



## Opportunities for Diversification of Processed Nutmeg as an Effort to Improve the Community's Economy on Saparua Island

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### ABSTRACT

*Product diversification efforts can be used as a strategy to develop knowledge and skills as well as an alternative source of income for community households. The product diversification can be more optimal if it is supported by the availability of raw material sources located close to the community and wide market potentials so as to lower production costs incurred. This study uses a mixed method with a sequential exploration approach. This method begins with the use of qualitative method, followed by the quantitative method and interpretation. This study puts more emphasis on the qualitative analysis. Respondents of this study include farmers, community leaders and the government of Negeri Booi. Findings reveal that the most suitable diversifications of nutmeg products in Negeri Booi were in the form of nutmeg cider business and nutmeg juice business. Both of these businesses were supported by the availability of abundant raw materials, not too big business capital, and wide marketing potentials. This phenomenon was also supported by the existence of local customs, traditions and wisdom which were always applied in the community activities to meet their household needs.*

**Keywords:** Nutmeg Diversification, Tradition, Welfare, and Negeri Booi Community.

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## INTRODUCTION

Efforts to improve individuals' or households' welfare can be done in various ways, including through business diversification in productive sectors – such as the agricultural sector with its plantation sub-sector. Moreover, the ownership of abundant natural resources will facilitate the process of improving the community welfare. However, this condition does not always guarantee that the ownership of abundant natural resource potentials can bring an impact on changes in the welfare of the community members who live close to these natural resources. The abundant potential of natural resources and the level of community welfare have an indirect relationship. The regional economic growth and human capital serve as variables linking the two (Fedele, 2021; Zafara, 2019; Ahmed, 2020).

This reality can be seen in Papua province which has abundant natural resources, yet they are still categorized as an area with the highest poverty rate in Indonesia (26.56%) (Sibarani, 2018; Vidriza & Talmera, 2022). Similarly, Maluku province also has abundant natural resource potentials – both in the fisheries sector and the agricultural sector. However, Maluku ranks 4th as the poorest province (15.97%) (Badan Pusat Statistik (BPS), 2022). Responding to this poverty condition, the government seeks to overcome it through policies and work programs, such as the national social program of food assistance targeting under-privileged families (Sabarisman & Suradi, 2022; Laurentcia & Yusran, 2021), members of Program Keluarga Harapan (Family Hope Program) (Putri & Purnaweni, 2021; Andriany, et al., 2021) and even the youth involvement in poverty alleviation (Tumangger, et al., 2022).

In addition to various government programs at the macroeconomic level, there are also poverty alleviation programs through local wisdom, for example Gandeng Gendong Program carried out by the government of Yogyakarta as a poverty alleviation model (Nugraha & Angeningsih, 2022). However, the efforts to improve the community welfare in overcoming the poverty can also be carried out through the development of Small and Medium-sized Enterprise (SME) by utilizing the potentials of local resources owned by each region.

Maluku province has so many local products from plantations that have not been developed optimally. Nutmeg is one of several leading plantation commodities that can be developed. The area of nutmeg plantations in Maluku is 35,361.76 ha (Badan Pusat Statistik (BPS), 2022). The ownership of these nutmeg plantation areas indicates that the nutmeg plant has the potential to be developed into superior products and their derivatives. All parts of nutmeg can be used as a product that can have added value. In the market, the nutmeg seed coat (arillus) is called *fuli* or *mace* or in English and in pharmaceutical terms, it is called *myristicae arillus* or *macis*. Meanwhile, the fruit flesh part is called *myristicae fructus cortex*. The nutmeg seed coats are used for spices, while the fruit flesh is often processed into various food products such as sweets, syrups, herbs, jellies and chutneys.

Researches by Salampessy, et al (2012) and Hahury, et al (2020) have identified several of the largest nutmeg-producing areas in Maluku, as shown in Table 1. below. From the table, it can be seen that one of the nutmeg-producing areas in Maluku is located in Negeri Booi located in Saparua Island.

**Table 1.**  
**Nutmeg-Producing Areas in Maluku**

City / Regency				
Ambon	Leihitu	Saparua	Nusalaut	Banda
- Soya village	- Morela village	- <b>Booi village</b>	- Titawai	- Lonthoir
- Hatalai village	- Mamala village	- Paperu	village	village
- Naku village	- <i>Negeri</i> Lima	village	- Ameth village	- Waer village
- Hutumuri	village		- Nalahia	
village	- Seith village		village	
	- Allang village			
	- Liliboi village			
	- Hatu village			

Source: Source: Salampeasy, et al (2012) and Hahury et al (2020).

“Pala Booi” (“Booi Nutmeg”) is a name created by the Negeri Booi community referring to their nutmeg plants. The majority of nutmeg plants in Negeri Booi are plants that have been passed down for generations (Hahury, et al., 2019). From time to time, the Negeri Booi community does not utilize all parts of the nutmeg plants. Instead, they only utilize the seeds and mace, while the fruit flesh, shell and leaves are not used. The area of nutmeg plantations in Booi country reaches 13 ha with a total of 1,274 nutmeg trees. Meanwhile, the harvest can reach 900-1,200 whole nutmegs per tree or 37.5-50 kg. The harvest of nutmeg fruit flesh reaches 30-40 kg/tree. In a year, there are 3 harvest seasons, so that the total harvest of nutmeg fruit flesh in a year is 120 kg/tree. This indicates that the total amount of nutmeg fruit flesh that is wasted in Negeri Booi is 152,880 kg or 152.88 tons of nutmeg fruit flesh per year.

This present study is conducted as an effort of agro-industry development of nutmeg products by utilizing nutmeg fruit flesh which was considered as “waste” for the Negeri Booi community through product diversifications to provide added value, increase employment opportunities and increase farmers' income, considering that the nutmeg parts used by the local community were only its seeds and full. The product diversifications are done by adding categories and types of products

to be sold, so that consumers have more choices of products they want to buy (Bulan, 2017).

In recent years, researches have been focused on the diversification of processed nutmeg products. In a study by Syifa & Sugeng (2020) they discovered that the diversification of processed nutmeg products in Sukadamai Village may enhance the added value of nutmeg, boost income, and give advantages for nutmeg farmers and the industry. Similar conclusions were also reported in a study by Cut & Hilka (2022) demonstrating that the minimum usage of nutmeg flesh led them to waste. In reality, the nutmeg may be turned into products with economic value if processed properly through product diversification, giving nutmeg farmers the opportunity to increase their income. Nonetheless, the nutmeg consumption has not been optimized, with the majority of nutmeg being wasted and not processed. Further, the flesh components may be used to diversify the product line by producing essential oils, which are extensively used as herbal liniments (Shinta, et al., 2021).

According to Wenno (2015), every part of the plant can be used in a variety of industries. Export goods include seeds, mace, and nutmeg oil, which are used in the food and beverage industry. Furthermore, the oil extracted from the seeds, mace, and leaves is commonly used in the pharmaceutical, perfume, and

cosmetic industries. Thus, if the nutmeg is managed effectively, it has the potential to boost the income of persons working in the industry. The most recent study on the nutmeg diversification was conducted by Ratmi, et al (2023) in Luwuk Sub-district, Banggai Regency, revealing that all 60 respondents confirmed that they had never heard of nor consumed nutmeg syrup. This study also discovered that there was a positive response accepting the 'Pore' nutmeg syrup products examined through 6 indicators consisting of texture, color, taste, fragrance, price and packaging.

Furthermore, this study is a development of several previous studies on nutmeg plants in Negeri Booi, for example "The Internalization and Interpretation of Bible Teaching through the Tradition of Picking Up Nutmeg Seed in The Booi Congregation" (Hahury, et al., 2018); "The Role of Kewang Customary Institution as A Biosecurity Strategy of Community Livelihood Assets in Negeri Booi" (Hahury, et al., 2019); "Institutional Impacts on Choices of Traditional Agroforestry-Based Rural Community Livelihood Strategies in Maluku" (Hahury et al., 2020); "Local Wisdom-Based Livelihood Strategies of Women Households in Central Maluku" (Tutupoho, et al., 2021) and "The Livelihood Strategy of Rural Women through The Mechanism of Nutmeg Collecting Tradition in Negeri Booi, Central Maluku" (Saptenno, et al., 2022).

There are five types of products proposed as diversified products, namely dodol, jam, jelly, powder and syrup, with alternative criteria: ease of product processing, fast production time, products that provide more profits, production equipment that is easily accessible, products that are in high demand, little use of additional materials, little capital expenditure, longer expiry life, economic selling value and products that survive in the market (Kakerissa, 2018).

The prajjectory of these

previous researches is the basis for the reconstruction of the researchers' ideas to examine opportunities for developing home industry-based diversifications of nutmeg products as a local resource in Negeri Booi. Moreover, so far, the main obstacle faced is related to the right type of business for the community to engage in or the effort to diversify the nutmeg processing to be developed in Negeri Booi. At the present, in Negeri Booi, there is no home industry processing nutmeg as the raw material. Meanwhile, the potentials of nutmeg found in Negeri Booi is abundant. There are approximately 152.88 tons of nutmeg fruit flesh disposed of as waste and have not been utilized optimally (Kakerissa & Hahury, 2018).

## METHODOLOGY

This research aims to reveal opportunities for developing nutmeg diversifications as an effort to improve the community welfare. The analysis of this study is a holistic review to understand the research problems. This study was done using a mixed method – a research method combining two forms of approaches in the research, namely the qualitative and quantitative approach (Creswell, 2010). These approaches are a sequential exploration approach. The method begins with the use of qualitative method, followed by the quantitative method and interpretation. Thus, this study puts more emphasis on the qualitative method). Creswell, (2010) also added that in the first stage, there would be a collection of qualitative data analysis, followed by quantitative data collection and analysis. The combination of qualitative and quantitative data is usually based on the results obtained previously from the first stage.

Saparua Island, especially Negeri Booi, was selected as the research object. The respondents included nutmeg farmers (land owners), community leaders and the

government of Negeri Booi. There were several stages of analysis where in the first stage, the qualitative data analysis was done by adopting the analysis by Matthew & Michael, 2014). Meanwhile in the second stage, the quantitative analysis was done by conducting a SWOT analysis. Rangkuti (2017) explained that the SWOT analysis referred to a methodical assessment of multiple aspects used to build company strategies. This analysis was founded on reasonings aiming to maximizing strengths and opportunities while minimizing weaknesses and threats. The development of the company's mission, goals, strategies, and policies had been constantly linked to the strategic decision-making process.

The SWOT analysis compared external factors (opportunities and threats) to internal factors (strengths and weaknesses). The SWOT aspects consisted of strengths, weaknesses, opportunities, and threats. Furthermore, weighing and assigning values to each element based on Internal Factor Evaluation and External component Evaluation were done. The weighing was done based on the relevance of each component, and then the weight was multiplied by the rating for each factor to generate a score for these factors. The weights were assigned from 0.0 (not important) to 1.0 (very significant). The sum of the weights for strength, weakness, opportunity, and threat was one. The rating ranged from 1 (below average) through 2 (average), 3 (above average), 4 (good), and 5 (excellent) based on the impact of these elements on the company's conditions and objectives.

Then, the external factors (EFAS- External Strategic Factor Analysis Summary) and internal factors (IFAS- Internal Strategic Factor Analysis Summary) were used to conduct a more in-depth analysis of SWOT, including a) External Factors, which influenced the formation of opportunities and threats (O and T). These factors were related to

the external conditions influencing the company's decision making, consisting of the industrial and macrobusiness environments, as well as economics, politics, law, technology, population, and socio-culture; b) Internal Factors, which influenced the formation of strengths and weaknesses (S and W). These factors were related to the situations that occurred within the company and also influenced the formation of the company's decision making.

Marketing, finance, operations, human resources, research and development, management information systems, and company culture were all examples of the internal factors. The outputs of the internal and external strategic factor matrices were then combined in a quantitative model, specifically the SWOT matrix, to define the company's competitive strategies. Further, the results are described in a Cartesian Diagram depicting the business' position, followed by the conclusions.

## RESULTS AND DISCUSSION

The life of the Negeri Booi Community was not much different from the life of rural communities in general. They were still highly dependent on natural products, such as from plantations and fisheries. In Negeri Booi, the plantation sector was dominated by nutmeg plants. Good natural resource management must be capable of providing optimal benefits while taking into account the ecological (Nathaniel, et al., 2020; Usman et al., 2022), socioeconomic (Rivera, et al., 2020; Song, et al., 2019), and cultural (Qiang & Jian, 2020; Wassie, 2020) aspects of the local community. This view is reflected in the utilization of the nutmeg plants as the main source of household income for the Negeri Booi community. Furthermore, the use of nutmeg plants also involves habits that have become their local wisdom, and these habits have greatly affected the interactions among the community



members. Interaction patterns as fellow “anak Negeri” (indigenous people) were still bold and tended to dominate their daily activities, including the efforts to meet their household needs. This behavior could be illustrated by the habit of the Negeri Booi community as the owners of dusung (land) who allowed fellow “anak Negeri” to pick up nutmegs that had fallen on the ground without having to ask for the permission first. This behavior and mechanism were specifically aimed for women. According to the respondents, this mechanism had been going on for generations now. This habit and mechanism of picking up nutmegs fallen on the ground emphasized

existence of a “buffer” in an effort to meet the household needs.

Moreover, in Negeri Booi, not all community members had dusung and nutmeg trees. Therefore, this mechanism was utilized through the presence of women. In this context, the researchers viewed that the above reality implied that there were socio-economic conditions established by the Negeri Booi community aiming to achieve the prosperity together. These socio-economic conditions were important aspects that needed the attention in the management or utilization of plantation products in the form of nutmegs and other plantation crops.

**Table 2.**  
**Social Profile of Negeri Booi Community**

Respondent Profile	Classification	Number of Respondents	Percentage (%)
Gender	Female	405	51.59
	Male	380	48.41
Age	< 1 years old to > 80 years old	785	100
Productive Age	15 to 64 years old	488	62.16
Non-Productive Age	> 65 years old	297	37.83
Education*	Elementary School	339	54.32
	Junior High School	89	14.26
	Senior High School	171	27.40
	College	25	4
Number of Family Members	1-3 persons	170	66.93
	4-5 persons	58	22.83
	> 5 persons	26	10.24

\*Notes: Temporary figures.

Source: Demographics of Negeri Booi, reprocessed data, 2022

Table 2 above shows that women dominates the population of this study – reaching 405 participants – while there are only 380 men. Meanwhile, most of them are also in the productive age as much as 62.16%, and those in the non-productive age are as much as 37.83%. Furthermore, most of the participants only went to elementary school (54.32%) and only 4% of them attended college. However, this condition was understandable since attending college might not for everyone in Negeri Booi where there were only 25 participants attending college. This 4% the

indicated that people studying for college outside Negeri Booi came back home after they graduated with a bachelor degree. Studies by Tumiwa (2015) and Wahyuni & Monika (2016) argued that the higher the educational background of an individual, the higher their chances to earn more money. In shorts, the education had a direct relationship with the income level an individual might achieve as well as an indicator to measure an individual’s ability (as a farmer).

The community would easily accept new innovations if their educational

level was also higher. Similarly, people with a poor educational level tended to find it difficult to accept new things that could increase their knowledge, insights, and experiences. This condition could occur when people with a low level of education had no other job options (Boldureanu, et al., 2020). Furthermore, in relation to the farmers, this condition underlined that the low level of education had an impact on their ability to manage the agricultural land or plantations. This was due to the fact that the pattern of land management was solely based on the experiences passed down for generations.

In line with the context of social conditions, it was found that mostly, there were a maximum of 1 to 3 family members (66.93%) and 5 family members in one house (10.24%). However, these various numbers of family members was considered as a macroeconomic symptom in relation to the availability of labors. In the life of rural community, the number of family members in one house had a significant influence on the efforts to meet the household needs. It was undeniable that a larger number of family members (more than 5 individuals) could lead to

vulnerabilities to a decrease in the level of family welfare. However, at this level, the researchers argued that if the number of family members could be managed optimally, there would be more potential sources of labors. If each family member had the skills and knowledge required, then they could become potential workers, decreasing the burden on the head of the family (Wood, et al., 2019; Stringer, et al., 2022).

Certainly, this view referred to all family members' optimization efforts. However, this condition could be considered as extremely vulnerable when the sole source of household income was from the head of the family. The higher the number of family members, the higher the amount of family needs that must be met (Blustein, et al., 2020), and vice versa. Meanwhile, the community economic profile could be described through the livelihoods they had. Below, Table 3. shows that in Negeri Booi, most of the community members made a living as farmers with the main source of household income coming from the nutmeg crops with several additional livelihoods they were engaged in.

**Table 3**  
**Economic Profile of Respondents**

Respondent Profile	Classification	Number of Respondents	Percentage (%)
Main Job	Farmer	25	80.64
	Civil /Military/Police/Honorary	2	6.45
	Employee		
	Unemployed	4	12.90
	Fisherman	5	16.12
Alternative Job	Private Sector Employee	3	9.68
	Motorcycle Taxi Driver	12	12.90
	Construction Worker	7	22.58
	Entrepreneur	2	6.45
	Automotive Entrepreneur	1	3.22
	Papalele	1	3.22
Land Ownership	Private-owned	4	12.90
	Inheritance	27	87.10
Plantation Land	Nutmeg	13 ha	-
	Clove	7.9 ha	-
	Walnut	6 ha	-
	Coconut	1.5 ha	-
	Sago	1 ha	-
	Mango	2 ha	-
Length of Work	2-5 years	1	3.22
	5-8 years	1	3.22
	> 8 years	29	93.55
Income	IDR 500,000 - IDR 1,000,000	1	3.22
	> IDR 1,000,000	30	96.77

Source: Research results, reprocessed data, 2022

Table 2. shows that the main job of most respondents are farmers (80.64%), followed by civil servants / military / police / honorary employees (6.45%), and as much as 12.90% are unemployed. Further, the most common alternative job is motorcycle taxi drivers (12.90%), followed by construction workers (22.58%). Besides, most of the land ownership in Negeri Booi is inherited from their late family (87.10%) and only 12.90% of them are privately owned. Most of the land is also planted with nutmegs (13 ha) and cloves (7.9 ha). Then, as much as 96.77% of the respondents earn more than IDR 1,000,000 each month and the rest only earn IDR 500,000 – IDR 1,000,000 each month (3.22%). In addition, on an average, the respondents have been working as farmers for more than 8 years (93.55%).

Nutmeg farmer was the most common job in Negeri Booi. The nutmegs were not only a source of income, but they had been part of their habits and customs. This phenomenon explained that the nutmegs were such an “eternal treasure” for the Negeri Booi community. For them, this “eternal treasure” referred to a source of income available forever continuously. The availability of these nutmegs was different from the nutmegs planted in other villages on Saparua island, and even Maluku. In Negeri Booi, the nutmeg plants were not subject to “sasi” (a restriction of harvesting for a certain period of time) like other plantation crops. This condition was different from the nutmeg plants on Haruku island or Ambon island which were actually subject to the “sasi”.

It was undeniable that apart from the nutmegs being the main crop, there were also other plantation crops planted together, such as cloves, wlanuts, sago and others. This plantation system was known as a traditional agroforestry. The land management with the agroforestry system aimed to maintain the amount of variety of production to provide social,

economic, and environmental benefits to the users (Martin, et al., 2020). Furthermore, this agroforestry system was heavily influenced by the local knowledge gained through personal experiences and that of the forefathers.

The existence of nutmeg plants and the others as the main crops in the dusung certainly had a high economic value. Therefore, at this level, the researchers believed that this traditional agroforestry system applied by the Negeri Booi community had first taken into account possible impacts if they only relied on one type of plant. Economically, the Negeri Booi community understood that they needed alternative (side) income sources which had also been done for generations. However, this habit might be different from one region to another, depending on their respective cultures. Therefore, the socio-economic conditions faced by the Negeri Booi community played a significant role in the effort to achieve the prosperity together through the habits and presence of nutmeg plants that could be utilized together by both the dusung owners and those who did not own dusung nor nutmeg plants. This phenomenon might occur as it was motivated by a collective awareness as fellow “anak Negeri” in the overall activities of Negeri Booi community.

### **The potential of nutmeg plants in Negeri Booi**

The efforts to meet the household needs of Negeri Booi community had so far still relied on the nutmegs as the main source of household income. This behavior was inseparable from the presence of nutmeg plants which were a majority crop in dusung. Empirical findings of this study confirm that the nutmeg plants owned by the Negeri Booi community had existed for a long time. Unfortunately, the existing written historical evidence describing them was still very limited. However, they could still be traced by the nutmeg plants that



were hundreds of years old planted in the petuanan of Negeri Booi.

The data in Table 3. above shows that the nutmeg plantation area is much

larger compared to to the others. The following Table 4. displays a comparison of total harvest per year of various crops planted in Negeri Booi.

**Table 4.**  
**Total Harvest of Plantation Crops**

No.	Type of Plantation Crop	Total Harvest per Year (Ton)
1	Clove	6.65
2	Nutmeg	12.36
3	Walnut	5.64
4	Coconut	6.65
5	Sago	0.87
6	Mango	3.64

\*Notes: Temporary data

Source: Government of Negeri Booi, 2022

Table 4. shows that the nutmeg has a higher total harvest than other plantation crops. This reality also confirms the economic potential produced by the nutmeg plant. A respondent stated that the nutmeg plant played a crucial role in their life. All of their needs could be met through the availability of nutmeg plants. The benefits of nutmeg was not only utilized by the dusung owners, but it was actually “shared” to anyone who did not have nutmeg plants.

At this level, the behavior shown by the Negeri Booi community (mainly the dusung owners) was contrary to the economic motives in relation to the efforts to maximize the income, both for individuals and households. Each person would certainly try to maximize their income by utilizing all the potential they had in order to achieve the prosperity. Previous views explained earlier illustrate that the potential of the nutmeg plants was not solely related to how much the nutmegs could be harvested and then sold to earn income, but this potential could also be seen from the willingness to “share” with people who had limited access to assets.

In the context of the “sharing” motive, limited access to assets was not the only main factor that caused this behavior to be practiced, but a strong

trigger was needed so that the Negeri Booi community was willing to carry out this “sharing” mechanism. The Negeri Booi community’s economic motive was different from the one emerged in Silicon Valley (USA) in 2000s. Their sharing economy was profit-oriented, where people tried to make money from the resources they had and utilized to provide services for others. Meanwhile, the sharing economy behavior of the Negeri Booi community was an effort in utilizing their assets in order to secure or save the poor from an “unsafe” to a “safer” condition. Therefore, it could be concluded that the economy of various members of Negeri Booi community was an effort to meet the household needs through the application of customs, traditions, and local wisdom. Thus, the economic behavior of sharing through this habit could be seen as an economic concept that ensured the sustainability of the livelihoods of poor households.

**Opportunities for developing diversifications of nutmeg processing and its obstacles**

In this study, the diversification referred to an effort to expand or diversify the goods owned (sold) or a product diversification aimed at providing added value and income. This

product diversification efforts required creativity, innovation, research, capital, promotions, marketing communication and the assistance of other stakeholders (Hermawan, 2015). Similarly, Masyhura, et al (2019) claimed that the diversification effort could increase the knowledge and income for the community's households. This present study attempts to describe development opportunities of nutmeg processing diversifications for the Negeri Booi community which could be an alternative and significant income source.

The nutmegs could be used as a variety of processed products with promising market opportunities. Researches by Aulia & Suseno (2020) and Dumadi (2011) found that nutmegs had the potential to be developed into various types of processed nutmeg and nutmeg syrup. Meanwhile, Sipahelut & Patty (2020) mentioned that the diversifications of processed nutmeg fruit flesh could be in the form of nutmeg jam. By using business plan analysis and business feasibility studies and following several stages – including data collection, data processing, data analysis, decision making, and recommendations – the potentials for developing diversifications of processed nutmeg products were expected to be suitable and applied in Negeri Booi. The most suitable diversifications of nutmegs were in the form of nutmeg cider and nutmeg juice. The nutmeg cider and nutmeg juice were nutmeg derivative products, where to make the nutmeg juice could be made from the leftover ingredients from the nutmeg cider. This indicated that there was an efficiency of raw materials. In addition, from the technical aspect, it turned out that the planned processed product had several advantages, including: easy processing, a short production time, and the use of common production equipment. Thus, technically, the Booi nutmeg cider and nutmeg juice were feasible to produce.

The following analysis covers several aspects determining the

formulation of an effective business development strategy for the Negeri Booi community. There are several aspects to be considered, including the marketing, business capital and funding, utilization of information technology and innovation, utilization of raw materials and its continuity, production equipment, labor absorption and empowerment, organization and business management, bureaucracy and government role, and externalities.

#### **a. Marketing Aspect**

In this aspect, there were several things that nutmeg consumers in Negeri Booi considered in choosing a product known as the marketing mix or the 4Ps (product, price, place and promotion). In terms of products, the nutmeg products were still considered poor because they did not yet have a good packaging, design, and patented brand. Further, there was no business license, after-sales service or warranty, product differentiation, as well as product segmentation. The only advantage they had was that the product was made to order or based on the customers' orders. Besides, in terms of price, it had a low selling price which was determined based on production costs, bid prices and market prices. Meanwhile, in terms of place, the production location should be near where the raw materials or markets/consumers were, or both at once. In this context, the nutmeg processing location was close to where the source of raw materials were. However, in terms of promotion, there was no persuasive promotional activities promoting the nutmeg products. The only promotional activity they did to attract the consumers' interest was through the word of mouth.

#### **b. Business Capital and Funding**

Based on the results of interviews with the existing business groups, most of the business capital came from their own capital, and only this year there was

a business capital assistance from the Negeri / village government. This business group still needed a funding assistance from both the local government and other SOEs.

### **c. Utilization of Information Technology and Innovation**

The utilization of technology and innovation was such a supporting tool in business development. In this aspect, there were several weaknesses and advantages possessed by the Negeri Booi community. The weaknesses included business actors / groups that had not used computers in running their businesses, nor in designing new, higher-quality products. There had been no attempt to change the services to consumers, or seek new markets / opportunities. On the other hand, the advantages included the absence of need to look for a better supplier of raw materials because Negeri Booi had a source of the highest quality raw materials in Maluku.

### **d. Utilization of Raw Materials and Its Continuity**

Raw materials were one of the important factors affecting the determination of product price by a business, both in terms of use, availability and the acquisition price of the raw materials themselves. For business actors in Negeri Booi, the availability of raw materials was very abundant, and even excessive. As explained earlier, the total harvest of nutmeg reaches 190 tons/year (Hahury, et al., 2019) and based on a previous research by (Kakerissa & Hahury, 2018), the nutmeg fruit flesh that was not utilized and gone to waste reaches 152.88 tons/year. This indicated that the utilization of raw materials had not been maximized. On the other hand, the continuity of raw materials was always available and would not run out from generation to generation, considering that the land ownership and area were fixed and not limited only to the

duzung owner, but also to other people who did not have one in order to fulfill their needs [8]. Further, the raw materials were very easy to obtain for free of charge, their quality was consistent, and there was a guarantee of the availability of raw materials on an ongoing basis. This was a strength for the business actors in Negeri Booi.

### **e. Production Equipment**

Production equipment was an important asset in running a business. It could be in the form of movable or immovable goods, and without adequate production equipment, it would be difficult for the business actors to grow and develop their business. In Negeri Booi, the production equipment used was still very traditional with improvised equipment. They had not made changes to more sophisticated and efficient, although the production equipment was still safe. Considering that they used simple equipment, it did not require big costs in the operations. In addition to immovable goods such as production machines, movable goods such as two-wheeled vehicles (motorcycles) and four-wheeled vehicles (cars) or other means of transportation also played a role in supporting the business in Negeri Booi in supplying raw materials and marketing the products.

### **f. Labor Absorption and Empowerment**

In this aspect, the nutmeg business in Negeri Booi had inexperienced and unskilled labors – although the recruitment was easy. Fortunately, there were efforts to increase the capacity of skills and expertise of the labors. This would help the business actors to be able to compete with other similar business actors.

### **g. Organization and Business Management**

This aspect highlighted the involvement of business actors in business

associations, business development plans, separation of business and personal finances, as well as anticipating the risk of theft and irregularities from the employees. In this aspect, the weakness included the business actors who had not been involved in the business associations that could actually help them sharing the information related to product development, marketing and business development. On the other hand, their financial management had been well regulated regarding the separation of business and personal finances. However, the risk factors for the theft and irregularities committed by the business actors did not anticipate this because they thought that all employees were their closest relatives who trusted each other.

#### **h. Bureaucracy and Government Role**

This aspect covered the ease of the business licensing process, levies on businesses, involvement in business policies, the availability of infrastructure that helped the business run smoothly, funding by the government, fostering business partnership programs from the government, as well as the existence of business protection from the government against the possibility of monopolies and external expansion. The conditions faced by the Negeri Booi community included the difficulty of obtaining business permits; there was no village government policies related to the community businesses to facilitate the business actors to develop their businesses freely; and not too intensive partnership program. However, the business actors were facilitated by the availability of infrastructure such as

electricity, water, and roads; the existence of funding assistance by the Negeri or village government as a stimulus for the business actors although there had been no funding assistance from other parties; and the availability of business protection by the government.

#### **i. Externalities**

This aspect consisted of the level of business security disturbances such as theft, fraud, crimes, and others; competitions of products from outside Negeri Booi that could hamper the business; political instability; inflation rates affecting the price of supporting materials; and general economic conditions. The impact of this externality was not too significant because in Saparua island, there were no similar businesses that could affect the business run by the Negeri Booi community. Other externality conditions were quite normal and could become a strength for the business actors. However, the general economic condition was disrupted as a result of the Covid-19 pandemic experienced by the whole world which also simultaneously disrupting the business world.

In formulating a business development strategy, appropriate analytical tools were required to map out a good strategy to be carried out by the business actors. This study uses SWOT as an analytical tool that would evaluate the strengths, weaknesses, opportunities and threats to formulate the right strategy for the nutmeg business actors in Negeri Booi, Saparua.

**Table 5.  
SWOT Matrix**

<b>I N T E R N A L  F A C T O R</b>	<b>STRENGTH</b>	<b>WEAKNESS</b>
	<ol style="list-style-type: none"> <li>1. The product prices are competitive.</li> <li>2. It is easy to obtain the raw materials with a consistent quality.</li> <li>3. There is a plan to improve the labors' skills through trainings.</li> </ol>	<ol style="list-style-type: none"> <li>1. There is no business license and legality.</li> <li>2. There is no adequate production equipment.</li> <li>3. There is limited business capital.</li> <li>4. There is a lack of understanding of the business management, strategies, systems and marketing process.</li> <li>5. There is a lack of marketing network and information technology supporting the business.</li> <li>6. There is a lack of HR expertise and experience.</li> </ol>
<b>E X T E R N A L  F A C T O R</b>	<b>OPPORTUNITY</b>	<b>THREAT</b>
	<ol style="list-style-type: none"> <li>1. Public consumption tends to be quite high for the products produced.</li> <li>2. There is a poor level of security issues to the business.</li> <li>3. There are many programs designed by the government to support the improvement of SMEs.</li> <li>4. There is financial assistance as a stimulus from the local government.</li> <li>5. The infrastructures are quite supportive.</li> <li>6. There are limited numbers of competitors of similar businesses.</li> <li>7. There is business protection from the local government.</li> </ol>	<ol style="list-style-type: none"> <li>1. The economic conditions are generally unstable and bring impacts on the business world.</li> <li>2. The inflation rate continues to increase.</li> </ol>

Source: Research results, 2022

Based on the results of the analysis of existing internal and external factors, the following are strategies that can be proposed:

**1. SO Strategy (Supporting Growth Strategy)**

This strategy utilizes all the strengths possessed by the existing business groups to seize opportunities by maintaining the quality of raw materials, competitive product prices with large public consumption, increasing the skills of the workforce, as well as local government support for the smooth running of the business.

**2. ST Strategy (Supporting Diversification Strategy)**

This strategy utilizes its strengths to overcome threats, including a consistent quality of raw materials which is free of charge, so that the unstable economic conditions due to the pandemic can be overcome by the business actors, supported by fairly low product selling

prices and plans for improvement. The labor skills will greatly assist the business actors for business development.

**3. WO Strategy (Supporting Turn-Around Strategy)**

This strategy is implemented by taking advantage of the existing opportunities by minimizing their weaknesses, including government programs to support the improvement of SMEs, good infrastructure, business protection that will assist in the licensing process and business legality in shortening the bureaucracy, improving business management and marketing, and information technology.

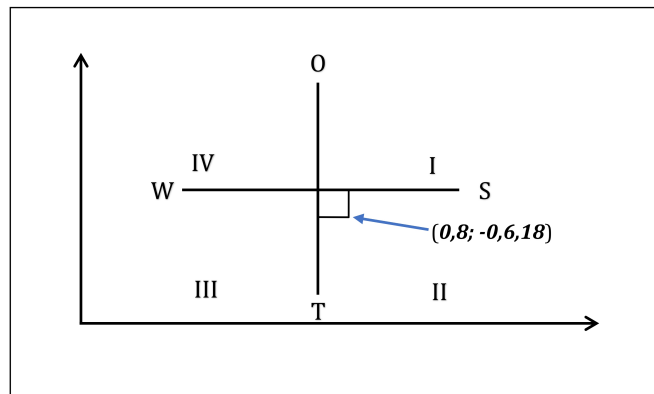
**4. WT Strategy (Supporting Defensive Strategy)**

The activities carried out in this strategy are more defensive in nature by trying to minimize the existing weaknesses and avoid threats. The activities that can be carried out in this strategy include: maintaining the business stability from all



sides – including marketing, labor, and government bureaucracy; using general economic conditions as guidelines for future business development planning; studying and obtaining permits in order to obtain a business protection in the long term from the monopolies or other expansions; improving the internal management so that the business can develop well. The table of Internal Factor Analysis Summary (IFAS) above shows that the Internal Factor has a weight of 0.8 which comes from the difference in the total weight of the strengths and weaknesses factors. The attribute with the highest weight on these two factors is

that the business has a culture in obtaining raw materials with consistent quality, which is equal to 2.0. Thus, these attributes must be maintained in running the business. On the other hand, the External Factor Analysis Summary (EFAS) in the table below shows that the External Factor has a weight of -0.6 which is also the difference between the opportunity and threat factors. Where the attribute of economic instability that impacts the business world on the threat factor is the biggest weight of this external factor, which is equal to 1.5. This means this attribute should be a priority for attention.



**Figure 1.**  
**SWOT Matrix Cartesius Diagram**

The results of the SWOT analysis above show that the business actors who possess those strengths may utilize them in certain strategies by taking advantage of the existing opportunities and simultaneously minimizing the weaknesses and avoiding future threats. Further, the most appropriate household business development strategy that could be used is the ST Strategy which supports the diversifications by utilizing the available local resources with consistent and abundant quality of nutmeg plants, relatively low selling prices for products, and efforts to improve the labor skills. This would also encourage the product diversifications.

**CONCLUSION**

The product diversification efforts could be used as a strategy to develop knowledge and skills as well as an alternative source of income for the community households. This product diversifications could be maximized if it was supported by the availability of raw material sources close to the community. This condition aimed to lower the production costs incurred. The abundance availability of nutmegs in Negeri Booi Country had so far only been used for the nutmeg fruit flesh and its mace (flowers) which had a high economic value. Meanwhile, the nutmeg fruit flesh was

disposed as waste. The nutmeg business analysis carried out through several stages found that the diversification of nutmeg fruit flesh products in Negeri Booi that was suitable to be carried out was in the form of nutmeg cider and nutmeg juice business. Both of these businesses were suitable because they were supported by the availability of abundant raw materials, not too large business capital, and wide marketing potential.

The rural communities could meet the household needs by leveraging the potential of natural resources around them by building household-based enterprises or industries. However, due to their constraints in terms of skills, expertise, and assets, these small-scale enterprises frequently failed to expand efficiently. As a result, the government's involvement in aiding the household-based industries was critical. Furthermore, this home sector was classified as a Small and Medium Enterprise (SMEs), which had been shown to play an essential role in the regional and national economic growth. Trainings for production improvement and marketing strategies for the SMEs are highly suggested..

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