.28 |
| 2. The stall owner provides selling stalls for farmers | 0.13 | 3 | 0.39 |
| 3. Entrepreneur stall provide modal for farmer | 0.15 | 2 | 0.30 |
| 4. The number of stall entrepreneur and spread across a variety of region in the district of Brebes | 0.12 | 2 | 0.24 |
| **Total Treats** | | | **1.21** |
| **Total EFE** | | | **3.01** |

Sources: Primary Data Processed, 2019

Based on the results of the analysis of the EFE (External Factor Evaluation), it can be concluded that from the external factors the STA opportunity, the factor that obtained the highest calculation results was the number of shallots farmers in Brebes Regency with a value of 0.64. These factors had greatly influence the external environment of the STA and become a major opportunity while the external factors stall provides sales stands for farmers with a score obtained of 0.39. These factors were become a threat to STA.

Based on the results of the analysis of External Factor Evaluation (EFE), it can be seen that the number of external factors of the STA opportunity was 1.80. While external threats in the STA was 1.21. From the results of these calculations, it can be concluded that the opportunities owned by STA were greater than the threats faced. The STA Brebes Regency can take advantage of opportunities to minimize the existing threats with the acquisition of a total score of 3.01.

3.1. IE Internal-External Matrix Analysis

The next step was to analyze IE’s internal-external matrix. This analysis was carried out to find out the current STA position, where the resulting strategy can be more accurate. This matrix uses the total score found in the previous analysis, which was the total score of IFE and EFE.

Based on the analysis of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE), the total score of internal factors was 3.24 and an external factor was 3.01. Mapping the total score indicates the position of the STA in cell I.
Table 3. Result of Internal and External Matrix Analysis

| Score Total | Kuat | Sedang | Lemah |
|-------------|------|--------|-------|
| Bobot EFAS  |      |        |       |
| Tinggi 3.0-4.0 | Sel I | Sel II | Sel III |
| Sedang 2.0-2.99 | Sel IV | Sel V | Sel VI |
| Lemah 1.0-1.99 | Sel VII | Sel VIII | Sel IX |

Based on the results of IFE, it was equal to 3.24 and EFE equal to 3.01. The IE matrix resides in cell I, which is to grow and develop or known as growth and build strategy. According to David (2006), quadrant I mean a suitable strategy for this zone is intensive (market penetration, product development). Market penetration strategy was an attempt to increase the market share of a product or service that already exists in the market through more intensive marketing. Market penetration strategies can also be done by increasing product quality and sales promotions. Product development strategy was an effort to increase sales by adding or modifying products or services.

STA itself can carry out market-intensive strategies by introducing shallot products to new markets hence, it can attract shallot buyers. An intensive product development strategy that can be carried out by STA was to add processed products made from shallots. It can be marketed through STA stall, where so far the product available was fresh shallot. This strategy can be done by making shallots into processed for food products, such as fried shallots, fried shallot paste and shallot sauce.

3.2 Analysis SWOT

In the strategic management process a number of analytical techniques are used to achieve the long-term goals of an organization. SWOT has become a technique that is widely used in the analysis of internal and external environments with the aim of supporting strategic decision situations. This technique has been used in various fields for strategic analysis for an industry, an organization, a product, a person, a project, a city and so on [15]. SWOT analysis was the next step that must be done to find out the STA development strategy. SWOT analysis was a strategic planning analysis tool. It is influential in achieving company goals based on strengths, weaknesses, opportunities, and threats owned by the company.

The SWOT analysis provides four alternative strategies for the STA of the Brebes Regency, namely the SO (strengths-opportunities) strategy which uses the strengths to take advantage of opportunities, the ST (strengths-threats) strategy uses the strengths it possesses to avoid threats from the environment outside the company, the WO strategy (weaknesses-opportunities) to improve the weaknesses owned by taking advantage of existing opportunities and the WT (weaknesses-threats) strategy is a solution in reducing weaknesses and avoiding threats.
|          | IFE               | EFE               | OPPORTUNITY (O)                      | THREAT (T)                                 | STRATEGY SO:                                                                 | STRATEGY WO:                                                                 | STRATEGY ST:                                                                 | STRATEGY WT:                                                                 |
|----------|------------------|------------------|-------------------------------------|--------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|
|          | STRENGTH(S)      | WEAKNESS (W)     |                                     |                                             | 1. Expanding the shallots market by increasing the range of shipping to other regions. | 1. Socialization has not been maximized.                                   | 1. Maintain cheap facility rental rates(S6:T2:T3)                         | 1. Cooperating with local stall entrepreneurs (W4:T2:T3)                 |
|          | 1. STA is at STU and close to the market. | 1. Socialization has not been maximized. | 1. There is support from the government for STA. | 1. The decreasing productivity of farmers’ land | 1. Cooperating with local stall entrepreneurs (W4:T2:T3)                      | 1. Cooperating with local stall entrepreneurs (W4:T2:T3)                      | 1. Cooperating with local stall entrepreneurs (W4:T2:T3)                      |
|          | 2. Access to the road is easy | 2. The management contribution is still not maximized. | 2. Number of shallots growers in Brebes Regency. | 2. The stall owner provides stalls for farmers | 2. Establish cooperation with financial institutions for farmers capital services (W4:O1:O2) | 2. Establish cooperation with financial institutions for farmers capital services (W4:O1:O2) | 2. Maintaining cheap facility rental rates(S6:T2:T3) | 2. Establish cooperation with financial institutions for farmers capital services (W4:O1:O2) |
|          | 3. 24-hour STA services | 3. Shallots are not used. | 3. The number of food processing industries that use shallots. | 3. The stall owner provides stalls for farmers | 3. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 3. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 3. Add transportation facilities to reach farmer’s land (S2:T4) | 3. Improving the organizational structure of the management that is lacking (W2:O1:O2) |
|          | 4. There is training for STA managers. | 4. Shallots are not used. |                                     | 4. The number of stall entrepreneurs and spread in various region in Brebes district | 4. Establish cooperation with financial institutions for farmers capital services (W4:O1:O2) | 4. Establish cooperation with financial institutions for farmers capital services (W4:O1:O2) | 4. The number of stall entrepreneurs and spread in various region in Brebes district | 4. Improving the organizational structure of the management that is lacking (W2:O1:O2) |
|          | 5. There are warehouse facilities, drying, stalls for sale. | 5. Shallots are not used. |                                     | 5. Maintain cheap facility rental rates(S6:T2:T3) | 5. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 5. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 5. Maintain cheap facility rental rates(S6:T2:T3) | 5. Improving the organizational structure of the management that is lacking (W2:O1:O2) |
|          | 6. Low cost facility rental. | 6. Shallots are not used. |                                     | 6. Add transportation facilities to reach farmer’s land (S2:T4) | 6. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 6. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 6. Add transportation facilities to reach farmer’s land (S2:T4) | 6. Improving the organizational structure of the management that is lacking (W2:O1:O2) |
|          | 7. There is a security officer to oversee the STA. | 7. Socialization has not been maximized. |                                     | 7. Cooperating with local stall entrepreneurs (W4:T2:T3) | 7. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 7. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 7. Cooperating with local stall entrepreneurs (W4:T2:T3) | 7. Improving the organizational structure of the management that is lacking (W2:O1:O2) |
|          | 8. There are controlling facilities when they have obstacles. | 8. Socialization has not been maximized. |                                     | 8. Cooperating with local stall entrepreneurs (W4:T2:T3) | 8. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 8. Improving the organizational structure of the management that is lacking (W2:O1:O2) | 8. Cooperating with local stall entrepreneurs (W4:T2:T3) | 8. Improving the organizational structure of the management that is lacking (W2:O1:O2) |

**Table 4. Analysis SWOT STA in Brebes Regency**
The SO (Strength-Opportunity) Strategy is a strategy used to take advantage of existing opportunities by maximizing the internal strength of STA. The alternative SO strategies obtained as follows:

This strategy has to expand shallot marketing by increasing the range of shallot delivery to other regions. This strategy will be used to take advantage of existing opportunities. Market of STA were Jakarta, Bandung and other areas on Java, but has not yet reached areas outside of Java, such as Sumatra. Expanding the shallot market will certainly help increase sales of farmers' shallots. It will have a good impact for STA and marketing activities will continue.

The WO (Weaknesses-Opportunity) strategy has to improve the weaknesses of the STA in order to take advantage of the opportunities. The alternative WO strategies obtained as follows:

This strategy has to optimize the use of 5 stalls that have been provided by the government to sell shallot products at STA. Until now these stalls have not been used properly. Optimization of these 5 stalls can be done by selling shallot products and conducting promotions by installing signposts on the roadside with information on the existence of shallot product stalls at STA. They will attract new consumers to buy souvenirs from shallots with the existence of this strategy. It will help STA's revenue to increase.

Establish cooperation with financial institutions. This strategy aims to help provide farm capital for farmers. This strategy can be implemented by collaborating with financial institutions or cooperatives to provide capital services to farmers. The farmers will no longer depend on the local shanties entrepreneurs and farmers will no longer be bound to market their crops to these traders. Improving the organizational structure of the management by holding regular monthly meetings so that the board continues to work optimally, consciously responsible and in accordance with the STA organization's SOP.

ST (Strength-Threat) strategy uses its strength to avoid threats from the environment outside the company. The alternative WO strategies are as follows:

Maintain the price of rental facilities that are cheap. The STA itself was built for the welfare of farmers. This strategy will be very useful because it will maintain consumer loyalty in using STA services, besides it will attract more consumers. This strategy adds transportation facilities to reach farmers' land. Brebes Regency is divided into several regions producing red onion, but the existence of STA in Larangan Subdistrict makes farmers in other areas sometimes reluctant to bring their crops to STA because it was far and they prefer to bring their crops to the shanties of the stall entrepreneurs who are close to their land. Adding transportation facilities is certainly very influential to reach farmers who are far away from the STA.

WT (Weaknesses-Threats) strategy was a solution to reduce weaknesses and avoid threats posed by STA. The alternative WO strategies are as follows:

This strategy is cooperating with local entrepreneurs. This strategy is useful when farmers prefer to bring the harvest to the location of entrepreneurs around the stalls rather than to STA. This strategy can be done with the aim of reducing business competition. This strategy must certainly be carried out with an agreement between the STA and the stall businessman with provisions that do not harm both parties.

3.3 Analysis Matrix QSPM

QSPM analysis (Quantitative Strategic Planing Matrix) becomes the final stage, namely the decision making stage in which to determine the priority strategy of alternative strategies that have been obtained previously, namely from IE analysis and the results of the SWOT analysis. The following are the results of the QSPM analysis:
Table 4. Analysis Result QSPM

| No. | Strategy                                                                 | Total Score |
|-----|--------------------------------------------------------------------------|-------------|
| 1.  | Collaborating with financial institutions for farmers’ capital services.  | 1.36        |
|     | Make improvements to the organizational structure of management who are not contributing. | 1.35        |
| 2.  | Optimize the use of shallot sales stall                                  | 1.32        |
| 3.  | Expanding the shallot market by increasing the range of shipping to other regions | 1.20        |
| 4.  | Maintain a low facility rental price                                     | 0.96        |
| 5.  | Cooperating with local stall entrepreneurs                               | 0.85        |
| 6.  | Add transportation facilities to reach farmers’ land                     | 0.60        |

In the QSPM results table, it can be seen various alternative strategies that have been sorted by priority in the development of STAs in the Larangan District. In developing STA, the first priority strategy is to establish cooperation with financial institutions for farmers’ capital services, the second priority strategy is to improve the organizational structure of management that is not contributing and the third is to optimize the shallot sales stall. These three strategies can be used by STA.

4. Conclusion

Internal factors which are the main strength for STA are STA has warehouse, drying and shanties facilities while internal factors which become weakness do not affect STA are the contribution of management has not been maximized. The external factor that becomes the main opportunity for STA is the number of shallots farmers in Brebes Regency while the threat that has no effect for STA is the businessmen providing stalls for farmers. Alternative development strategies obtained through a SWOT analysis, namely establishing cooperation with financial institutions for farmers capital services, improving organizational structure of management that is not contributing, optimizing the use of shallot stalls, expanding the reach of the shallot market by increasing the range of delivery to other regions, maintain the price of rental facilities that are cheap in collaboration with local entrepreneurs and add transportation facilities to reach farmers’ land. The priority development strategy is based on the QSPM results, namely, collaborating with financial institutions for capital services, improving organizational structure for management that is not contributing to and optimizing the use of shallot sales stalls and expanding markets.

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