Durian Agribusiness Development Strategy in Boven Digoel Regency

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Abstract: The agricultural sector, which includes forestry, fisheries, animal husbandry, hunting, and farming services, is the main contributor to forming Boven Digoel Regency's GRDP. The largest commodity contributing to GRDP comes from the plantation crop subsector, not the horticulture subsector, such as durian, even though the subsector has considerable production potential. This is due to suboptimal post-harvest management and limited knowledge of durian cultivation technology among local farmers. Most farmers still use less efficient traditional methods, so the yield could be more optimal. This study aims to analyze internal and external factors and formulate local economic development strategies based on durian agribusiness. The data used included primary and secondary data, and the analysis was conducted using descriptive methods, IFE, EFE, IE Matrix, SWOT Analysis, and QSPM. The results showed that the durian agribusiness economy in Boven Digoel Regency based on the IE matrix is in quadrant I (growth and investment) with internal factors 3.13 and external factors 3.08. SWOT analysis resulted in three main strategies: market expansion, diversification of durian processed products, and restructuring the production system. Diversification of processed products, such as dodol and ice cream, proved to be the most effective strategy based on QSPM analysis, with a score of 6.32.

Keywords: Agribusiness; Local economic development; QSPM; SWOT.

Introduction

Development is vital in developing countries like Indonesia, especially in improving people's welfare and international competitiveness. One critical approach is sustainable development, which includes economic, social and environmental aspects. In Indonesia, the financial aspect is often the main focus due to its direct impact on people's welfare (Hapriyanto, 2024). Economic development in developing countries faces various challenges, such as low income, high unemployment rates, and slow regional economic development (Mukhlis et al., 2023). These challenges require comprehensive solutions that involve regional autonomy policies and active community participation.

The Indonesian government has implemented a strategic step with regional autonomy, giving greater authority to local governments to manage development according to local needs (Azis & Husna, 2021). Through Law No. 23/2014, local governments have the space to set policies through local regulations (Perda), which local stakeholders support. Community participation in decentralisation is essential to encourage collaboration between the government and the community in utilising local economic potential to improve regional welfare (Sinaga & Frinaldi, 2024). Local economic development strategies will be effective if supported by the principles of democracy and the synergy of regional autonomy policies (Adilah et al., 2022). Local governments aim to optimise local resources to create economic growth and employment (Budiharsonono, 2022).

The agricultural sector, especially agribusiness, is vital to economic development in Indonesia's rural areas. In Boven Digoel Regency, the agriculture,

forestry, and fisheries sectors contribute significantly to the Gross Regional Domestic Product (GRDP), reaching 26.45 per cent (BPS, 2024). Superior horticultural commodities such as durian have great potential as a source of income for local communities and play a role in reducing economic inequality (Aldy et al., 2022). However, durian agribusiness in Boven Digoel faces infrastructure challenges, such as inadequate roads and transport and traditional cultivation methods still used by local farmers. These conditions lead to low productivity and quality of crops. In addition, durian products sold in fresh form have a short shelf life, reducing added value (Nuzuliyah, 2018). Transformation in durian processing, from fresh form to high-value processed products, is needed. This processing will increase shelf life, facilitate distribution, and maintain the nutritional quality of durian (Roslinda et al., 2022).

Research on durian agribusiness development strategies based on local potential is needed to maximise the economic potential of Boven Digoel. This research aims to formulate local economic development strategies based on durian agribusiness using SWOT analysis to understand the internal and external conditions affecting durian agribusiness and QSPM analysis to determine priority strategies. According to Galavan (2014) and Gurel & Merba (2017), with the right strategy, durian agribusiness development can contribute significantly to regional economic growth and the welfare of local communities.

Method

Location and Time of Research

The data collection and processing were collected from June to August 2024 with the research location in Mindiptana District, Boven Digoel Regency, South Papua Province. The location was chosen deliberately considering that the Mindiptana District area is the highest durian-producing area in Boven Digoel Regency.

Data Collection Methods

Data collection methods were carried out by literature study and in-depth interview techniques. The in-depth interview technique was conducted to find out the existing strategic factors. In-depth interviews also obtain information directly from the source (internal and external factors). The literature study technique helps collect secondary data published by institutions related to durian agribusiness development in Boven Digoel Regency.

The selection of resource persons in this study uses purposive sampling, where the critical informants selected are individuals with expertise, experience, and access to information relevant to the object of study. According to Kumara (2018), purposive sampling is a sampling technique with certain considerations. The selected informants include individuals who directly or indirectly participate and significantly influence the durian agribusiness sector in Mindiptana District, Boven Digoel Regency. All data and information identified and the results of in-depth interviews with expert resource persons become material for local economic development strategies based on durian agribusiness in Boven Digoel Regency.

The resource persons in this study comprised stakeholders who were crucial informants totalling five people (BP4D, TPHPP Office, Disperindagkop, BUMD and Mindiptana District Head) to fill out the SWOT analysis questionnaire and QSPM analysis. Furthermore, 30 farmers were selected from various representative parties with the criteria that farmers have 10 years of experience and a minimum number of trees of 10 trees to fill out the farmer questionnaire.

Data Analysis Method

To analyse strategic factors such as strengths, weaknesses, opportunities, and threats in durian agribusiness-based local economic development in Boven Digoel Regency, primary data obtained through surveys, field observations, and interviews with respondents, namely relevant stakeholders, were used. The analytical methods used were Internal Factor Evaluation (IFE), External Factor Evaluation (EFE) and Internal External (IE) matrices, as well as Strength, Weakness, Opportunity, and Threat (SWOT) analysis (Table 1), to detail the internal and external factors affecting the development of durian agribusiness (David et al., 2017; Mahfud & Mulyani, 2017).

Table 1. SWOT Analysis Matrix

Internal / External	Strengths (S)	Weaknesses (W)
	1.	1.
	2.	2.
	etc	etc
Opportunities (O) 1. 2. etc	Strategy S-O 1. 2. etc	Strategy W-O 1. 2. etc
Threats (T) 1. 2. etc	Strategy S-T 1. 2. etc	Strategy W-T 1. 2. etc

In addition, this research also formulated strategies and designed local economic development programmes based on durian agribusiness using Quantitative Strategic Planning Matrix (QSPM) analysis, which resulted in strategies and programmes that can be

implemented to improve local economic development in Boven Digoel Regency. According to (Suhardi, 2011 ; Haryanto et al., 2023), creating a QSPM Matrix can be done in five stages, namely: (1) Make a list of important opportunity and threat factors in the left column. Data is taken from the EFI and EFE matrices; (2) Determine the weight *for* each opportunity and threat factor. The weighting method is identical to the EFI and EFE matrices; (3) Determine the attractiveness score (AS) by filling in the choice numbers 1 to 4. A score of 1 means not attractive, a score of 2 means somewhat attractive, a score of 3 means quite attractive, and a score of 4 means very attractive. If a certain factor is considered to have no influence, then it does not need to be scored and this continues in the following columns; (4) Calculate the total attractiveness score (TAS), which is the result of multiplying the weights by the AS. TAS shows the relative attractiveness of each alternative strategy. The

higher the TAS score, the higher the alternative strategy (considering only the critical factors in that row); (5) Calculate the total TAS score by adding up all the TAS scores. This total TAS reveals which model is most interesting to implement.

Results and Discussion

IFE Matrix Identification

IFE evaluation is used as a tool to help formulate strategic analysis in evaluating the internal factors of an organisation and help categorise factors into weaknesses and strengths (Manurung et. al., 2024). The formulation of internal strategic factors identified in terms of strengths and weaknesses is given a weight and rating so that the score is the multiplication of the rating and weight. The results of the IFE matrix score are shown in Table 2.

Table 2. IFE (*Internal Factor Evaluation*) Matrix

No	Strength	Weight (w)	Rating (r)	w x r
1	Potential land suitable for durian cultivation	0.14	3.80	0.55
2	Availability of human resources	0.14	3.80	0.55
3	The existence of an active farmer group as a forum for farmer cooperation	0.13	3.40	0.44
4	Diverse and high value-added durian processed products	0.15	4.00	0.61
5	The reputation of Boven Digoel durian, which is known to have a high flavor	0.14	3.80	0.55
No	Weaknesses	Weight (w)	Rating (r)	w x r
1	Uncontinuous product quantity and quality	0.07	1.80	0.12
2	Limited access of farmers to capital and business financing	0.05	1.20	0.05
3	The application of cultivation and post-harvest technology is still simple	0.06	1.60	0.10
4	Not yet optimal partnership between farmers and marketing institutions	0.06	1.60	0.10
5	There is no branding or promotion of durian products	0.05	1.40	0.07
Total		1		3.13

Based on Table 2, the IFE matrix analysis resulted in a weighted value of 3.13, meaning that Boven Digoel Regency can take advantage of strengths to minimise weaknesses in durian agribusiness-based local economic development. This total IFE weighted score indicates that the ability of durian agribusiness in Boven Digoel Regency to respond to its internal environment is still average, indicating that the organisation or region can maximise its strengths and reduce the impact of internal weaknesses.

Analysis of internal critical factors on the strengths selected the highest score, and the weakness factors selected the lowest score. The main strength in analysing the internal environment of durian agribusiness is the diverse and high value-added durian processed products with the highest score of 0.61. The main

weakness is the limited access of farmers to capital and business financing, with the lowest score of 0.05.

Identification of EFE Matrix

The External Factor Evaluation (EFE) matrix is a strategy formulation tool for evaluating opportunities and threats. In addition, the strategy is to evaluate information. Information regarding the economy, society, culture, demographics, environment, politics, government, law, technology and competition (Zahra et. al., 2021). The formulation of external strategic factors identified in terms of opportunities and threats is given a weight and rating so that the score is the multiplication of the rating and weight. The results of the EFE matrix score are shown in Table 3.

Table 3. EFE (*External Factor Evaluation*) Matrix

No	Opportunities	Weight (w)	Rating (r)	w x r
1	High market demand. both for fresh fruit and processed products	0.15	3.80	0.57
2	Potential downstream and diversification of durian processed products to increase added value	0.16	4.00	0.63
3	Partnership opportunities with the private sector and financing institutions for business development	0.13	3.20	0.41
4	Local government policy support for durian agribusiness development	0.15	3.80	0.57
5	Development of information and communication technology	0.14	3.60	0.51
No	Threats	Weight (w)	Rating (r)	w x r
1	Climate change that can disrupt the stability of durian fruit production	0.06	1.60	0.10
2	Pest and disease attacks that can reduce plant productivity	0.05	1.20	0.06
3	Competition with durian producers from other regions that are more competitive	0.06	1.40	0.07
4	Fluctuations in price and demand for durian	0.06	1.60	0.10
5	Environmental and sustainability issues	0.04	1.00	0.04
	Jumlah	1		3.08

Based on Table 3, the analysis of external key factors on opportunities selected with the highest score and on the threat factor selected with the lowest score. The foremost change in the study of the external environment of durian agribusiness is shown by the opportunity factor with the highest weighted value, namely the potential for downstreaming and diversification of processed durian products to increase added value with a score of 0.63 with a weight value of 0.16 and a rating of 4.00. The highest score value on the opportunity factor of 0.63 indicates that Boven Digoel Regency has excellent potential to develop downstream and diversify processed durian products to increase added value. This means that Boven Digoel has a significant opportunity to maximise the economic benefits of durian agribusiness, especially by expanding durian-derived products such as processed foods, drinks, or other products that can be widely marketed. This is to research (Pambudi et al., 2018) that product diversification (processed agricultural products) can be used as one of the solutions to overcoming the problem of low continuity and the perishable nature of the fruit.

Meanwhile, the main threat is environmental and sustainability issues, with the lowest weighted score of 0.04 with a weight value of 0.04 and a rating of 1.00. The lowest score on the threat factor of 0.04 indicates that land in Papua, which is customary land, is often viewed by local communities as an integral part of their livelihood, supporting economic survival and an essential aspect of their social and cultural identity. The process of new land clearing in these areas has the potential to damage the environment, particularly forests, which are considered a vital resource by indigenous communities. From a sustainability perspective, significant threats are associated with policy fluctuations caused by changes in government officials. This uncertainty arises because policies and programmes established by previous officials may need

to be carried forward or consistently implemented by new leaders. This could result in the abandonment of designed environmental and sustainability initiatives and harm the balance of ecosystems on which local communities depend.

Internal-External (IE) Matrix

This matrix also consists of three primary strategies, according to David in Christianto (2021), namely, the total score of the IFE and EFE matrices in positions I, II, and IV can be categorised as grow and build. Those in positions III, V, or VII can be classified as hold and maintain. Those in positions VI, VIII, and IX are harvest or divestiture.

Based on the average value of the IFE Matrix of 3.13. it means that the internal strength in the development of durian agribusiness in Boven Digoel Regency is in a strong position. indicating that the potential and internal resources have been well managed to support local economic growth. The EFE Matrix value of 3.08 means that the response to external factors. such as opportunities and threats. is also quite good. reflecting the region's ability to take advantage of opportunities and overcome external threats effectively.

	3.0 – 4.0	2.0 – 2.99	1.0 – 1.99
3.0 – 4.0	I	II	III
2.0 – 2.99	IV	V	VI
1.0 – 1.99	VII	VIII	IX

Figure 1. Internal-External (IE) Matrix

The position of Quadrant I in the IE Matrix indicates that the right strategy to implement is growth and investment. The Local Government is in a very favourable position. with intense internal support and favourable external conditions. This opens up opportunities to expand markets. increase production. and innovate in processed products and the production process itself. Growth strategies through investments in

infrastructure. technology. and human resources can improve the sector's competitiveness in local and international markets. This condition is in accordance with Kaunang et al (2024). research result on the Coconut Agribusiness Development Strategy in North Minahasa Regency. which is in quadrant I. namely an aggressive strategy with a coordinate value of (0.42: 0.44). This indicates 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.

Overall. the IE Matrix analysis results confirm that durian agribusiness in Boven Digoel Regency is in an excellent position to continue to grow and develop. By optimising internal strengths. capitalising on external opportunities. and making strategic investments in technology and market development. this sector can become one of the main pillars of the local economy and contribute to improving the welfare of farmers and business actors.

SWOT Analysis

After analysing internal and external factors, various SO (Strengths-Opportunities) strategies have been formulated to maximise internal strengths in taking advantage of existing external opportunities. National and international market expansion through superior products (S2, S5, O1) aims to increase the competitiveness of Boven Digoel durian products in the global market, utilising durian quality as a competitive advantage. In addition, diversification of processed products (S4, O2, O3) is a strategic step to add economic value to the product by developing various variants of processed durian by market demand, domestically and abroad. This is expected to expand market segmentation and increase regional income.

The WO (Weaknesses-Opportunities) strategy emphasises increasing internal capacity to exploit existing opportunities. Increasing access to capital and financing through partnerships (W2, W4, O3, O4) is

essential to accelerate the development of durian agribusiness. Farmers can increase production scale and invest in cultivation and post-harvest technology with sufficient capital support. Training in modern cultivation technologies and post-harvest management (W3, W1, O2, O5) will help farmers adopt more efficient farming practices and improve the quality of crops, thereby meeting higher market standards.

Under the ST (Strengths-Threats) strategy, strengthening crop protection against pests and diseases (S3, S5, T2) is done to maintain productivity amidst the threat of pest infestation. This external threat can be minimised by utilising modern technology and appropriate crop protection practices. In addition, penetration into the domestic market (S4, T3, T4) is an important strategy to overcome competition in the local market. Boven Digoel Durian can strengthen its position through optimising distribution and more effective marketing.

The WT (Weaknesses-Threats) strategy focuses on mitigating internal weaknesses and external threats faced. Restructuring the production system (W1, T1, T4) is a solution to overcome the instability of durian product quantity and quality by improving production efficiency and optimising resource management. Business diversification (W2, W5, T3) is carried out to reduce the risk of dependence on one commodity by developing side businesses that can increase income and reduce market risk. Strengthening farmer capacity through education and coaching programmes (W3, W4, T2, T5) is also needed to improve farmer resilience in the face of market changes and external threats, such as climate change and pests.

QSPM Analysis

QSPM analysis is a technique for developing strategies using a quantitative approach namely a measurement-based approach and measurable standards (Qanita. 2020).

Table 4. QSPM analysis

No Strategy	Alternative strategi (TAS)	Strategy Priority
2	Diversification of processed products to increase added value **(6.32)**	1
11	Strengthening farmers' capacity through education and coaching programs **(5.73)**	2
10	Restructuring the production system to overcome instability in product quantity and quality **(5.68)**	3
4	Improved access to capital and financing through partnerships **(5.33)**	4
1	Expansion of national and international markets with superior products **(5.25)**	5
7	Overcoming the impact of climate change through environmentally friendly technology **(5.23)**	6
6	Strengthening branding and promotion of Boven Digoel durian products **(4.85)**	7
3	Development of downstream products based on modern technology **(4.84)**	8
5	Training in modern cultivation technology and post-harvest management **(4.80)**	9
9	Penetration into the domestic market to overcome competition **(4.72)**	10
12	Business diversification to reduce the risk of dependence on one commodity **(4.66)**	11
8	Improved crop protection system against pests and diseases **(4.47)**	12

Based on Table 4. the diversification of processed products to increase added value (6.32) is an alternative strategy that is the top priority in developing the local economy based on durian agribusiness. Other methods that are included in the top five as priority strategies include: strengthening the capacity of farmers through education and coaching programs (5.73); restructuring the production system to overcome the instability of product quantity and quality (5.68); increasing access to capital and financing through partnerships (5.33); national and international market expansion with superior products (5.25).

Conclusion

The internal strengths of durian agribusiness-based local economic development in Boven Digoel Regency consist of five factors with three factors having the highest weight and rating including: 1) Diverse and high value-added durian processed products; 2) Potential land suitable for durian cultivation; 3) The reputation of Boven Digoel durian which is known to have high flavour. Furthermore. the weaknesses of local economic development based on durian agribusiness in Boven Digoel Regency consist of five factors with three factors having the lowest weights and ratings including: 1) Limited access of farmers to capital and business financing; 2) The absence of branding and promotion of durian products; 3) The application of cultivation and post-harvest technology is still simple. External factors that become opportunities for local economic development based on durian agribusiness in Boven Digoel Regency. with the three factors that have the highest weights and ratings. include: 1) Potential downstream and diversification of durian processed products to increase added value; 2) High market demand. both for fresh fruit and processed products; 3) Local government policy support for durian agribusiness development. The threats to durian agribusiness-based local economic development in Boven Digoel Regency. with three factors that have the lowest weight and rating. include: 1) Environmental and sustainability issues; 2) Pest and disease attacks that can reduce crop productivity; 3) Competition with durian producers from other regions that are more competitive.

The results of QSPM analysis resulted in three primary strategies in durian agribusiness-based local economic development in Boven Digoel Regency including: diversification of processed products to increase added value (6.32). strengthening the capacity of farmers through education and coaching programs (5.73); and restructuring the production system to overcome instability in product quantity and quality (5.68).

Conflict of Interest
In writing this article the authors do not have any conflict of interest.

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