Robusta Coffee Agropolitan Development Strategy in Pupuan Tabanan District

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A B S T R A C T

The high demand for Pupuan robusta coffee was not followed by an increase in production. Robusta coffee farming has not been able to increase farmers' income, therefore the concept of agropolitan area development is needed. The purpose of this study was to formulate a strategy for developing agropolitan areas for robusta coffee in Pupuan, research time from September to November 2020. The research method uses are observation, interviews, and questionnaires. The data analysis used in this study are SWOT and QSP matrix. The results showed that the results of IFAS and EFAS data processing, the values of x = 1.13 and y = 1.24 are obtained that they are in quadrant I (Growth), so the strategy applied is the SO strategy. Based on the QSPM calculation, the highest TAS value was 6.96. The conclusion from the research results shows that in the Pupuan sub-district there is a potential for upstream and downstream Robusta coffee agribusiness. The strategy obtained in accordance with the SWOT table is the SO strategy. An alternative strategy in accordance with QSPM is to carry out an applied study of the pre-harvest and post-harvest processing technology for robusta coffee.

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INTRODUCTION

Development is a process carried out by each region, both nationally and regionally, to achieve a better condition. Todaro 2004, defines development as a multidimensional process that includes various fundamental changes in social structures, public attitudes, and national institutions while still paying attention to aspects of increasing economic growth. The existence of development gaps in urban and rural areas is still a problem. Rural areas with primary activities, particularly agriculture, experience declining productivity due to lack of benefits, while urban areas experience excess benefits (Basuki, 2012).

The development of the agricultural sector is very important, because if development is not carried out, it can cause widening gaps between regions and between groups, one of which is regarding income levels. Due to poverty and lack of job opportunities, rural communities will urbanize to urban areas. This situation then causes problems in urban communities that are already too dense, so that it can cause pollution, slum settlements, poor sanitation, declining health which in turn will reduce the productivity of urban communities (Budiharjono, 2020). One of the efforts that until now is believed to be able to provide changes in the living standards of rural communities is through the concept of development and development of agropolitan areas. Martadona (2014) states that the development of agricultural facilities and infrastructure and strengthening of capital institutions for the development of superior commodities is the most appropriate strategy for the development of agropolitan areas.

Most of the farmers in Pupuan sub-district are robusta coffee farmers. Pupuan Robusta coffee has a distinctive chocolate taste that is not found anywhere else. Because it is grown by intercropping method with cocoa plants. Even this unique taste has received a certificate of geographical indication from the Ministry of Law and Human Rights. With this certificate, Pupuan robusta coffee has the opportunity to be exported at a higher price than robusta coffee in general.

On the other hand, according to plantation statistical data, the amount of robusta coffee production in Pupuan sub-district continues to decline from year to year, from 4,411.62 tons in 2007 to 1,065.9 tons in 2018. 2007 continued to decline, from 6,868,250 ha in 2007, to an area of 6,504.29 ha in 2018, this is because the average robusta coffee in Pupuan is more than 15 (fifteen) years old, resulting in decreased productivity and coffee production in Pupuan. Pupuan sub-district became uncertain. Some residents also no longer focus on coffee farming. Many of the residents have turned to horticultural crops such as mangosteen, salak, duku, durian. This shows that Robusta coffee farming has not been able to increase farmers' income, so they focus on growing other commodities that are considered more profitable. Another problem is that there are still many coffee farmers in Pupuan who sell their crops to middlemen. Farmers are also highly demanded by income, so that when picking coffee is very early (still young), this is also what causes the quality of coffee to decrease so that coffee prices fall, whereas if they want to be export-oriented, farmers must be able to maintain the quality of their coffee.

The purpose of this research is to formulate a strategy for developing an agropolitan area for Robusta coffee commodities with Geographical Indications in Pupuan sub-district, while the benefits of this research are expected to be a reference in determining agropolitan area development policies and can be used to determine an agropolitan area development strategy.

METHODOLOGY

The location of the research was carried out in the Pupuan sub-district,

Tabanan Regency. The research time is from September to November 2020. The research method used in this study is a survey research method using a cross sectional approach. The type of data used is qualitative data. Source of data obtained by purposive sampling. Data collection techniques were carried out by observation, interviews and questionnaires. Data analysis techniques determine strategies with SWOT and alternative strategies with QSPM.

SWOT Analysis is a tool used for strategic planning and strategic management in organizations. It can be used effectively to build organizational strategy and competitive strategy. In accordance with the System Approach, organizations are wholes that are in interaction with their environments and consist of various subsystems. In this sense, an organization exists in two environments, one being in itself and the other being outside. It is a necessity to analyse these environments for strategic management practices.

This process of examining the organization and its environment is termed SWOT Analysis. SWOT Analysis is a process that involves four areas into two dimensions. It has four components: 'Strengths', 'weaknesses', 'opportunities', 'threats'. Strengths and weaknesses are internal factors and attributes of the organization, opportunities and threats are external factors and attributes of the environment. SWOT Analysis is typically drawn out in a four-quadrant box that allows for a summary that is organized according to the four section titles.

In SWOT Analysis, strong and weak aspects of an organization are identified by examining the elements in its environment while environmental opportunities and threats are determined by examining the elements outside its environment. In this sense SWOT Analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities and threats of an organization. It provides information that is helpful in matching the organization's resources and capabilities to the competitive environment in which it operates.

RESULT AND DISCUSSION
Identification of Internal Factors

Internal factors are factors that are within the organization. The organization referred to in this study is Pupuan District. The identification of internal factors aims to explore the strengths and weaknesses of the Pupuan District in developing agropolitan for Robusta coffee commodities with geographical indications.

Strenghts
a. Government Policy in Agropolitan Development
b. Robusta Coffee Planting Land
c. Superior Commodity (Robusta Coffee) has been certified
d. The existence of infrastructure facilities such as farming roads to support robusta coffee agribusiness
e. The existence of an Agricultural Technology Park
f. The existence of Robusta Coffee Agribusiness
g. There is a robusta coffee mother garden

Weakness
a. Human Resources
b. Funding for agropolitan development
c. Availability of market information
d. Appropriate use of technology
e. The quality of the resulting product
f. Product marketing
g. The number of variants of the types of products produced

Identify External Factors

External factors are factors that are within the organization. The organization referred to in this study is Pupuan District. The identification of external factors aims to explore the opportunities and threats owned by Pupuan District in developing

agropolitan for Robusta coffee commodities with geographical indications.

Opportunity
a. High Demand for Domestic and International Markets
b. The existence of partnerships with private parties and other parties
c. Availability of Small and Medium Business Credit Provider Institutions.
d. The existence of academic and R&D institutions that can be involved in the context of the study and development of Robusta coffee

e. Increase in the Number of Population Consumption of Products Also Increases.
f. Assistance in the form of grants etc. to support robusta coffee agribusiness.
g. The existence of social infrastructure facilities such as schools, health centers

Identification of Internal Threat Factors
a. Free Trade and Demand for Standardization of Products
b. The Covid-19 Pandemic Causes Disruption in Overseas Markets
c. There are still middlemen who buy coffee from farmers

Table 1.
Internal Factor Analysis Results

Strength		Weight	Rating	Value
	Government Policy in Agropolitan Development	0,09	3,59	0,32
	Robusta Coffee Planting Land	0,08	3,21	0,26
	Superior Commodity (Robusta Coffee) has been certified	0,09	3,53	0,31
	The existence of infrastructure facilities such as farming roads to support robusta coffee agribusiness	0,09	3,50	0,30
	The existence of an Agricultural Technology Park	0,08	3,35	0,28
	The existence of Robusta Coffee Agribusiness	0,09	3,50	0,30
	There is a robusta coffee mother garden	0,08	3,41	0,29
				2,06
Weakness				
	Human Resources	0,06	2,32	0,13
	Funding for agropolitan development	0,06	2,24	0,12
	Availability of market information	0,05	2,09	0,11
	Appropriate use of technology	0,06	2,26	0,13
	The quality of the resulting product	0,06	2,32	0,13
	Product marketing	0,06	2,24	0,12
	The number of variants of the types of products produced	0,07	2,71	0,18
				0,93
Total		1,00		3,00

d. Pest Attack
e. Climate Change Occurs
f. Change of leadership policy change
g. The availability of agricultural human resources is decreasing due to the lack of interest of the younger generation to farm.

Results of Internal (IFAS) and External (EFAS) Factor Analysis

The results of the analysis of internal factors (IFAS) and external factors (EFAS) can be observed in the following table 1.

Based on these data, the difference between the total strengths and the total weaknesses (x = S-W) is calculated, namely: x = 2.06 – 0.93 = 1.13

The difference in total Opportunities minus total Threats (y = O-T), namely: y = 2.09 – 0.85 = 1.24

After getting the number, look for the position described by the point (x,y) in the SWOT quadrant which can be seen in the figure 1.

Table 2.
External Factor Analysis Results

Opportunity		Weight	Rating	Value
	High Demand for Domestic and International Markets	0,10	3,74	0,36
	The existence of partnerships with private parties and other parties	0,09	3,38	0,29
	Availability of Small and Medium Business Credit Providers	0,09	3,44	0,30
	The existence of academic and R&D institutions that can be involved in the context of the study and development of Robusta coffee	0,08	3,29	0,28
	Increased Population Consumption of Products Also Increases	0,09	3,38	0,29
	Assistance in the form of grants etc. to support robusta coffee agribusiness	0,08	3,29	0,28
	The existence of social infrastructure facilities such as schools, health centers	0,09	3,41	0,30
				2,09
Threat				
	Free Trade and Product Standardization Demands	0,06	2,18	0,12
	The Covid-19 Pandemic Causes Disruption in Overseas Markets	0,05	1,94	0,10
	There are still middlemen who buy coffee from farmers	0,06	2,53	0,16
	Pest Attack	0,05	2,09	0,11
	Climate Change Occurs	0,05	2,12	0,11
	Change of leadership policy change	0,06	2,29	0,13
	The availability of human resources is decreasing due to the lack of interest of the younger generation to farm.	0,05	2,09	0,11
				0,85
Total		1.00		2,95

Opportunity
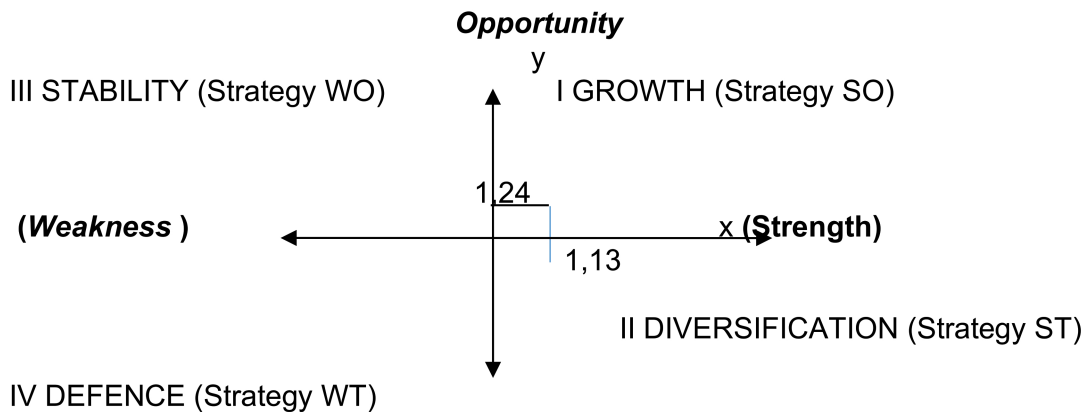
Figure 1.
SWOT Chart

Threat

The SWOT diagram was made to find out the suitable strategy for developing an agropolitan area for Robusta coffee with a Geographical Indication certificate in Pupuan sub-district. This strategy is based on the mindset of utilizing all strengths and making the most of opportunities. this is a very favorable situation. Have opportunities and strengths so that they can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth oriented strategy).

Formulation of Agropolitan Development Strategy for Robusta Coffee Commodities Certified Geographical Indications in Pupuan District

Based on the SWOT analysis, the basic strategies in developing agropolitan areas for Robusta coffee commodities with Geographical Indications certificates are obtained, including:

Opportunity Strength (SO) Strategy

It is a strategy that uses internal strengths to take advantage of external opportunities so as to gain profits. Several alternative S-O strategies were obtained as follows

a. The government provides policies in terms of product protection both in the domestic and international markets. This strategy is a recommendation from its strengths, namely the existence of government policies in terms of agropolitan development supported by the opportunity for high domestic and international market demand for robusta coffee and establishing policies to attract investors to invest.

b. Market development and market penetration through partnerships with private parties. This strategy is a recommendation from its strengths, namely the existence of robusta coffee agribusiness and is supported by opportunities for partnerships with the private sector and other parties. Market development and market penetration can be done by collaborating with advanced companies, especially those engaged in robusta coffee agribusiness. Where coffee farmers are the providers of raw materials, while the company is the processing company to produce variants of processed robusta coffee.

c. Carry out intensification and extensification of robusta coffee plantations. This strategy is a recommendation from its strengths, namely the existence of robusta coffee plantations, the existence of certified superior commodities supported by opportunities for increasing population, increasing product consumption and assistance in the form of grants etc. to support robusta coffee agribusiness.

Table 3.
Strategy Determination

EFAS / IFAS	Strength (S) - Government Policy in Agropolitan Development (S1) - Robusta Coffee Planting Land (S2) - Superior Commodity (Robusta Coffee) has been certified (S3) - The existence of infrastructure facilities such as farming roads to support robusta coffee agribusiness (S4) - The existence of an Agricultural Technology Park (S5) - The existence of Robusta Coffee Agribusiness (S6) - There is a robusta coffee mother garden (S7)	Weakness (W) - Human Resources (W1) - Funding for agropolitan development (W2) - Availability of market information (W3) - Appropriate use of technology (W4) - The quality of the resulting product (W5) - Product marketing (W6) - The number of variants of the types of products produced (W7)
Opportunity (O) - High Demand for Domestic and International Markets (O1) - The existence of partnerships with private parties and other parties (O2) - Availability of Small and Medium Business Credit Providers (O3) - The existence of academic and R&D institutions that can be involved in the context of the study and development of Robusta coffee (O4) - Increased Population Consumption of Products Also Increases (O5) - Assistance in the form of grants etc. to support robusta coffee agribusiness (O6) - The existence of social infrastructure facilities such as schools, health centers (O7)	Strategy SO - The government provides policies in terms of product protection both in the domestic and international markets (S1,O1) - Market development and market penetration through partnerships (O2, S6) - Carry out intensification and extensification on robusta coffee plantations (O6, S2) - Routinely carry out the development and assessment of robusta coffee (S5,O4) - Carry out an applied study of pre-harvest and post-harvest processing technology for robusta coffee (S5,S7,O4) - Improving the quality and availability of key infrastructure (O7,S6) - Carrying out Robusta coffee agribusiness training both in terms of production and post-harvest including product variants .(S6,O4) - Agricultural market development (O7, S4)	Strategy WO - Carry out training on the use of pre-harvest and post-harvest machinery (O4, W1) - Providing market information for agricultural products (O1, O2, W3) - Increase marketing of agricultural products (O1, O2, W3, W6) - Development of people's economic institutions such as household-scale business groups (O2, O3, W2, W5) - Increase productivity production and innovation of robusta coffee processing (O1, W1, W4, W5, W7) - Increase the intensity of continuous promotion (O1, O2, W1, W3) - Strive for the creation of an integrated agropolitan information system with edu agro eco tourism tourism in the development of agropolitan areas (O6, O7, W6)

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Threat (T)	Strategy ST	Strategy WT
- Free Trade and Product Standardization Demands (T1) - The Covid-19 Pandemic Causes Disruption in Overseas Markets (T2) - There are still middlemen who buy coffee from farmers (T3) - Pest Attack (T4) - Climate Change Occurs (T5) - Change of leadership policy change (T6) - The availability of human resources is decreasing due to the lack of interest of the younger generation to farm. (T7)	- Adding quality control officers to improve product standardization, especially robusta coffee. (T1, T2, S1) - Empowering bumdes and MPIG to reduce the intervention of middlemen who buy crops at low prices (T3, S4, S6) - Intensify field officers in pest control, carry out gerdals for pest control (T4, T5, S6) - Commitment is needed from the government in agropolitan development, so that the change in policy leadership does not change too (S1,T6) - Providing counseling to the community and forming a cadre of young farmers, millennial farmers (T7, S1, S6)	- Improving the work ethic and entrepreneurial spirit of agribusiness actors (T1, T2, T7, W1, W3) - Make a development plan for entrepreneurs who are interested in providing credit capital (T1, T6, T7, W2) - Providing capital assistance to traders and farmers (T1, W2)

d. Routinely carry out the development and study of robusta coffee. This strategy is a recommendation from its strengths, namely the existence of an agricultural technology park in Sanda Village and is also supported by opportunities in the form of academic and R&D institutions that can be involved in the context of the study and development of robusta coffee.

e. Carry out an applied study of pre-harvest and post-harvest processing technology for robusta coffee. This strategy is a recommendation from its strengths, namely the existence of an agricultural technology park in Sanda Village, the existence of a robusta coffee mother garden in Sai village and also supported by opportunities in the form of academic and R&D institutions that can be involved in the context of the study and development of robusta coffee.

f. Improve the quality and availability of key infrastructure. This strategy is a recommendation from its strengths, namely the existence of robusta coffee agribusiness and is supported by opportunities, namely the existence of social infrastructure facilities such as schools and health centers.

g. Carrying out Robusta coffee agribusiness training, both in terms of production and postharvest, including product variants. This strategy is a recommendation from its strengths, namely the existence of Robusta coffee agribusiness, and is supported by the existence of academic and R&D institutions that can be involved in the context of the study and development of Robusta coffee.

h. Agricultural market development. This strategy is a recommendation from its strengths, namely the existence of infrastructure facilities such as certified superior commodities, farming roads that support robusta coffee agribusiness, supported by high domestic and international market demand, partnerships with private parties and others as well as an increase in the number of population consumption also increases.

Weakness-Opportunity (WO) Strategy

The W-O strategy is a strategy used to overcome weaknesses in taking advantage of existing opportunities. The resulting alternative strategies:

a. Carry out training on the use of pre-harvest and post-harvest machinery. This strategy is recommended to overcome the weakness of human resources by taking advantage of the opportunities of academic and R&D institutions that can be involved in the context of the study and development of robusta coffee.

b. Provide market information for agricultural products. This strategy is recommended to overcome the weakness of the lack of available market information, by taking advantage of the opportunities of high domestic and international market demand and the existence of partnerships with the private sector and other parties.

c. Increase marketing of agricultural products. This strategy is recommended to overcome the weaknesses of the lack of market information and weaknesses in product marketing, by taking advantage of the opportunities for high domestic and international market demand and the existence of partnerships with private parties and other parties.

d. Development of people's economic institutions such as household-scale business groups. This strategy is recommended to overcome funding weaknesses for agropolitan development and product quality by taking advantage of opportunities for partnerships with the private sector and other parties and the availability of small and medium business credit providers.

e. Increasing productivity production and robusta coffee processing innovation. This strategy is recommended to overcome the weakness of human resources, the use of appropriate technology, the quality of the products produced, the large number of product variants produced by taking advantage of the opportunities for high domestic and international market demand

and the existence of partnerships with private parties and parties. and the existence of academic and R&D institutions that can be involved in the context of the study and development of robusta coffee.

f. Increase the intensity of ongoing promotions. This strategy is recommended to overcome the weakness of human resources, the lack of available market information by taking advantage of the opportunities of high domestic and international market demand and the existence of partnerships with the private sector and other parties.

g. Strive for the creation of an integrated agropolitan information system with edu agro eco tourism tourism in the development of agropolitan areas. This strategy is recommended to overcome weaknesses in product marketing by taking advantage of opportunities for assistance in the form of grants etc. to support robusta coffee agribusiness and the existence of social infrastructure such as schools and health centers.

Strength Challenge (ST) Strategy

This strategy is a strategy that uses strength to avoid or reduce the impact of threats that will occur in the external environment. Alternative strategies that can be recommended are:

a. Adding quality control officers to improve product standardization, especially robusta coffee. This strategy uses the power of government policies in agropolitan development to reduce the threat of free trade and demands for product standardization as well as the threat of the COVID-19 pandemic causing disruption to foreign markets.

b. Empowering bumdes and MPIG to reduce the intervention of middlemen who buy crops at low prices. This strategy uses the strength of the existence of certified superior commodities, the existence of infrastructure facilities such as farming roads that support robusta coffee agribusiness,

and the existence of robusta coffee agribusiness to reduce the threat that there are middlemen who buy coffee from farmers.
c. Intensify field officers in pest control, carry out gerdals for pest control. This strategy uses the strength of the robusta coffee agribusiness to reduce the threat of pest attacks and climate change.
d. Commitment is needed from the government in agropolitan development, so that the change in policy leadership does not change as well. This strategy uses the power of government policies in agropolitan development to reduce the threat of leadership changes, policies also change.
e. Provide counseling to the community and the formation of a cadre of young farmers, millennial farmers. This strategy uses the strength of government policies in agropolitan development and the existence of robusta coffee agribusiness to reduce the threat of decreasing availability of agricultural human resources due to the lack of interest of the younger generation to farm.

Weakness Challenge (WT) Strategy

W-T strategy is a strategy that reduces weaknesses and avoids threats. The resulting alternative strategies include:
a. Improving the work ethic and entrepreneurial spirit of agribusiness actors. This strategy overcomes the weakness of human resources, and the lack of market information and avoids the threat of free trade and demands for product standardization, the threat of disruption to foreign markets due to the COVID-19 pandemic, and there are still middlemen who buy coffee from farmers.
b. Make a development plan for entrepreneurs who are interested in providing credit capital. This strategy overcomes the weakness of funding for agropolitan development, and avoids the threat of free trade and demands for product standardization, the threat of changing policy leadership and the threat of diminishing availability of agricultural human resources due to the

lack of interest of the younger generation to farm.
c. Provide capital assistance to traders and farmers. This strategy overcomes funding weaknesses for agropolitan development and avoids the threat of free trade and demands for product standardization.

Based on the SWOT quadrant analysis, the type of strategy that can be applied is the SO / growth strategy (growth and build). After inputting the analysis of internal and external factors through the IFE and EFE matrices, then the next stage of decision making using QSPM. This technique objectively indicates which alternative strategy is the best for the development of agropolitan on Geographical Indication certified robusta coffee in Pupuan subdistrict. The QSPM matrix uses the weight value and the Attractive Score (AS) value that is assessed by the respondents. From these two values, the Total Attractive Score (TAS) will be obtained. The strategy with the largest TAS value is the main choice of priority strategy, while the strategy with the smallest TAS value is the last choice.

From the results of the QSPM calculation, priority strategies can be produced that can be implemented for agropolitan development in Robusta coffee commodities certified by Geographical Indications. The alternative strategy that gets the highest score is strategy 5, namely carrying out an applied study of pre-harvest and post-harvest processing technology for robusta coffee with a TAS value of 6.94. In terms of processing, the development of agribusiness products in Pupuan District is still experiencing several obstacles caused by low human resources, lack of capital, minimal use of technology and still weak packaging systems and product standardization. The lack of technology utilization can be seen from the use of traditional processing technology. The implementation of an applied study of pre-harvest and post-harvest processing technology can be car-

ried out by empowering the Sanda Agricultural Technology Park (TTP) as a training place for the use of coffee processing technology.

nology for robusta coffee, the government provides policies in terms of product protection in both domestic and international markets, carrying out intensification and
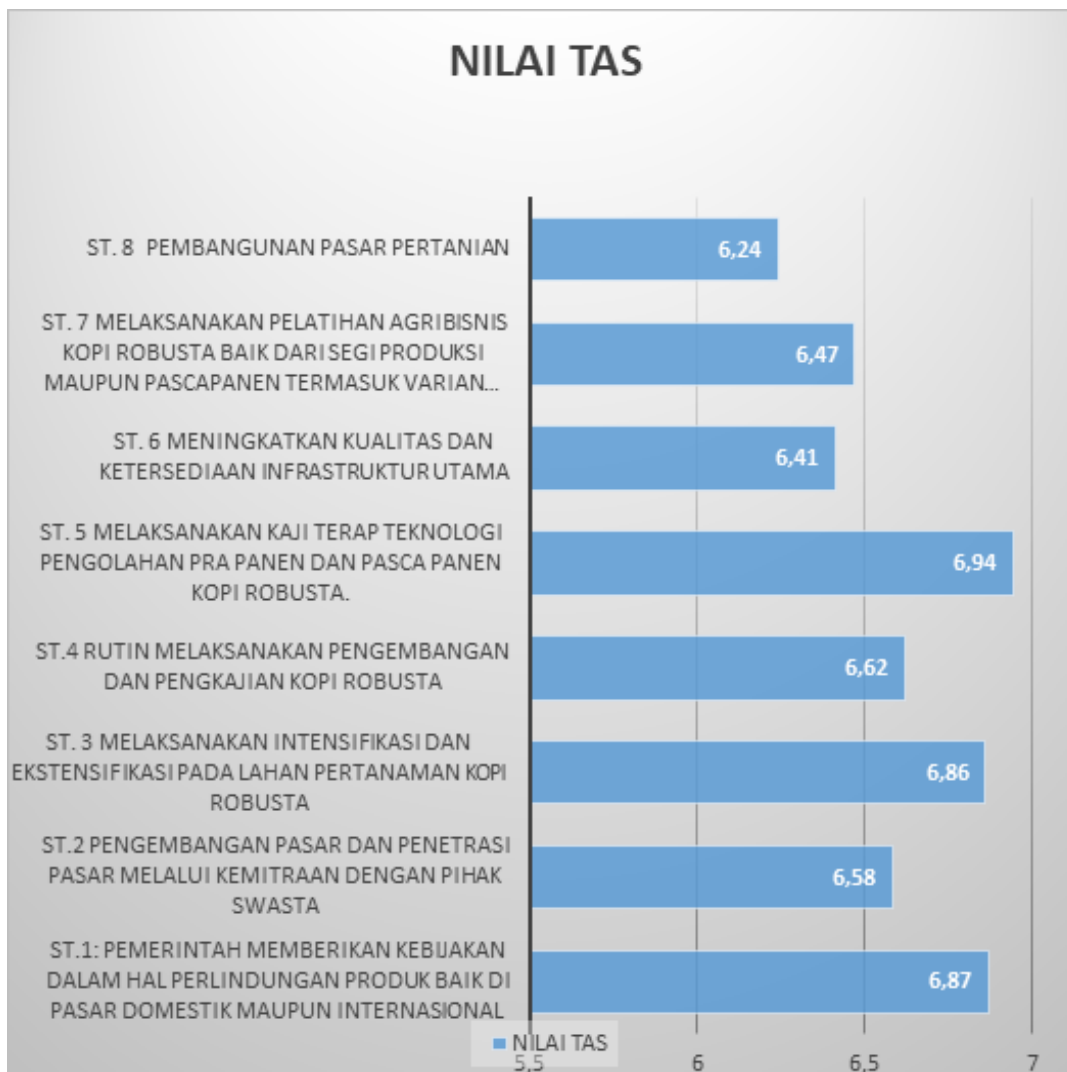

NILAI TAS

ST. 8 PEMBANGUNAN PASAR PERTANIAN — 6,24

ST. 7 MELAKSANAKAN PELATIHAN AGRIBISNIS KOPI ROBUSTA BAIK DARI SEGI PRODUKSI MAUPUN PASCAPANEN TERMASUK VARIAN... — 6,47

ST. 6 MENINGKATKAN KUALITAS DAN KETERSEDIAAN INFRASTRUKTUR UTAMA — 6,41

ST. 5 MELAKSANAKAN KAJI TERAP TEKNOLOGI PENGOLAHAN PRA PANEN DAN PASCA PANEN KOPI ROBUSTA. — 6,94

ST.4 RUTIN MELAKSANAKAN PENGEMBANGAN DAN PENGKAJIAN KOPI ROBUSTA — 6,62

ST. 3 MELAKSANAKAN INTENSIFIKASI DAN EKSTENSIFIKASI PADA LAHAN PERTANAMAN KOPI ROBUSTA — 6,86

ST.2 PENGEMBANGAN PASAR DAN PENETRASI PASAR MELALUI KEMITRAAN DENGAN PIHAK SWASTA — 6,58

ST.1: PEMERINTAH MEMBERIKAN KEBIJAKAN DALAM HAL PERLINDUNGAN PRODUK BAIK DI PASAR DOMESTIK MAUPUN INTERNASIONAL — 6,87

■ NILAI TAS

5,5   6   6,5   7

Figure 2.
TAS Nilai Value Chart

CONCLUSION

The strategy for developing an agropolitan area for certified robusta coffee is a geographical indication in Pupuan sub-district is the SO strategy, which is a strategy that uses internal strengths to take advantage of external opportunities so as to gain profits. Based on the TAS value, the sequence of strategies carried out is carrying out an applied study of pre-harvest and post-harvest processing tech-

extensification on robusta coffee plantations, routinely carrying out development and assessments. Robusta coffee, market development and market penetration through partnerships, conducting Robusta coffee agribusiness training both in terms of production and postharvest including product variants, improving the quality and availability of key infrastructure and developing agricultural markets. Suggestions that can be taken include implementing the

strategy recommended in the swot table, the government as a policy holder should act as a community facilitator to be able to find investors who are interested in investing in agropolitan development and the need for infrastructure support to support the success of the agropolitan area to be built. The service centers of this agropolitan area need to be equipped with facilities and infrastructure to support agribusiness and agro-industry activities, special agro markets (agricultural products) and agribusiness terminals, roads and social facilities.

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