

Analysis of Coconut Agribusiness Development Strategy in North Minahasa Regency

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Abstract: The development of coconut in North Minahasa requires an appropriate and efficient strategy. This research aims to assess and analyze the conditions in the coconut agribusiness system in North Minahasa, outline the factors of IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) matrices, and provide policy recommendations related to the coconut agribusiness development strategy in North Minahasa. The research was conducted over a period of 9 months, utilizing both primary and secondary data. Primary data were obtained through the distribution of questionnaires, followed by Focus Group Discussions with respondents and direct interviews with coconut farmers, collector traders, and coconut processing industries (producing copra, flour, and coconut milk) in North Minahasa Regency, as well as business entities involved in the coconut agribusiness. Secondary data were obtained from relevant institutions such as the Central Statistics Agency, the Regional Agriculture Office of North Minahasa Regency, previous research journals, and related books. The research results, analyzed through a SWOT analysis of the Coconut Agribusiness Development Strategy in North Minahasa Regency, fall into quadrant I, indicating an aggressive strategy with coordinates (0.42:0.44), aligning with strengths and opportunities. The derived strategy is S-O (Strength-Opportunity), focusing on maintaining the availability of raw materials, the market for processed coconut products, human resources, and land suitability, with support from the local government to increase community income and expand coconut processed products into the international market.

Keywords: Agribusiness; Coconut; Strategy

Introduction

Agribusiness is a form of business activity that involves farming, infrastructure and facilities for agricultural production, food processing, stability, food trade, and other activities such as the distribution of food and fiber for consumers (Austin, 1981 dalam Wowor et al., 2023). Agribusiness functions in the provision and distribution of media/facilities for production, cultivation efforts, cultivation development, product processing, product marketing, as well as product procurement and distribution. The entire agribusiness system will function well and maximally if all the functions of its subsystems are also running smoothly and in accordance with their respective functions (Saragih et al., 2007). If there are disruptions or constraints in one of the subsystems in the future, it is

likely that the entire system will be affected by problems. The coconut agribusiness system, in line with its function, is a totality or a unit of performance consisting of upstream subsystems, farming, processing of products, marketing, and supporting services (Hill & Jones, 2013).

North Minahasa Regency is the second-largest coconut plantation center in North Sulawesi, with a coconut plantation area of 36,429 hectares in 2020 (BPS Provinsi Sulawesi Utara, 2021). The coconut plantation in North Minahasa Regency is a community plantation with its main output being coconut flesh, most of which is processed into copra and coconut flour. Coconut currently plays a crucial role in the economy of North Minahasa Regency, serving as a provider of employment opportunities, raw materials for domestic industries, and a source of direct consumption. One

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effort to increase productivity and consequently raise farmers' income is through the management of farming inputs such as labor, income, education, and the optimal and effective use of land by developing an integrated coconut processing strategy. The development of this coconut processing strategy offers dual benefits: firstly, it is profitable from an agribusiness perspective, and secondly, it contributes to environmental sustainability.

The development of coconut in North Minahasa requires an appropriate and efficient strategy. With the existing resource potential, the establishment of a resource-based industrial development can create a healthy climate. This not only increases the value of raw material products, leading to higher market values but also aids in job creation for the community. As a result, it is expected to generate investment efficiency, service distribution, and effective achievement of development goals (Kotler & Keller, 2021). Based on this rationale, the development strategy of the coconut agribusiness is considered crucial to be implemented as one of the efforts to increase farmers' income from coconut commodities. It can serve as a driving force for the local economy, benefiting both the community and the region.

A company requires various strategies to achieve its vision, mission, and goals, and the same applies to agribusiness. One of these strategies is business development. With the increasingly competitive business world, companies must now be able to develop their businesses to advance, grow, and become successful. Business development strategy includes : 1) Capital Requirements for Business Development; 2) Risk Analysis of Business Failure; 3) Profitability Analysis, Return on Investment, and Cash Flow Prediction; 4) Market Trends and Business Growth Duration; 5) Factors of Change and Their Influences; 6) Human Resource Needs and Skills; 7) Operational Difficulty Level of the Business (Hendro, 2011).

Business development strategy involves determining the direction of the company or business, requiring decisions and efforts from every line of business to produce products or services needed by consumers. It entails having a forward-looking vision so that the company can grow larger in terms of production, brand, consumers, and overall revenue.

SWOT analysis (Strength, Weakness, Opportunity, and Threat) is a tool to derive useful or effective strategies that are applied according to the market and public conditions at the time (Galavan, 2014). Opportunities and threats are used to understand the external environment, while strengths and weaknesses are identified through internal company analysis. SWOT compares strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are examined to identify current and future opportunities and threats

(Gurel & Merba, 2017), The clearer the understanding of strengths and weaknesses, the smaller the missed opportunities. Good opportunities can be used to counteract threats, and weaknesses can be addressed through the company's strengths. In essence, SWOT analysis is a comprehensive approach that considers both internal and external factors to develop effective strategies. By leveraging strengths and opportunities, and addressing weaknesses and threats, businesses can enhance their competitive position and navigate the dynamic business environment more effectively.

Method

Research Time and Location

This research was conducted for a duration of 9 months in North Minahasa Regency.

Data Collection Method

The types of data collected in this research include both primary and secondary data. Primary data were gathered through the distribution of questionnaires, followed by Focus Group Discussions with respondents who are coconut farmers. Direct interviews were conducted with coconut farmers, collector traders, and processing industries of copra, coconut flour, and coconut milk located in North Minahasa Regency, as well as business entities involved in the coconut agribusiness. Secondary data were obtained from relevant institutions related to the research issues, such as the Central Statistics Agency, the Regional Agriculture Office of North Minahasa Regency, existing research journals, and relevant books.

Sampling Method

The respondents used in this research include coconut farmers in North Minahasa Regency, the Department of Agriculture, and coconut business actors. Through purposive sampling, 5 districts with the highest production in North Minahasa Regency were selected. In each district, 3 farmers, who are the largest coconut producers, were intentionally selected, making a total sample size of 15 farmers. Additionally, 2 individuals from the Department of Agriculture of North Minahasa Regency and 3 individuals involved in coconut product businesses were included. From each farmer, the business actors involved in processing coconut into copra, coconut flour, coconut milk, and other coconut-related businesses were traced within the coconut agribusiness system, considering the subsystems of coconut agro-input, agro-trading subsystem, and coconut agro-service in the agribusiness system.

Variable Measurement Concept

The variables studied in the Coconut Agribusiness Development Strategy in North Minahasa Regency are as follows: 1) Identifying Internal Factor Evaluation (EFI) Factors: (a) Identifying indicators of Strengths in the coconut agribusiness in North Minahasa Regency; (b) Identifying indicators of Weaknesses in the coconut agribusiness in North Minahasa Regency, 2) Identifying External Factor Evaluation (EFE) Factors: (a) Identifying indicators of Opportunities in the coconut agribusiness in North Minahasa Regency; (b) Identifying indicators of Threats in the coconut agribusiness in North Minahasa Regency.

By focusing on these internal and external factors, the research aims to provide a comprehensive overview of the conditions and potential of coconut agribusiness in the region. The analysis of EFI and EFE aims to lay the foundation for formulating effective development strategies by maximizing strengths and opportunities and addressing weaknesses and potential threats.

Data Analysis Method

The data analysis used in this research includes the Descriptive Analysis Method and SWOT Analysis. There are two aspects to consider in SWOT analysis: weighting and ranking.

Weighting in the internal environment is based on the level of importance derived from the influence of strategic factors on its strategic position. Meanwhile, in the external environment, it is based on the potential impact on its strategic factors.

The steps in determining EFI and EFE factors are as follows: 1) List the main identified factors, which are Strengths and Weaknesses for EFI, and Opportunities and Threats for EFE; 2) Assign weights on a scale of 0.0 (not important) to 1.0 (most important). The total weight must be equal to 1.0. This is done for both EFI and EFE; 3) Rank 1 for major weaknesses, rank 2 for minor weaknesses, rank 3 for minor strengths, and rank 4 for major strengths; 4) Multiply the weight by the rank to determine the weighted value. Sum up the weighted values.

The next step is to develop four types of strategies: SO, WO, ST, and WT, serving as the foundation for the coconut agribusiness development strategy.

Result and Discussion

General Condition of North Minahasa Regency

North Minahasa Regency (Minut) is a regency that was established as a result of the division from Minahasa Regency on February 25, 2003. It has its capital and government center in Airmadidi, located in the North Sulawesi Province. This regency holds a strategic location as it is situated between two major cities, Manado and the port city of Bitung. The distance from the city center of Manado to Airmadidi is approximately 12 km and can be reached in 30 minutes. As of 2020, the population of North Minahasa was 224,993 people, with a population density of 212 people/km² (BPS Kabupaten Minahasa Utara, 2021).

Table 1. Production of Plantation Crops in Each District in North Minahasa Regency for the Years 2020 and 2021

Regencies	Coconut		Palm Sugar		Cacao		Nutmeg	
	2020	2021	2020	2021	2020	2021	2020	2021
North Minahasa	37806.81	37971.68	-	-	-	0.40	-	-
Kema	3022.68	3117.13	-	-	-	0.20	-	-
Kauditan	5814.32	5329.80	-	-	-	-	-	-
Airmadidi	3594.01	3706.32	-	-	-	-	-	-
Kalawat	2209.12	2364.98	-	-	-	-	-	-
Dimembe	5577.36	5521.59	-	-	-	-	-	-
Talawaan	5021.30	4971.09	-	-	-	-	-	-
Wori	3078.52	3174.73	-	-	-	-	-	-
West Likupang	2173.18	2241.09	-	-	-	-	-	-
East Likupang	3271.08	3373.30	-	-	-	0.20	-	-
South Likupang	4045.24	4171.65	-	-	-	-	-	-

North Minahasa Regency comprises 10 districts, 6 urban villages, and 125 rural villages (out of a total of 171 districts, 332 urban villages, and 1,507 rural villages in the entire North Sulawesi). Agriculture and plantation resources, with the predominant coconut plantations, are the main agricultural activities of the population. Additionally, crops such as cloves, as well as fruits like duku, langsat, mangosteen, and rambutan, are widely produced by farmers. The regency also boasts marine

resources and fisheries, including freshwater fisheries such as carp and tilapia. Marine fisheries include grouper ponds, milkfish, shrimp, lobster, seaweed cultivation, and pearl clam breeding. Agriculture remains a key sector in North Minahasa Regency. The food crops sub-sector includes rice and other food crops, as well as horticulture. Food crops encompass both wet and dry rice cultivation, corn, cassava, sweet potatoes, peanuts, and soybeans. Corn production in North

Minahasa Regency increased during the 2016-2017 period. In 2019, production amounted to 96,146 tons, which further rose to 335,739 tons in 2020. This increase is indicated by the expansion of cultivated areas.

The plantation sub-sector in North Minahasa Regency is dominated by coconut, nutmeg, and palm sugar. The production of plantation crops in North Minahasa Regency can be seen in Table 1. The plantation sub-sector is dominated by nutmeg, coconut, palm sugar, and cloves. Table 5 provides information on the production of plantation crops in North Minahasa Regency. From Table 5, we can observe that coconut is the leading plantation commodity in terms of production in North Minahasa Regency, followed by cloves, palm sugar, and nutmeg.

Internal and External Factors of Coconut Agribusiness
Internal Factors (IFAS)

In the coconut agribusiness, there are 11 strategic factors, comprising 5 strength factors: availability of raw materials, suitability of land, availability of human resources, government policies, and the existence of a market for processed coconut products. Meanwhile, there are 6 weakness factors: relatively small scale of farming operations, relatively low education of farmers, low level of technological expertise among farmers, the absence of experts in coconut processing technology, limited access to market information, and financial constraints.

Table 2. Results of IFAS Analysis

Strategic Factors	Weight Rating		Score
Strengths			
Availability of Raw Materials	0.14	3	0.42
Land suitability	0.14	3	0.42
Availability of human resources	0.12	3	0.36
Government policies	0.10	3	0.30
Existence of a market for processed products	0.10	3	0.30
Total	0.60		1.80
Weaknesses			
Small scale of farming operations	0.10	3	0.30
Low education level of farmers	0.08	3	0.30
Low technological proficiency among farmers	0.06	3	0.24
Lack of experts in coconut processing technology	0.04	3	0.18
Limited access to market information	0.04	2	0.12
Financial constraints	0.08	3	0.24
Total	0.40		1.38

The continuity of the availability of raw materials and the size of market demand for processed coconut products are strengths in the development of the coconut agribusiness in North Minahasa Regency. The

continuity of raw material availability is closely related to the productivity of coconut plants and the ease of obtaining supplies from other regions. The sustainability of agribusiness is determined by the ability to procure raw materials. This emphasizes the importance of raw material availability in the effort to develop the coconut agribusiness. Coconut production in 2021, based on districts, is as follows: Kema 3,022.68 tons, Kauditan 5,329.80 tons, Airmadidi 3,706.32 tons, Kalawat 2,364.98 tons, Dimembe 5,521.59 tons, Talawaan 4,971.09 tons, Wori 3,174.73 tons, Likupang Timur 3,373.30 tons, Likupang Barat 2,241.09 tons, and Likupang Selatan 4,171.65 tons.

Land suitability is also a strength. North Minahasa Regency is very suitable for planting coconuts, considering the elevation and soil types suitable for palm plants, including coconuts. However, the availability of land needs attention due to the proliferation of mining activities. Additionally, with the division of districts and villages, many coconut lands have been converted into residential areas.

The availability of human resources is also a strategic factor that can be a strength in the development of the coconut agribusiness. Through the development of agribusiness as a rural economic activity, it is expected to create job opportunities and income growth upstream and downstream. This agribusiness development will require a significant workforce. The high absorption of local labor is the hope of the local government to reduce poverty in rural areas, and thus, the local government fully supports the development of the coconut agribusiness in North Minahasa Regency, making coconut a flagship commodity after palm sugar and nutmeg.

Currently, in North Minahasa, there are many coconut processing industries, both large-scale industries and household industries. This is a strength for coconut farmers in selling their coconut products. Some coconut processing industries in Minut include coconut flour, charcoal, coconut fiber, cooking oil, VCO, and frozen coconut milk factories. The availability of a market for processed coconut products facilitates farmers and coconut collectors in selling their products.

In addition to strength factors, weakness factors also need to be considered to avoid obstacles in the effort to develop the coconut agribusiness in North Minahasa Regency. These weakness factors include relatively small-scale farming operations, relatively low education of farmers, low technological proficiency among farmers, the absence of experts in coconut processing technology, limited access to market information, and financial constraints.

Farmer education and the ability to adapt to technology are important factors in increasing income. However, the current condition in Minut still sees many

farmers employing traditional patterns, especially in determining planting distances, fertilization, and facing pest and disease challenges. The availability of experts for guidance on coconut farming is still lacking, with most extension agents specializing in horticulture and rice.

A classic problem faced by farmers is the issue of funding. Most investors or funders do not provide credit assistance to coconut farmers. Market information is insufficient at the farmer level, resulting in frequent drastic price fluctuations. Farmers are not price makers but always end up being price takers. These weaknesses are challenges faced in the development of both local and national coconut agribusiness.

External Factors (EFAS)

External factors consist of 10 strategic factors, including 5 factors that are opportunities: increasing community income, expanding market share and rising demand, the growth of coconut processing factories, the trend of increasing community economic activities, and support from the local government. Other external factors that pose threats include price fluctuations, land use conversion, the absence of strong partnerships, inadequate transportation infrastructure, and a lack of coordination among relevant departments regarding coconut agro-industry development policy. The results of the identification of external factors are shown in Table 3.

Table 3. Results of EFAS Analysis

Strategic Factors	Weight	Rating	Score
Opportunities			
Increasing Community Income	0.14	3	0.42
Growth of Coconut Processing Factories	0.14	3	0.42
Expanding Market Share and Increasing Demand	0.12	3	0.36
Support from the Local Government	0.10	3	0.30
Rising Economic Trends in the Community	0.10	3	0.30
Total	0.60		1.80
Threats			
Absence of Strong Partnerships	0.10	3	0.30
Price Fluctuations	0.08	3	0.30
Land Use Conversion	0.06	3	0.24
Inadequate Transportation Infrastructure for Coconut Processing	0.04	3	0.18
Lack of Coordination Among Relevant Departments	0.04	2	0.12
Total	0.40		1.38

The absence of strong partnerships is because the development of coconut agribusiness in North Minahasa still requires support and involvement of private parties such as investors to drive the stages of coconut processing. If this partnership is not well-established, the success in coconut cultivation will be futile without being balanced by the output or products from coconut processing that are satisfying. Price fluctuations are caused by factors such as land use change and expansion of oil palm plantations, which undoubtedly impact the decline in coconut production and threaten the availability of raw materials. This land use change is primarily intended for oil palm plantations, as managing plantation crops such as oil palm and rubber is more promising compared to the income from coconut farming.

The condition of transportation facilities that are less supportive for coconut farmers is certainly a threat. Because transportation is a means of carrying goods and transport services that fully provide services in the delivery affairs. In running a coconut processing business, the role of transportation is very important. Transportation requires adequate mobility to move raw materials and supporting equipment needed to process coconuts into a product. To produce satisfying output, it requires significant investment in transportation and equipment because this will help the productivity of agricultural products, thus driving increased economic activities. Adequate transportation will also be useful in channeling agricultural production to consumers promptly. However, looking at the condition of farmers in North Minahasa, it is still difficult to obtain adequate transportation facilities and still use traditional transportation tools for transport, and even in the processing process. So, the processing of coconut products takes longer and is inefficient. The next threat comes from the lack of coordination between related agencies that affects the development of the coconut agro-industry in North Minahasa. There are policies that are unknown to farmers regarding the implementation of industrial development policies, especially for the development of the coconut agro-industry. So, sometimes farmers move and act without a strong foundation due to a lack of information from related agencies.

Quadrant Mapping

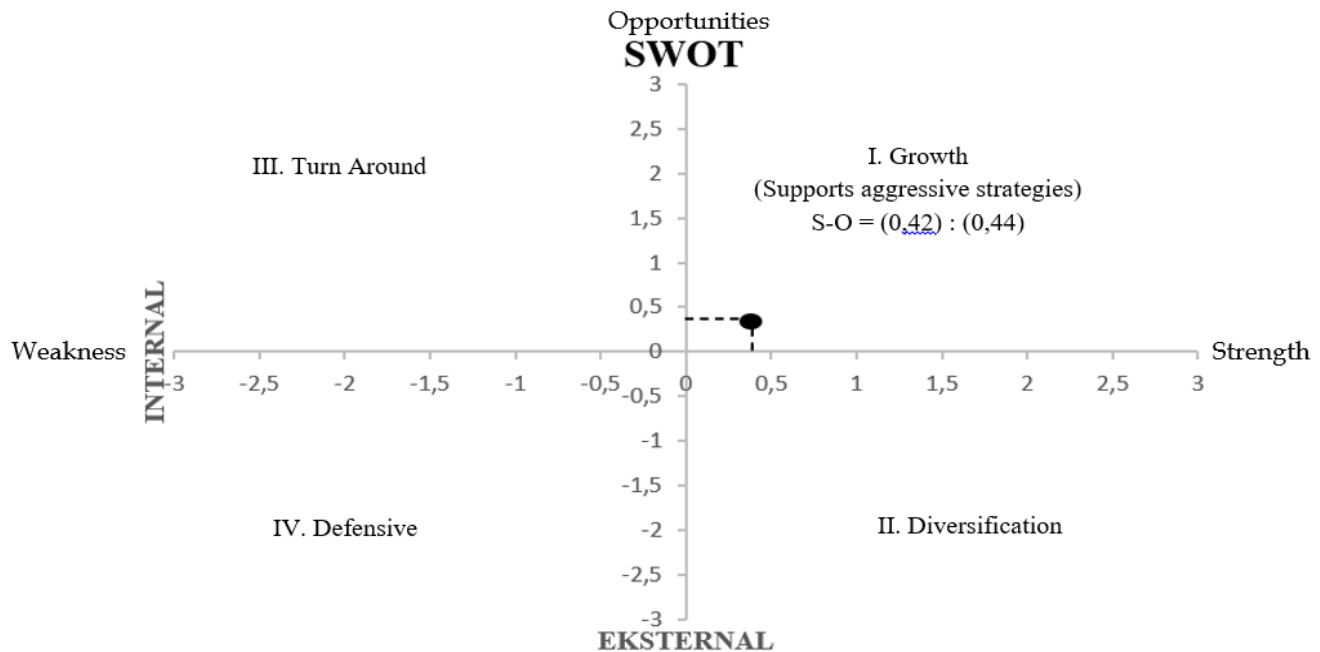


Figure 1. Mapping quadrants for coconut agribusiness development

From the analysis of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) above, the resulting score sequence is as follows:

- 1. Strengths = 1,80
 - 2. Weakness = 1,38
 - 3. Opportunities = 1,60
 - 4. Threats = 1,16
- Coordinates of the internal analysis = Strengths Total Score - Weaknesses Total Score
 = 1,80 - 1,38
 = 0,42
- Coordinates of the external analysis = Opportunities Total Score - Threats Total Score
 = 1,60 - 1,16
 = 0,44

The results of the analysis on the SWOT diagram obtained IFAS coordinates of 0.42 and EFAS coordinates of 0.44 or 0.42:0.44, placing these coordinates in quadrant I, which represents an aggressive strategy (growth-oriented strategy).

Here are some strategies that can be implemented in the development of coconut agribusiness in North Minahasa to maximize strengths, utilize opportunities, minimize weaknesses, and address existing threats:

Strengths and Opportunities (S-O)

- a. Utilize the strength of the availability of raw materials and the availability of the coconut processed product market with the opportunity of an increasing market share and demand to produce

high-quality coconut processed products that meet market needs and demands.

- (s1, s5, o5).
- b. Leverage the strength of land suitability and the availability of human resources with the opportunity to increase income from the community due to an expanding market share, demand, and the utilization of the growing trend in the community's economy. (s2, s3, o1, o3, o5).
- c. Exploit land suitability, government policies, and support from local authorities to develop coconut processing plants to meet the growing market demand. (s2, s4, o2, o3, o4).

Weaknesses and Opportunities (W-O)

- a. Develop the scale of coconut farming and access to market information by considering the opportunities of an expanding market share, demand, and the economic trend in the community to help increase community income. (w1, w5, o1, o3, o5).
- b. Utilize the opportunity of support from local authorities to provide training related to agricultural technology, especially technology used for coconut processing for farmers, and other support related to exports. (w2, w3, w4, o4).
- c. Address the weakness of limited capital by utilizing various forms of assistance and policies provided by local authorities. Policies, such as providing low-

interest credit for working capital and purchasing equipment for small and medium-scale agro-industries, can alleviate production cost burdens. If the development of the Coconut agro-industry is carried out in the form of a cooperative, the cooperative's capital comes from the basic, mandatory, and voluntary savings of its members. (w6, o4).

Strengths and Threats (S-T)

- a. Maintain or increase the availability of raw materials based on local resources through land expansion and the provision of superior and pest-resistant seeds. Ensuring the continuity of raw materials for coconut processing industries by improving the productivity of coconut farmers' work. Providing superior seeds that are pest-resistant can minimize the threat of raw material shortages due to pest attacks, and with sufficient raw material availability, it is expected to avoid price fluctuations in coconut processed products. (s1, s5, t2).
- b. Regarding the expansion of coconut plantation land, a more accurate re-registration of land ownership, function, and use of existing land in North Minahasa is needed by optimizing coordination between relevant agencies to ensure uniform data. This aims to preserve existing coconut plantation lands and remaining forests from being converted into oil palm plantation lands, which are currently in high demand by the community to ensure the availability of raw materials. (s1, s4, t3)

Weaknesses and Threats (W-T)

- a. Conduct activities to prepare human resources, improve and develop human resources by conducting coaching and training in coconut processing from relevant institutions or by collaborating with competent educational institutions in the field of coconut processing. Addressing the issue of land use change that could disturb farmers. (w2, t3).
- b. Establish coconut agro-industry to increase community and farmer welfare and regional economic development. The development of the coconut agro-industry can be realized through collaboration (partnership) with private parties. Farmers must be able to convince relevant parties to provide credit assistance to farmers to be used as capital to develop their coconut farming. (s6, t1).

Conclusion

Based on the SWOT analysis results regarding the Coconut Agribusiness Development Strategy in North Minahasa Regency, the position is in quadrant I, which is the aggressive strategy with coordinate values (0.42:0.44). This means that the development of coconut agribusiness in North Minahasa Regency is in a favorable position, so it is necessary to implement the S-O or Strength-Opportunity strategy. This involves maintaining the availability of raw materials, market share, land suitability, and support from local authorities to meet market needs and increase income for the community in North Minahasa Regency.

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Author Contributions

RK: Developing ideas, analyzing, writing, reviewing, responding to reviewers' comments; MT, CN, MK: analyzing data, overseeing data collection, reviewing scripts, and writing.

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Conflicts of Interest

The authors declare no conflict of interest.

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