

BUSINESS DEVELOPMENT STRATEGY OF ORGANIC VEGETABLES IN AGRIBUSINESS DEVELOPMENT STATION (ADS) IPB

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ABSTRACT: *Agribusiness Development Station (ADS) IPB is one of the agribusiness companies that rely on organic vegetables one of their main traded commodities. ADS IPB has been a high daily demand, but limited production area causing low production capacity and weak farmer partnership system make the company unable to reach market demand. This study aims is identify the performance has been running to develop the ADS organic vegetable business, analyze the internal and external factors that affect the development of organic vegetables business in ADS, formulating to improve it is development using descriptive method, Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), SWOT Matrix and Architecture Strategy. The SWOT Matrix results is 12 alternative strategies chosen as ADS IPB to develop organic vegetable business strategy. Based on architecture strategic results, the sequence of strategies for the next five years starting from provide farmer partner distribution facilities to ADS IPB up to marketing and selling online.*

KEYWORDS: ADS IPB, Architecture Strategic, EFE, IFE Matrixs, Organic, SWOT Matrix.

INTRODUCTION

The increasing prosperity and education level of the Indonesian people, raises the level of public awareness for healthy living. People began to shift from consuming inorganic agricultural commodities to organic commodities, because organic agricultural commodities are considered to be natural and healthy for consumption such as, organic fruits and vegetables. Organic products are manufactured without artificial chemicals that could threaten the body (Badan Standar Nasional (BSN) 2013). Organic products consumed can be felt in the long term, because organic products contain better nutrients than conventional products (Alamsyah 2016). The potential and benefits of organic vegetables has been generated the demand for organic vegetables is increasing. The increase in total vegetable consumption is supported by Badan Pusat Statistik (BPS) data from 2015-2016 in Table 1.

Table 1 Estimated total vegetable consumptions in Indonesia from 2015-2016

Commodities	People (Millions)		Estimated per Capita (Kilograms)		Estimated Total Consumption National (Million Rupiahs)	
	2015	2016	2015	2016	2015	2016
Spinach	254.89	257.89	4.03	4.49	1027.42	1158.40
Kale	254.89	257.89	4.44	4.78	1132.77	1232.05
Mustard Greens	254.89	257.89	2.09	2.09	532.37	539.80

Sources: Badan Pusat Statistik (BPS) 2017.

Table 1 showed estimates of total national consumptions in millions from 2015 to 2016 in spinach, kale and green mustard vegetables increased, in spinach vegetables increased by 5.99%, kale by 4.19% and green beans by 0.69%. This explained that vegetable business has been good opportunities and potential to developed, so that organic farm business can be competitive and sustainable. This is an opportunity for farmers, especially vegetables farmers in West Java which is one of the provinces of the largest vegetable farming in Indonesia to be able to gradually change from conventional agriculture to organic farming. Based International Federation of Organic Agriculture Movements (IFOAM) 2014, the area of organic farming in Indonesia is relatively steadily increasing from 2011 to 2014 as can be seen in Figure 1.

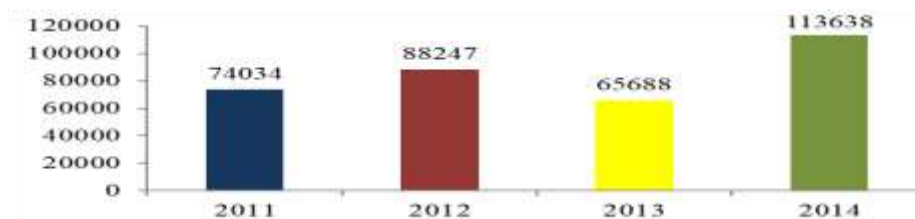


Figure 1 Growth of organic farmland in Indonesia 2011-2014

Source: The World of Organic Agriculture Statistics and Emerging Trends 2014 FIBL & IFOAM (processed in acres)

Increasing the expansion of organic vegetable land in Indonesia by 34.85% from 2011-2014, the increase shows more and more consumer demand for organic vegetables. This triggered a tough competition between agribusiness entrepreneurs in the field of organic farming in marketing their products. Agribusiness Development Station (ADS) IPB is an agricultural business unit under of the Institut Pertanian Bogor (IPB) and Pusat Kajian Hortikultura Tropika Institut Pertanian Bogor (PKHT IPB) which disseminates IPTEK innovations in agribusiness to produce vegetables using organic farming system ADS IPB (2017). In addition, ADS IPB provides assistance and guidance to partner farmers, and ensure market certainty in agricultural sales. The products are marketed through supermarkets or retail. Data on the number of partners and ADS IPB in each month based on total supply and demand of organic vegetables in ADS IPB during January to May 2017 has fluctuated (Table 2).

Table 2 Supply and demand of organic vegetables in ADS IPB from January-May 2017

Commodities	January		February		March		April		May	
	<i>Demand</i>	<i>Supply</i>	<i>Demand</i>	<i>Supply</i>	<i>Demand</i>	<i>Supply</i>	<i>Demand</i>	<i>Supply</i>	<i>Demand</i>	<i>Supply</i>
Green Spinach	758.80	54.07	788.00	(435.40)	1,049.60	(588.40)	954.40	13.00	892.00	168.95
Red Spinach	429.60	(167.40)	428.80	(335.60)	546.40	(430.00)	461.80	(109.40)	494.60	(226.95)
Caisim	605.90	(89.91)	573.00	(404.50)	767.50	(445.80)	681.40	(253.53)	729.70	(116.93)
Baby Kailan	492.80	(145.80)	438.20	(224.60)	570.80	(398.10)	555.20	(374.90)	560.40	(377.50)
Kale	726.40	135.03	767.30	(316.70)	917.40	(99.87)	849.20	1.65	889.60	43.00
Pakcoy	617.90	(287.78)	580.90	(309.70)	731.30	(501.10)	623.00	(345.50)	626.70	(220.9)
Curly Lettuce	393.00	245.93	349.40	(150.01)	491.10	(362.10)	465.00	(418.00)	483.50	(196.70)
Ginseng Leaf	122.60	(35.50)	154.20	(63.40)	140.40	(23.04)	159.20	(36.10)	153.40	(35.40)

*The numbers in parentheses () show a negative value or a supply shortfall in units (kg)

Source: ADS IPB (2017).

Generally, There is an imbalance between the amount of demand and supply in eight commodities, which the amount of demand is higher than supply. Partner farmers generally, plant based on season and the quantity of vegetable demand in ADS IPB in accordance with the agreed contract at the beginning of cooperation between partner farmers and ADS IPB. However, partner farmers sometimes do not do the distribution of their products according to the contract, so that the supply of ADS IPB to the market is having instability and causes the unfulfilled market demand. Conditions that become obstacles that trigger IPB ADS in the organic vegetable business development. Therefore, the development of ADS IPB business in order to maintain the sustainability of its business, it is necessary to prepare a plan and strategy to expand market or business unit development.

Formulation of the problem

Based on the description of vegetable consumption data and growth of organic farmland in Indonesia in 2011-2014. Data from January - May 2017 at ADS IPB become an opportunity in business development. The importance of a strategy for the development of internal and external factors ADS IPB to face the current agricultural industry conditions. Based on the description, the formulation of the problems raised in this study are:

1. What is the current performance of ADS IPB in the development of organic vegetable business?
2. What are the internal and external factors affecting the development of organic vegetable business in ADS IPB?
3. What are some alternative strategies that can be done by ADS IPB in the development of organic vegetable business?

4. What strategies can be recommended to ADS IPB in the development of organic vegetable business?

Based on the problem formulation, the purpose of this research are:

1. Analyze the performance that has been running in ADS IPB in the development of organic vegetable business.
2. Analyze internal and external factors that become strengths, weaknesses, opportunities, and threats for the development of organic vegetable business in IPB ADS.
3. Analyze and formulate some alternative strategies agribusiness that can be done ADS IPB in the development of organic vegetable business.
4. Analyze and formulate strategies that can be recommended to ADS IPB in the development of organic vegetable business and formulate suggestions for improvement.

The scope of the research consists of the use of alternative and corporate strategies, based on the conditions and characteristics of the IPB ADS, and ADS IPB. This research is more emphasis on organic vegetables valuable green spinach, red spinach, curly lettuce, baby kailan, caisim, kale, pakcoy and ginseng leaf. Implementation phase submitted to the managerial ADS IPB.

LITERATURE REVIEW

SWOT Matrix Analysis

According to David (2002) SWOT Matrix (Strengths, Weaknesses, Opportunities, Treats) as a tool for developing strategies based on adjustment of the external environment (opportunities and threats) and internal (strengths and weaknesses).

Architecture strategic

According to Yoshida (2006) strategic architecture is theoretically a more flexible approach to strategic planning as well as a solution to face the rapidly changing business environment.

RESEARCH METHODOLOGY

The research used descriptive method to describe facts of ADS IPB performance problems factually and systematically by collecting datas, both primary and secondary datas. Primary data were obtained through observation, questionnaires and interviews with internal parties and external parties. The number of eight respondents consisted of five respondents from internal ADS IPB namely Expert Staff, SPV Peasant Assistant, Service Officer, Production Manager, and Marketing Manager. Three respondents from external bank that is Secretary of PKHT, Head of PKHT and Head of Indonesian Horticulture Association. Secondary datas obtained from literature studies, literature, data from related institutions and other media of internal and external corporate environmental data. Data analysis methods used descriptive analysis, Internal Factor Evaluation Matrix (IFE), External Factor Evaluation Matrix (EFE), Strengths Weaknesses Opportunities Threats Matrix (SWOT) and Architecture Strategy. IFE

is a tool to analyse strengths and weaknesses, and EFE is a tool to analyse opportunities and threats (David 2009). The formulation of strategic alternatives using SWOT Matrix, it's a tool to assist managers to build four types of strategies, SO (Strengths Opportunities) strategies, WO (Weakness Opportunities) strategies, ST (Strengths Threats) strategies and WT (Weaknesses Threats) strategies. Architecture Strategy is the link between the present and the future (Hamel and Prahalad 1994). Architecture Strategy would identify what should be done right now for future planning by building the competencies that should start now.

RESULTS AND DISCUSSION

ADS IPB General Overview

The head office ADS IPB is located at Karang Pulang street No. 01. Dramaga, Bogor City, West Java - Indonesia.

Identification of Internal and External Factors of ADS IPB

The analysis began with the identification of internal and external factors of ADS IPB. Data was collected through interviews and questionnaires the decision makers that involved in improving the performance of ADS IPB.

Internal Factors in ADS IPB

Table 3: Internal factor evaluation (IFE) matrix

No.	Strategic Factors Strengths	Weight	Rating	Score
1.	Strategic location of ADS IPB	0.09	4	0.36
2.	Good performance and loyalty of human resources	0.10	3	0.30
3.	Product of IPB ADS has been certified	0.08	4	0.32
4.	Market certainty for partner farmers of ADS IPB	0.09	3	0.27
5.	High purchase price of ADS IPB on the farmers' partner production	0.09	4	0.36
6.	The selling price of ADS IPB is competitive in the market	0.09	4	0.36
7.	Quality assurance of organic vegetables ADS IPB	0.09	3	0.27
8.	IPB ADS cooperation with Taiwan ICDF bringing positive impact	0.06	4	0.24
No.	Strategic Factors Weaknesses	Weight	Rating	Score
1.	Limitations of organic agricultural land of ADS IPB	0.09	2	0.18
2.	Unavailability of distribution channel of partner farmers to ADS IPB	0.06	1	0.06
3.	Low position of ADS IPB in the market	0.07	2	0.14
4.	Weak farmer partnership system in ADS IPB	0.09	2	0.18
Total		1.00		3.04

Based on the calculation of internal strategic factors, the main strength was the high deposit interest rate with a score of 0.35. The main weakness of internal strategy was the low quality of ADS IPB 's human resources with a score of 0.08. The result of the weighted average value of IFE Matrix indicated that ADS IPB was above average with a value of 2.68. It showed that ADS IPB had responded to internal strategic factors well.

External Factors in ADS IPB

The external factors opportunities that can be utilized in order to compete were:

Table 4: External factor evaluation (EFE) matrix

No.	Strategic Factor Opportunities	Weight	Rating	Score
1.	Government support in the development of organic agriculture (Go Organic 2010)	0.07	3	0.21
2.	Increased public purchasing power	0.09	3	0.27
3.	The improving economic growth of Indonesia and the region	0.08	2	0.16
4.	Changes in healthy lifestyles of society	0.09	3	0.27
5.	Knowledge of the advantages of organic products compared to inorganic products	0.08	3	0.24
6.	Government regulation on certification of organic products in the agribusiness industry	0.07	3	0.21
7.	Growth of agribusiness sector	0.08	2	0.16
No.	Strategic Factors Threats	Weight	Rating	Score
1.	Impact of economic indicators	0.06	2	0.12
2.	Influence of another market on farmers	0.07	3	0.21
3.	Influence of price of inorganic product to consumer	0.08	3	0.24
4.	The level of competition among members of the organic vegetable industries	0.08	3	0.24
5.	Diversity of competitor products (organic)	0.08	2	0.16
6.	Diversity of substitution products (inorganic)	0.07	2	0.14
Total		1.00		2.63

Table 3 showed that the main opportunity from external factors was the support of local government toward ADS IPB with the score of 0.49. On the other hand, impact of local government policy was currently the biggest threat with a score of 0.31. The value generated

using EFE Matrices was 3.04. It showed that ADS IPB had been able to exploit the opportunities that exist.

Formulation of ADS IPB Performance Improvement Strategy

Table 5: SWOT matrix ADS IPB performance improvement strategy

<p>INTERNAL</p> <p>EXTERNAL</p>	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Strategic location of ADS IPB 2. Good performance and loyalty of human resources 3. Product of IPB ADS has been certified 4. Market certainty for partner farmers of ADS IPB 5. High purchase price of ADS IPB on the farmers' partner production 6. The selling price of ADS IPB is competitive in the market 7. Quality assurance of organic vegetables ADS IPB 8. IPB ADS cooperation with Taiwan ICDF bringing positive impact 	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Limitations of organic agricultural land of ADS IPB 2. Unavailability of distribution channel of partner farmers to ADS IPB 3. Low position of ADS IPB in the market 4. Weak farmer partnership system in ADS IPB
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Government support in the development of organic agriculture (Go Organic 2010) 2. Increased public purchasing power 3. The improving economic growth of Indonesia and the region 4. Changes in healthy lifestyles of society 5. Knowledge of the advantages of organic products compared to inorganic products 6. Government regulation on certification of organic products in the agribusiness industry 7. Growth of agribusiness sector 	<p>S-O Strategy</p> <ol style="list-style-type: none"> 1. Increase production and product quality (S1, S6, S7, O1, O2, O3, O4, O5, O7) 2. Innovate in product packaging (S3, S7, S8, O1, O4, O5, O6, O7) 3. Give assistance in the administration of certification (S3, S8, O1, O6, O7) 4. Marketing and selling online (S2, S6, S7, S8, O2, O4, O5, O7) 	<p>W-O Strategy</p> <ol style="list-style-type: none"> 1. Recruit partner farmers (W1, W3, O1, O2, O4, O5, O7) 2. Maximize approach and routine control with partner farmers in the process of cultivation (W1, W3, W4, O1, O2, O4, O5) 3. Improve the partnership system with partner farmers against sanctions and breaches of contracts (W4, O6)

THREATS (T)	S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> 1. Impact of economic indicators 2. Influence of another market on farmers 3. Influence of price of inorganic product to consumer 4. The level of competition among members of the organic vegetable industries 5. Diversity of competitor products (organic) 6. Diversity of substitution products (inorganic) 	<ol style="list-style-type: none"> 1. Conduct competitive analysis and pricing (S4, S5, S6, T1, T2, T3, T4) 2. Increase the variations of commodities (S6, S7, T4, T5, T6) 3. Produce various kinds of processed product (S6, S7, T3, T4, T5, T6) 	<ol style="list-style-type: none"> 1. Provide distribution facility for partner farmers to ADS IPB (W2, W4, T2, T4) 2. Conduct consumers observation and analysis (W3, T3, T4)

SWOT Matrix Analysis aimed to obtain ADS IPB alternative strategy formulation to improve the performance shown in Table 4 and formed 12 alternative corporate strategies that can be used based on external and internal strategic factors. There were five alternative strategies emerging from strengths-opportunities (SO strategies), three alternatives from weaknesses-opportunities (WO strategy), an alternative strategy from of strengths-threats (ST strategy) and three alternative strategies from weaknesses-threats (WT strategy).

Architecture Strategy of ADS IPB

Architectural Strategy ADS IPB aims to improve the performance of ADS IPB. This draft is a strategic map for achieving ADS IPB target within the next five years, being a market leader in the organic vegetable industry and increasing the income of horticultural farmers by building a synergistic system between production and marketing.

The strategy is mapped in the Architecture Strategy drawing in Figure 3. X axis (horizontal) was the period range prepared by ADS IPB. Y axis (vertical) was a range of strategies undertaken to achieve ADS IPB objectives. Table 5 is an explanation of Architectural Strategy that would be executed by stages or continuously.

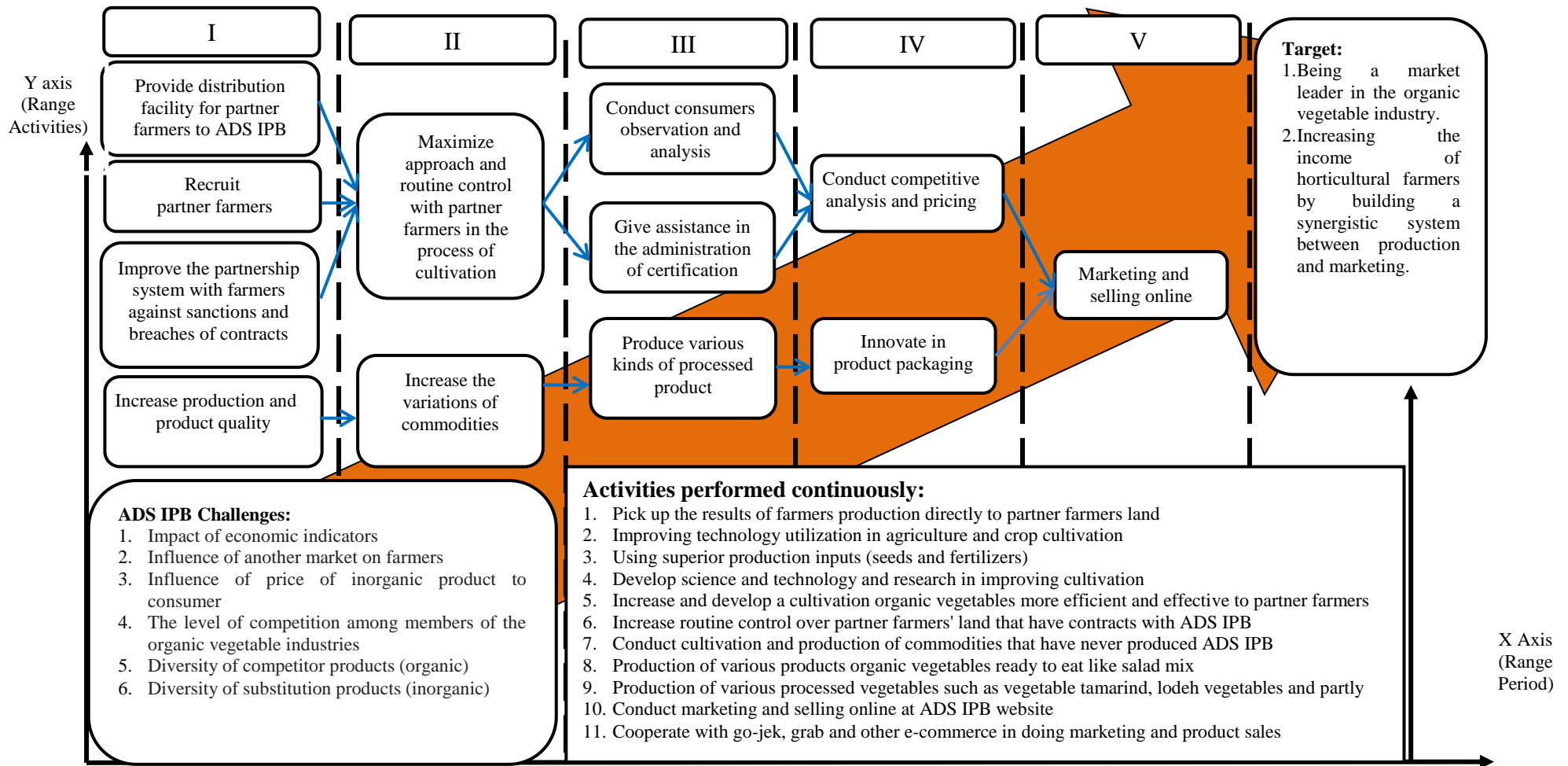


Figure 1 Strategic architecture of ADS IPB 2019-2023

Table 6 Strategic architecture work program of ADS IPB 2019-2023

No	Program	I	II	III	IV	V
1	Provide distribution facility for partner farmers to ADS IPB					
-	Pick up the results of farmers production directly to partner farmers land					
2	Recruit partner farmers					
-	Opening Forum Group Discussion with prospective partner farmers and partner farmers who have collaborated with ADS IPB					
-	Educate farmers on the benefits of partnership with ADS IPB					
-	Opening recruitment to potential farmers in various areas around ADS IPB					
-	Increase acceptance standards (not only quota)					
3	Improve the partnership system with farmers against sanctions and breaches of contracts					
-	Provide explanations and approaches to partner farmers about sanctions and violations contained in the contract of cooperation					
-	Implement gathering with partner farmers to increase cooperation with ADS IPB					
-	Giving rewards for partner farmers with good loyalty and performance					
-	Provide punishment like fine and termination of contract forever for partner farmers who break the contract					
4	Increase production and product quality					
	Expanding organic agricultural land in ADS IPB					
	Improving technology utilization in agriculture and crop cultivation					
	Using superior production inputs (seeds and fertilizers)					
	Develop science and technology and research in improving cultivation					
5	Maximize approach and routine control with partner farmers in the process of cultivation					
-	Improve and develop more efficient and effective socialization of organic vegetable farming system to partner farmers					
-	Conduct education farmers about the benefits of organic vegetable farming (prices, environmental sustainability and market opportunities)					
-	Increase routine control to partner farmers' land that has contracts with ADS IPB					
6	Increase the variations of commodities					
-	Implement cultivation and production of commodities which have never been produced ADS IPB					
7	Conduct consumers observation and analysis					

No	Program	I	II	III	IV	V
-	Implement analysis of consumer behaviour on the selection of the various brands of organic vegetables in supermarkets and retail					
-	Analyzing consumer behaviour in purchases of healthy food products					
8	Give assistance in the administration of certification					
	cooperation with the agriculture department regarding the assistance of the organic certification administration fee					
	Maximize cooperation with PKHT IPB and IPB regarding organic certification					
	Cooperate with local government regarding land certification					
9	Produce various kinds of processed product					
	Production of various products organic vegetables ready to eat like salad mix					
	Production of various processed vegetables such as vegetable tamarind, lodeh vegetables and partly					
10	Conduct competitive analysis and pricing					
	Evaluate market share and survey to see the potential of organic vegetable business					
	Conduct an evaluation and analysis of consumers on the prices offered competitors that is in the market					
	Analyze, calculate and set competitive prices to offer to consumers					
11	Innovate in product packaging					
-	Identify consumer interest regarding consumer behaviour in choosing organic vegetables packaging					
-	Repair the design and colouring on the packaging					
-	Ratification certification of organic vegetables ADS IPB					
-	Cooperate with the supermarket in laying the product on the storefront available on the market					
12	Marketing and selling online					
-	Improvements and add features for buying and selling on the ADS IPB website					
-	Conduct marketing and selling online at ADS IPB website					
-	Cooperate with go-jek, grab and other e-commerce in doing marketing and product sales					

CONCLUSIONS AND SUGGESTION

Conclusions

There were three conclusions based on this research:

1. The main strength in the development of the organic vegetable business in IPB ADS are three factors, namely the location of ADS IPB, the purchase price of ADS IPB to the farmers' partner production is quite high and the selling price of organic vegetables ADS IPB is quite competitive in the market. Internal factors that fall into the lowest weakness category are the distribution channels of farmers' products to ADS IPB unavailable, the low market position of ADS IPB and the weak farmer partnership system in ADS IPB.
2. IFE Matrix showed that the result of ADS IPB's internal strategic factor score were above average, 3.04. It showed that ADS IPB had responded well to the internal factors. EFE Matrix showed the value at 2.63. It showed that ADS IPB had taken the opportunity as well and minimized the external threats.
3. Further analysis obtained from SWOT Matrix and Strategic Architecture design can be a benchmark in implementation of strategy for the next five years.

Suggestions

Companies are advised to conduct controlling in the application of strategic architecture. Companies need to involve various internal and external parties (government, academia and related institutions) in strategy implementation.

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