



Agribusiness Strategy Modeling: Banana Cavendish Approach SWOT Analysis in South Sumatra Indonesia

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ABSTRACT

The purpose of scientific work is to identify internal-external factors and recommended strategies for increasing Cavendish banana production in South Sumatra Province. The research was conducted in Jayapura District as the center of East Cavendish OKU banana production in March 2022. The sampling method used an unbalanced layered random method. Based on several related articles about Cavendish bananas, there are no articles that discuss strategies to increase Cavendish banana production using the SWOT analysis in Jayapura District, OKU Timur Regency. The results of the analysis show that the recommended strategies for increasing Cavendish banana production are strategies to increase the role of local governments as facilitators and price stabilization, partnership patterns with the private sector in terms of marketing Cavendish bananas, the need for technology utilization starting from input, process and output, intensive development of Department of Food Crops and Horticulture, and human resource development through Cavendish banana cultivation assistance. The conclusion of the study shows that it is necessary to implement strategies that can be recommended to increase Cavendish banana production, including the need for partnerships for Cavendish banana farmers and continuing to increase production standards so that East OKU Cavendish bananas can compete with imported Cavendish bananas.

Keywords: Agribusiness, Banana cavendish, SWOT analysis

Model Strategi Agribisnis Pisang Cavendish melalui Pendekatan Analisis SWOT di Sumatera Selatan Indonesia

ABSTRAK

Tujuan karya ilmiah ini adalah untuk mengidentifikasi faktor internal-eksternal dan merekomendasikan strategi peningkatan produksi pisang Cavendish di Provinsi Sumatera Selatan. Penelitian dilakukan di Kabupaten Jayapura sebagai sentra produksi pisang Cavendish OKU Timur pada bulan Maret 2022. Metode pengambilan sampel menggunakan metode acak berlapis tidak seimbang. Berdasarkan beberapa artikel terkait mengenai pisang Cavendish, belum terdapat artikel yang membahas tentang strategi peningkatan produksi pisang Cavendish dengan menggunakan analisis SWOT di Distrik Jayapura Kabupaten OKU Timur. Hasil analisis menunjukkan bahwa strategi peningkatan produksi pisang Cavendish yang direkomendasikan adalah strategi peningkatan peran pemerintah daerah sebagai fasilitator dan stabilisasi harga, pola kemitraan dengan pihak swasta dalam hal pemasaran pisang Cavendish, perlunya pemanfaatan teknologi dimulai dari input, proses



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dan output, pengembangan intensif Departemen Tanaman Pangan dan Hortikultura, dan pengembangan sumber daya manusia melalui pendampingan budidaya pisang Cavendish. Kesimpulan penelitian menunjukkan bahwa perlu dilakukan penerapan strategi yang dapat direkomendasikan untuk meningkatkan produksi pisang Cavendish, antara lain perlunya kemitraan bagi petani pisang Cavendish dan terus meningkatkan standar produksi agar pisang Cavendish OKU Timur dapat bersaing dengan pisang Cavendish impor.

Kata Kunci: Agribisnis, Analisis SWOT, *Pisang cavendish*

INTRODUCTION

For a long time, agriculture has played a highly important role in the global economy scenario (Bendlin et al., 2016). The agricultural sector has an important role and ranks third in the economy of South Sumatra (Wildayana et al., 2018) and became the main driving machine in the economy of an area. Any country's economy should include the agricultural sector. There is evidence of the significance of agriculture for the growth of societies in historical records (Mihailova, 2020). According to FAO data from the fruit sub-sector, bananas are the main commercial products in the world (Ferreira & Freitas, 2019). Among all of the fresh fruits consumed worldwide, bananas have one of the highest production and consumption rates (Pino & Febles, 2013).

In many tropical nations, growing fruit crops is a lucrative agricultural endeavor (Svanes & Aronsson, 2013). In 2012, bananas were included among the 20 top commodities in the world with production reaching 101.992.743 tons and an income of 28.209.561 thousand dollars (Coltro & Karaski, 2019). Bananas are also a superior commodity of Indonesia's exports with the largest export value to Japan in 2020 namely USD 1,348 million (Setyawan & Balkis, 2021). One of the primary agricultural goods and sources of production for improving the wellbeing of Indonesians is this fruit (Hendrarini et al., 2020).

Banana (*Musa sp.*) is one of the tropical fruits with complete nutritional content and affordable prices. Bananas are one of the commodities that are widely cultivated because they are relatively easy and quickly produce (Pamungkas, 2009). One type of banana that is popular in the world is Banana Cavendish (*Musa acuminata cavendish*). The banana, *Musa cavendish*, is one of the most popular fruits consumed worldwide and is a staple diet in many areas. The many growing phases of bananas have an impact on their high nutritional value (Sun et al., 2020).

Banana cavendish or what we can know with white Ambon bananas is widely cultivated using tissue culture methods (Jamaluddin et al., 2019). To meet the needs of banana exports to the international market, the development of cavendish bananas is managed intensively in plantation businesses spread across several provinces in Indonesia. The existing banana production centers in Indonesia are located in West Sumatra, South Sumatra, Lampung, Bali, NTB, and South Sulawesi. New centers in Maluku include Seram, Papua, and Riau Islands.

South Sumatra Province is one of the provinces of cavendish banana development with East Ogan Komering Ulu (OKU) Regency which is the center of the development of cavendish bananas. Success in Cavendish Banana Cultivation needs to be supported by an integrated institutional system that will strengthen the bargaining position of farmers, such as the formation of a farmer group (Banana Farmer Association). The existence of institutions is very important to build sustainable relationships with stakeholders to increase competitiveness (Amir et al., 2014).

Banana Cavendish in Jayapura District has been harvested. High economic value and good market opportunities for banana cavendish make farmers eager to continue to plant

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and develop this farm. For nine months since planting, this banana can produce or harvest first, then the next two months harvest again. Cavendish banana market opportunities are very good, ranging from street vendors to penetrating the market and mall. The price of cavendish bananas is also pretty good, starting from IDR 5.000 Per kilo until IDR 7.000 Per Kilo at the trader level.

The land area for the development of cavendish bananas in East OKU regency is 23,87 ha, Where among the 6 sub-districts that have produced and have harvested 2 times is Jaya Pura District. The first harvest in September 2020 and September 2021 was 135 tons/ha. As many as 5 other districts are waiting for harvest (BPS-Statistic of East Ogan Komering Ulu Regency, 2022). Jayapura District is the largest sub-district for cavendish banana planting land in East OKU Regency. The seriousness of the East OKU government for the development of cavendish bananas is shown with the help of banana seeds given to farmers as many as 2000 sticks. Currently being fostered by the Cavendish Banana Farming Pilot area through the Cavendish Banana Farmers Group. Coaching conducted includes counseling about cavendish banana farming, nursery techniques, fertilizing, maintenance, and harvesting to post-harvest including packaging and packaging of bananas that are ready to be marketed.

Jayapura District is a pilot area for Cavendish banana farming because it has been harvested as much as 135 tons with an area of 6 Ha. In this village, there are 3 farmer groups in the village of Peracak Jaya, including the Bina Karya Farmer Group, Sido Makmur, and Karya Bakti. At present, the village of Peracak Jaya is waiting for the second harvest of cavendish bananas and hopes that the quality of bananas will be better so that it can increase the selling price. The price of cavendish bananas which is quite promising is of course the hope of banana farmers to be able to increase their income.

The purpose of this study is to analyze internal and external factors related to Cavendish banana farming and formulate strategies that can be applied to increase cavendish banana production in Jayapura District, East Oku Regency. The results of the study are expected to be useful for farmers and decision-makers related to the strategy of increasing cavendish banana production in the East OKU Regency.

MATERIAL AND METHODS

The research method used in this study is a survey method. The survey approach involves tracking down all data pertaining to the representation of the population's characteristics in the field (Sriati et al., 2017). A survey method of various symptoms and determinants in the cultivation of cavendish bananas in the field can be obtained in a factual that will support the success of this research. The study was conducted in March 2022 located in Jayapura District, East Ogan Komering Ulu Regency.

The data used consists of primary data and secondary data sourced from the results of the survey and direct observation in the field as well as from various sources and related libraries. The sample withdrawal method used in this study is a random saturated method where as many as 27 farmers in Jayapura District were taken as samples. For samples from the East OKU Agriculture Office, 5 people were taken and samples of cavendish banana collectors were taken from 5 people.

To answer the research objectives, namely how the strategy of increasing cavendish banana production is carried out through an analysis of SWOT - strengths, weakness, opportunities, and threats. Analysis of strengths, weaknesses, opportunities, and threats (SWOT) is the first stage in the process of strategic management (Haryanti et al., 2019). When formulating strategic plans and decisions, it aids firms in gaining a better understanding of their internal and external business environments (Phadermrod et al., 2019).



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RESULT AND DISCUSSION

As an agrarian region, the agricultural sector is the leading sector in the economy of the community in East OKU Regency which is also one of the National Food Barns. Based on data from the Horticultural Agricultural Statistics of East OKU Regency, rural communities in Jayapura District conduct various farm businesses for horticultural crops such as the cultivation of chili vegetables, Chinese Cabbage, and tomatoes produced. In addition to vegetables, there are also several biopharmaceuticals and fruits.

The high production of banana commodities in East OKU received attention from the government to continue to increase the productivity of the commodity. Various efforts were made, one of them being by utilizing sleeping land in Jayapura District, East OKU Regency to be cultivated by banana plants. One of the most widely cultivated bananas with a high production value is cavendish bananas. The growth of banana production can be seen in **Figure 1**.

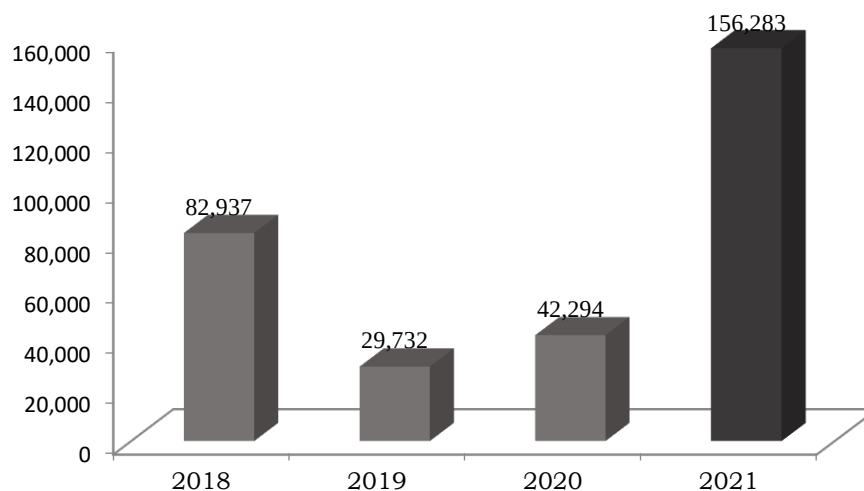


Figure 1 Banana commodity production in East Oku Regency

The area of land for the development of Cavendish bananas is 23.87 ha in East OKU Regency. Banana production increased dramatically from 2020 to 2021 with an increase of 11,398.9 tons from 2020 to 12,658.3 in 2021. Although still in the middle of Pandemic Covid-19.

Based on this potential it is necessary to increase the production of cavendish bananas through various development strategies to produce banana products with good quality and quality and quantity that also increases. In this study, the strategy of increasing cavendish banana production was carried out through a SWOT analysis.

Identification of internal factors

Based on the factors of internal analysis in the strategy of increasing cavendish banana production in East Oku Regency in the form:

- **Strength**

Training and assistance from extension workers: The existence of agricultural extension workers in East OKU Regency is a major milestone in improving the quality of farmers' resources. Assistance is carried out by instructors who are members of the PPEP program (Companion of agricultural economic instructors). This has become a form of government support to improve the agricultural sector in South Sumatra Province; Production Facilities Assistance: Cavendish Banana Cultivation in East OKU received full attention from the

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government, one of which was through assisting in the form of 2,000 cavendish banana seeds in 2020. In addition, the government also distributed assistance in the form of agricultural tools and machines to support Cavendish banana farming; As A Regional Superior Commodity: Banana Cavendish has a high economic value as evidenced by a relatively short harvest period and the selling price reaches 3,400 per kg. In addition, Cavendish bananas have a large market share so it becomes one of the leading commodities or bases in East OKU Regency; High Economic Price: The high selling price for cavendish bananas shows the high economic value of this commodity. In addition, not only the fruit can be sold but cavendish banana seeds can be sold at Rp. 7,000 per stem. This certainly adds to the value of income and income of banana farmers.

• Weakness

Low Production Quality: The still low quality of Cavendish bananas is a result of the absence of product diversification that can increase the added value of the cavendish banana itself. So far cavendish bananas are only sold in the form of whole fruit and have not been through downstream agribusiness or processing stages into derivative products; Understanding of Cavendish Banana Cultivation is Still Small: Cavendish banana cultivation is still relatively new because it only started at the end of 2020 in East OKU, so farmers' knowledge about the Cavendish Banana Farmers business is also still limited; Cultivation is Still Traditional: Cavendish Banana Farmers in East OKU Regency is still traditional. Where all stages of planting until harvesting are still done simply and manually, namely using human labor; Lacking superior seeds.

Factors of Internal Analysis that Influence the Strategy for Increasing Cavendish Banana Production in East OKU District can be seen in **Table 1**.

Table 1 Factors of internal analysis strategies to increase cavendish banana production

Internal Factors	Bobot (B)	Rating ®	P.R
Strength:			
1. Assistance from agricultural extension officers	0.130	3	0.390
2. Production facility assistance	0.130	3	0.390
3. As a regional superior plant	0.130	3	0.390
4. High economic price	0.130	3	0.390
Weakness:			
1. Low production quality	0.080	2	0.172
2. Low understanding of the cultivation	0.130	3	0.390
3. Traditional cultivation	0.130	3	0.390
4. Less use of seedlings Superior	0.130	3	0.390
Total	0.996	23	2.902

Note: Field Survey result (2021)

The results obtained from the calculation of internal analysis factors are 2,902, meaning that the internal factors involved in the production of cavendish bananas in East Oku Regency are relatively low approaching medium. For this reason, a strategy is needed in the approach to increasing cavendish banana production in East Oku Regency.

Identification of external factors

Based on the factors of external analysis in the strategy of increasing cavendish banana production in East Oku Regency based on field observations it was found that:

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• Opportunity

As a pilot farm: Currently, Cavendish Banana Cultivation is one of the priorities in farming in East OKU. Not only in East OKU, but Cavendish Banana Cultivation is also being encouraged by the government in various regions such as Bali, Aceh, and East Java Island because it is considered to have a broad and competitive market share compared to ordinary bananas; High commodity prices when compared to other types of banana prices: Cavendish bananas have advantages in terms of quality compared to ordinary bananas. In addition to their more beautiful shapes and colors, cavendish bananas are also rich in benefits so this banana has a higher selling value. The price of cavendish bananas type sun-pride is Rp 20,000 per kg with the price of cavendish banana seeds Rp 70,000 per kg. Cavendish banana cultivation is strongly supported by the government because it is not only accepted in the local market but also penetrated the modern and international markets.

• Threats

Unstable price: Covid-19 pandemic helped damage the price of the Cavendish Banana Market. This is because the purchasing power of the people also declined so the banana cavendish lost the market and the price was down. Even the price of cavendish bananas can be close to Rp. 5,000 per kg due to the impact of Covid-19.; Global Crisis: The fall in the exchange rate as a result of the global crisis will greatly affect the sustainability of cavendish banana farming.

The External analysis factors that influence the strategy to increase Cavendish banana production in OKU Timur District can be seen in **Table 2**.

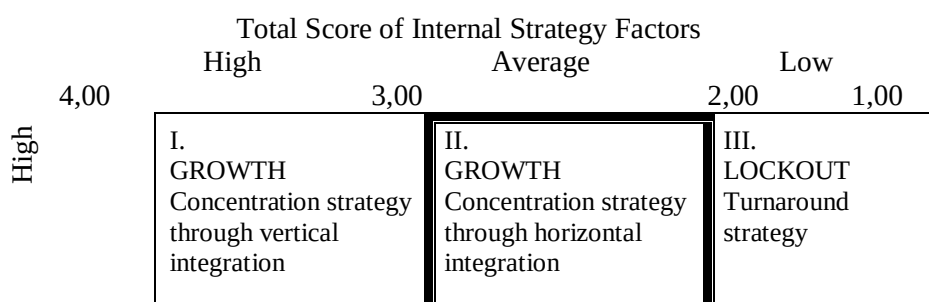
Table 2 External analysis factors in formulating strategies to increase Cavendish banana production

External Factors	Bobot (B)	Rating ®	P.R
Opportunity:			
1. As a farm pilot	0.230	3	0.690
2. Higher commodities prices	0.307	4	1.228
Threats:			
1. Unstable price	0.230	3	0.690
2. Global Crisis	0.230	3	0.690
Total	0.997	13	3.298

Note: Field Survey result (2021)

The calculation results obtained from the external analysis factors of 3.298 mean that this factor is classified as moderate and needs a strategy to take advantage of opportunities by minimizing existing weaknesses. Based on the assessment of internal environmental factors affecting the strategy of increasing Cavendish banana production in East OKU Regency has a score (weight x branch) = 2,902. While the assessment value of external environmental factors affecting strategies to increase Cavendish banana production has a score (weight x branch) = 3,298.

This score, when viewed from the SWOT internal-external matrix diagram, is in Quadrant II, namely the growth strategy. The SWOT internal-external matrix diagram can be seen in **Figure 2**.



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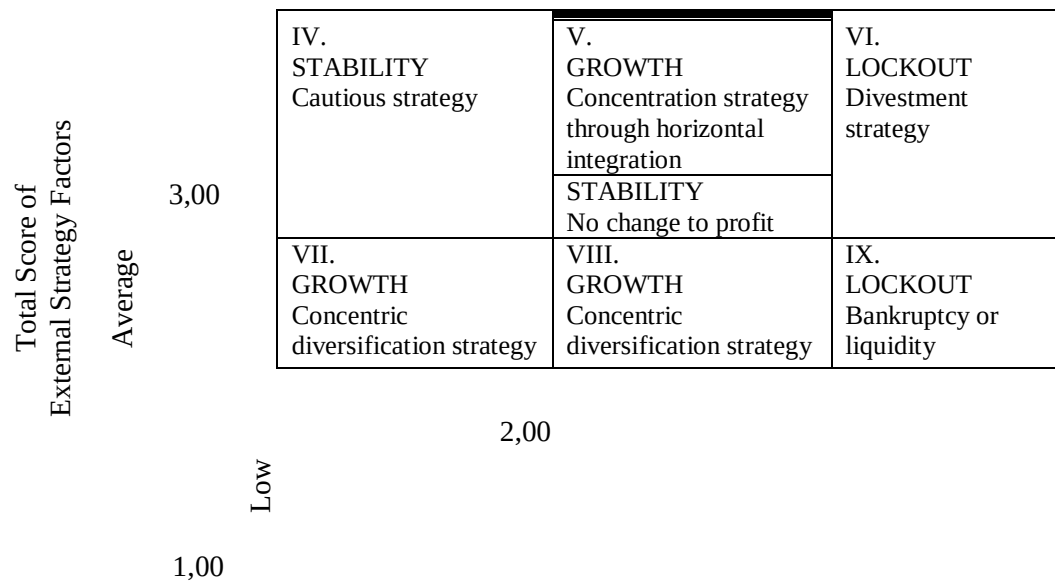


Figure 2 Diagram of internal and external strategies

The results of the analysis of internal and external factors are in Quadrant II, which means that Cavendish banana farming in Eastern OKU Regency is in the Growth Phase, which means that the strategy that can be taken is to concentrate on integrating several factors horizontally. This implies that Cavendish banana farming must be done more intensively through development, guidance to farmers, extension workers, and the Department of Agriculture Food Crops and Horticulture as well as the use of technology in the form of superior seeds, fertilization and so on concerning Cavendish banana cultivation in East OKU Regency.

SWOT Matrix Analysis

The various alternatives formulated in this matrix analysis model are formulations of combined internal and external factors. The formulation is in the form of strength-opportunity (SO), strength-threat (ST), weakness-opportunity (WO), and weakness-threat (WT) strategies. It can be seen that there are several alternative efforts to increase Cavendish banana production in East OKU Regency. Matrix SWOT Analysis can be seen in **Table 3**.

Table 3 SWOT Matrix of Strategies to Increase Cavendish Banana Production

IFAS EFAS	Strengths (S)	Weakness (W)
	- Assistance from agricultural extension officers - Production facility assistance - As a regional superior plant - High economic price	- Low production quality - Low understanding of the cultivation - Traditional cultivation - Less use of seedlings - Superior
Opportunity (O) - As a farm pilot - Higher commodities prices	(SO) Strategy - The local government is a facilitator in increasing the production of Cavendish banana farms.	(WO) Strategy - It is necessary to use technology from input, process, and output. - Need intensive guidance from the Agriculture, Food Crops, and Horticulture Office

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Threats (T)	(ST) Strategy	(WT) Strategy
- Unstable price - Global Crisis	- Regional regulations on price stability - Partnerships with the private sector in marketing Cavendish bananas are required.	- More intensive development of farmers' human resources through mentoring on Cavendish banana cultivation

Note: Analysis result (2021)

The results showed that the strategies that can be done to increase Cavendish banana production in East OKU Regency are:

S-O (Strength-Opportunity) Strategy

Local government becomes a facilitator in increasing Cavendish banana production: The large export share for fruits, one of which is the banana commodity, is an opportunity for Indonesia to continue to improve the quality and amount of production. As a fruit that has high economic value and promising business opportunities for farmers. Therefore, the government has a role to play as a facilitator that bridges all the needs of farmers in banana farming. Such as providing financing institutions to assist farmers' capital, maintaining banana price stability, providing assistance in the form of production facilities and agricultural tools and machinery, and expanding the market network for marketing Cavendish bananas, because the marketing aspect is one of the important aspects of the agribusiness system that will determine the price on the farmer's side so that it will not harm the farmer (Cahyawati et al., 2020).

W-O (Weakness-Opportunity) Strategy

It is necessary to apply the use of technology from input, process, and output: The application of technology in Cavendish banana farming follows global challenges that aim to maximize commodity productivity with adequate levels of efficiency and effectiveness. Technological innovations that are applied must adapt to the needs of banana farming there. For example, intercropping or tissue culture technology in Cavendish banana breeding, harvesting technology, and post-harvest technology that includes fruit ripening techniques, techniques to extend the shelf life of bananas that are prone to rapid decay, and technology for processing fresh bananas into derivative products so that they have more selling value that can increase farmers' income. The application of technology packages of GAP (Good Agriculture Practice) considers increasing production as well as better quality in cooperation with the government and relevant departments (Widyantara, 2018).

Need intensive guidance from agriculture: Intensive agricultural development is one of the agricultural development strategies in food security efforts in 2016-2021. Coaching is carried out to farmers or farmer groups through mentoring and supervision so that they can carry out farming following the plans and programs being implemented. Coaching covers all aspects from planting, nursery, maintenance, harvesting, and post-harvest. Where the government also plays a role to overcome the factors that hinder the cavendish banana farming business. Such as providing superior seed assistance, fertilizer subsidies, improving human resources, increasing access to capital, increasing market access, and improving agricultural equipment or technology (Permatasari & Munajat, 2018). Strategies that help strengthen strengths further should be considered in addition to those that reduce weaknesses (Panayotova et al., 2021). Partnership pattern of cavendish banana farming can be seen in Figure 3.

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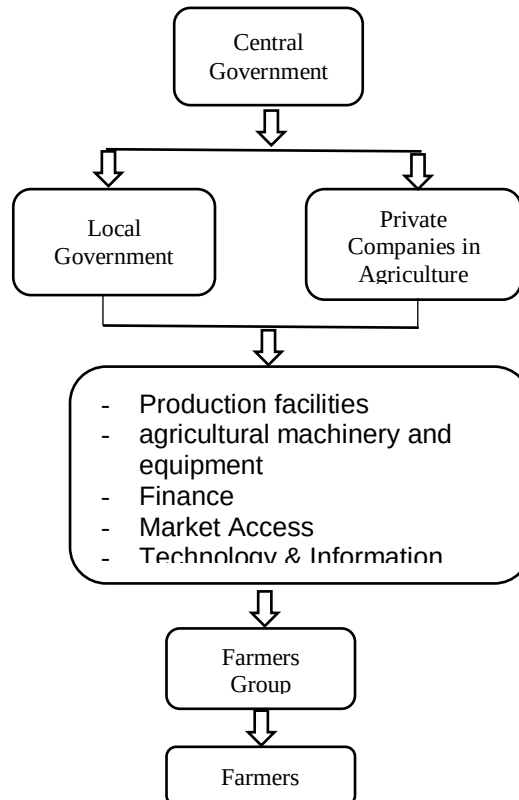


Figure 3 Partnership pattern of Cavendish banana farming

The form of Cavendish banana collaboration involves the role of the central government, regional governments, and private companies that collaborate to support the development of cavendish banana agribusiness in East Oku Regency. Where the collaboration that occurs is expected to be able to support all the needs of farmers in the provision of agricultural production facilities, agricultural equipment, and machinery, providing capital, ease of market access, as well as agricultural extension agents assistance.

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S-T (Strength Threat) Strategy

Regional price stability regulations: As one of the regional superior commodities in East OKU Regency, the government needs to make regulations related to the guarantee of price stability of Cavendish bananas through the determination of regional minimum prices for horticultural crops or cavendish bananas to improve the welfare of farmers.

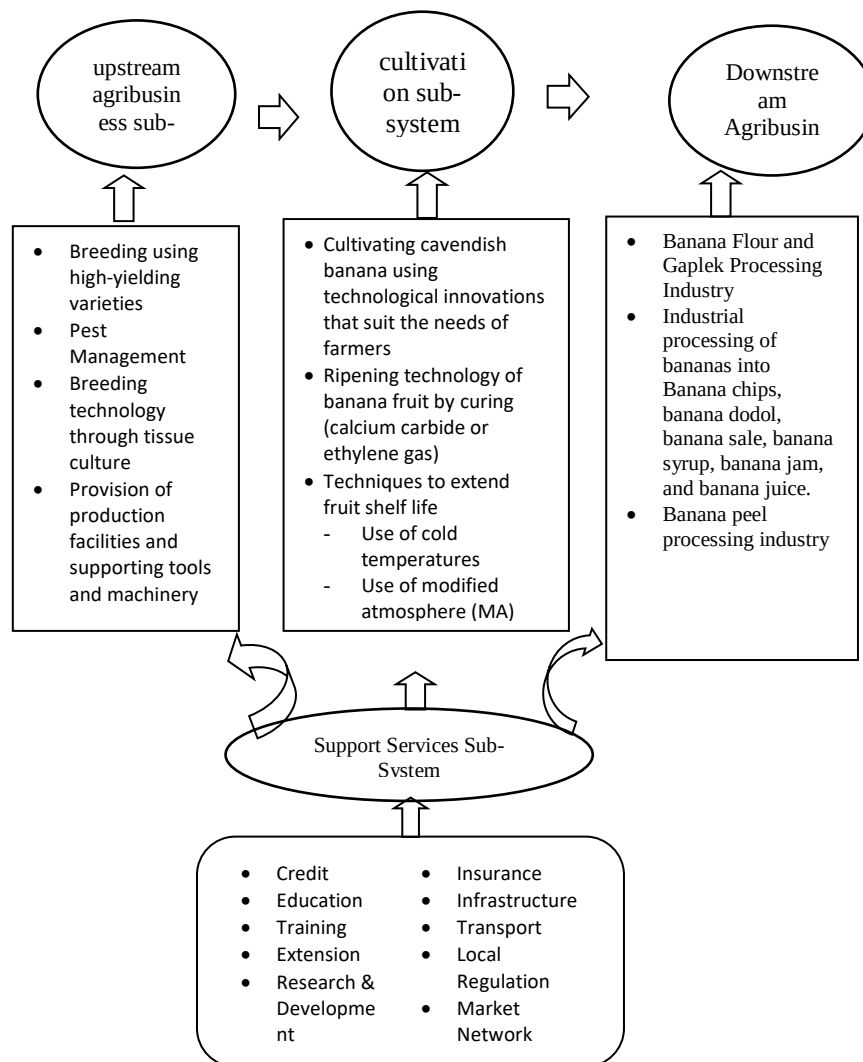
Partnerships with the private sector in marketing Cavendish bananas are required: One important aspect of Cavendish banana farming is the marketing stage. Because it is useless if the banana yield is abundant but the market share is small, it will accumulate and rot in the warehouse. The need for the government's role to bridge farmers with agricultural product marketing institutions, for example, BUMDes, Village UMKM, BMT Mart, or with private institutions to accommodate and market Cavendish banana agricultural products. This is also an effort to encourage UMKM business actors in Eastern OKU Regency. Design of agribusiness system of banana cavendish in Eats OKU Regency can be seen in [Figure 4](#).

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W-T (Weakness-Threat) Strategy

Development of farmers' human resources through mentoring on Cavendish banana cultivation, as it is known that the cultivation of Cavendish banana plants is still relatively new to farmers and not all farmers have an understanding of the cultivation of cavendish bananas to produce higher quality and value of products. This is where the role of agricultural extension officers is to provide socialization, knowledge, and introduction of various technological innovations to increase Cavendish banana production. Even farmers also need to be equipped with skills to process cavendish bananas into derivative products or diversify products to have higher economic value and selling value through agro-industrial activities to create a modern industrial work culture ([Mubarok et al., 2015](#)). Such as banana processing training, cavendish banana cultivation training and utilization of online media for marketing agricultural products. Increased farmer knowledge is related to farmer attitudes in decision-making related to their farming business ([Surya et al., 2021](#)).

Figure 4 describes the complete design of the banana cavendish agribusiness system, the Agribusiness Subsystem is all activities related to the handling of agricultural commodities which include production chains, agro-industrial activities, marketing of agricultural commodities, and agricultural support institutions. The design of the Cavendish Banana farming agribusiness system in Jayapura District consists of three main pillars, namely the upstream agribusiness sub-system, the cultivation subsystem, and the downstream agribusiness sub-system. The upstream agribusiness subsystem consists of land preparation, nurseries, and provision of production facilities including agricultural tools and machinery that support banana farming activity



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Figure 4 Agribusiness system design for cavendish banana farming

One of the strategies in the upstream sub-system is to use superior seeds through tissue culture technology. The cultivation sub-system includes maintenance activities, and pest and disease control, with strategies for fruit ripening technology and techniques to extend the shelf life of banana fruit. The downstream sub-system consists of the collection of agricultural products, processing, storage, and marketing of agricultural products. The existence of the downstream sub-system determines the economic value of the agricultural product itself, the existence of the Cavendish banana processing agro-industry into various derivative products. (product diversification) will increase the selling value compared to selling only fresh bananas.

CONCLUSION

Cavendish banana is one of the leading agricultural commodities in Jayapura District, East OKU Regency. The cultivation of Cavendish bananas has a higher selling value when compared to ordinary bananas so this can encourage increased income for farmers in the area. As one of the export commodities, the government of East OKU district and South Sumatra Province pay full attention to increasing Cavendish banana production through

various efforts, one of which is through the utilization of existing idle land to support Cavendish banana farming. In addition, the researcher also formulated strategies to increase Cavendish banana production through the identification of internal and external factors compiled in the SWOT analysis Maktriks. The results showed that the strategies that can be done to increase Cavendish banana production in East OKU Regency are: S-O (*Strength-Opportunity*) Strategy through The local government is a facilitator in increasing Cavendish banana production; W-O (*Weakness-Opportunity*) Strategy through apply the use of technology from input, process and output and Need intensive guidance from the Agriculture, Food Crops and Horticulture Office; S-T (*Strength-Threat*) Strategy through by Regional regulation on price stability and Partnerships with the private sector in marketing Cavendish bananas are required; W-T (*Weakness-Threat*) Strategy through by development of farmers' human resources through mentoring on Cavendish banana cultivation.

Based on the results of the above research, it is necessary to implement the four strategies as a whole involving cooperation between the central and local governments with educational and research institutions to increase the quantity and quality of commodities. In addition, it is necessary to encourage investment in agriculture by fostering cooperation with stakeholders and private companies in the context of developing the agricultural product processing industry (Downstream Agribusiness) in East OKU Regency.

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