

STRATEGY FOR STRENGTHENING OF SUPPORTING INSTITUTIONS OF PALM SUGAR AGROINDUSTRY IN LEBAK REGENCY

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ABSTRACT

Agriculture in Indonesia Keep going develop along with increasing amount resident and development technology to improve production results agriculture. The vision for plantation development in the future is to realize plantation development that is efficient, productive and highly competitive for the greatest possible prosperity of the people. Institutional strengthening needs to be done through several efforts, including encouraging and guiding farmers to be able to cooperate in the economic sector in groups, growing farmer groups through increasing assistance facilitation and access to capital, increasing bargaining position, increasing facilitation and coaching to group organizations, and increasing farming efficiency and effectiveness, as well as increasing the capacity of Farmer Human Resources through various assistance activities, and training specifically designed for administrators and members. Efforts to strengthen farmer groups were carried out by Field Agricultural Extension (PPL) and other organizations deemed capable of being involved in strengthening farmer groups. This study aims to examine external and internal factors, examine strategies for strengthening institutional support for the palm sugar agro-industry in Lebak Regency. The research was carried out from February to April 2023 at CV. Sari Aren Mandiri, KUB Mandiri Mandala, Poktan Aren Jaya Kersaratu Village. The research method used in a manner descriptive, IFE and EFE calculations were performed in a manner quantitative with SWOT analysis. Research results show matrix *Internal Factor Evaluation* (IFE) has ability for anticipate existing internal weaknesses, as well matrix *Company External Factor Evaluation* (EFE). capable for with anticipate threat existing external and with _ utilise Opportunities exist. The results of the SWOT matrix analysis yield four alternative strategies in order of priority, namely 1) Collaboration with third parties 2) Strengthening managerial and human resource management 3) Improving the ability of digitalized human resources 4) Continuous training and development. Strengthening Palm sugar institution endeavored can increase HR capabilities through management organized through trainings good management nor member in a manner continuous.

Keywords: Strategy, **Internal** Environment, Environment External, Reinforcement Institutional, palm sugar agroindustry.

1. INTRODUCTION

Agriculture in Indonesia keep going develop along with increase amount resident and development technology to use increase production results agriculture. Activity agriculture in meaning wide covers agriculture people, plantation, forestry, livestock / animal husbandry and fishery. The magnitude contribution agriculture must offset with development in various sub sector, because product agriculture own role important in development, Wrong only one f or fulfil consumption public (Soekartawi, 1994). Availability food No Again aim at the target achievement need tree only, will but development put on target field economy in a broad sense, that is directed for increase production agriculture to use fulfil need industry domestic, increase export, increase income farmer, expanding chance work.

Institutional strengthening needs to be done through several efforts, including; (1) encouraging and guiding farmers to be able to work together in the economic field in groups, (2) developing farmer groups through increasing assistance facilitation and access to capital, increasing bargaining position, increasing facilitation and coaching to group organizations, and increasing farming efficiency and effectiveness , and (3) increasing the capacity of Farmers' human resources through various mentoring and training activities

specifically designed for administrators and members. Efforts to strengthen farmer groups were carried out by Field Agricultural Extensionists (PPL), and other organizations deemed capable of being involved in strengthening farmer groups (Hermanto and Swastika, 2011). Ease of access and quick availability of capital is the reason why farmers prefer to use middlemen over other financing institutions, so that the contribution of family income from palm sugar is greater, it is necessary to try a group marketing management system, and palm sugar management is integrated in the agribusiness system starting from the provision of seeds to results marketing (Aliudin, 2016).

Centers Palm sugar production in Lebak Regency is spread among them Subdistrict Sobang, Cigemblong, Muncang, Cijaku, Malingping, Cihara, Ciligrang, Bayah and Panggarangan. Development center palm sugar crafts in the area it, because there is plantation tree sugar palm growing in the fields hills and mountains with altitude above 500 meters above sea level. Aren is one of them plants that have benefit in the field health so that aren glance as nutritious product _ For support style life healthy. Nira benefits aren for health like fatten the body, overcome constipation, relieve Sick stomach, treat fever, guard health bone launched ASI (Muhiddin, 2016). Economic value from plant aren can improved with support system supported agribusiness with strong institutional. Development agribusiness in Lebak Regency is driven by change attitude and style life human. Prospects product agriculture ahead palm sugar own wide market share. Ant sugar _ own various type advantage , however consumption biggest For sweetener Still still controlled by white sugar (Export News , 2017) .

Strengthening institutional farmer can ensure exists continuity or continuity in business deployment knowledge technical or technology to farmer and prepare farmers to be able compete in structure more economy open. Farmer cooperation in institutional can push use more resources efficient (Listyati *et al.*, 2014). The government as well as other stakeholders are trying to go through programs with various facilitation to empower farmers or entrepreneurs in the agribusiness sector. The facilitation carried out includes increasing productivity, providing agricultural financing schemes through People's Business Credit and strengthening institutions related to farming or agribusiness. Various efforts made by the government in encouraging the growth and development of agribusiness institutions. Starting with encouraging farmers to set up farming groups (poktan) by making poktan as a learning class, a vehicle for cooperation, and farming production units. Then, farmer groups are encouraged to further develop into Farmer Group Associations (Gapoktan) whose members are farmer groups. The government's coaching approach to poktan and gapoktan groups has so far been more focused on changing attitudes and behavior of farmers in increasing skills, independence and business sustainability, especially production with various facilitation schemes (Amrudin, 2021). problem you want studied in study This is a reinforcement strategy institutional support palm sugar agro-industry in Lebak Regency in order to get increase internal factors and factors external institutional support and strengthening strategies institutional support palm sugar agro-industry. Based on formula question big such, then can identified more problems detailed as following:

1. factors whatever external and internal can increase strengthening institutional support palm sugar agribusiness?
2. What is the strengthening strategy supporting institutions for the palm sugar agroindustry in Lebak Regency?

2. Literature Review

Based on Triwibowo (2019), agricultural development can also be said as development economy sector agriculture Because agriculture of course is one sector in life economics and understanding agriculture alone contain pressure element economy. Agriculture is business man through life plants and animals for can good more in fulfil his needs. Agricultural development can looked at as development economy sector agriculture, however someone suggested that development agriculture No only can looked at from facet economy course, because development agriculture includes daspects _ social institutional, technological and perhaps Still Lots aspects other.

Farmer institutions are institutional composition from the locality area (*local institution*), in the form of a membership organization (*membership organization*) or cooperation (*cooperatives*), namely farmers who are members of cooperative groups (Uphoff, 1986). This institution includes a broad understanding, namely in addition to including the understanding of farmer organizations, also the 'rules of the game (*roles of the game*) or rules of behavior that determine patterns of action and social relations, including social unity-social unity which is a concrete manifestation of that institution. Farmer institutions basically have several roles, namely: (a) interorganizational tasks *to* mediate between the community and the state, (b) resource tasks *include* mobilizing local resources (labor, capital, materials, information). and its management in achieving community goals, (c) service tasks (*service tasks*) may include service requests that reflect development goals or coordination of local community requests, and (d) inter-organizational tasks (*extra-organizational tasks*) require local requests for bureaucracy or outside community organizations against interference by outside agents (Esman and Uphoff in Garkovich, 1989). Institutions in agricultural development, the Ministry of Agriculture places institutions as one of the targets that continues to be pursued for improvement and refinement. According to (Kusnadi, 2011) that: 1). Improvement of agricultural institutions (*better organization*) for the sake of establishing cooperation and partnerships between stakeholders. As an example, one can convey the experience of implementing Special Intensification (INSUS), in which social innovation carried out through group farming was able to

break through the stagnation of increasing productivity (*leveling off*) achieved through technical innovation. 2). Improvement of community life (*better community*), which is reflected in improved income, security and political stability, which is very necessary for the implementation of agricultural development which is a subsystem of community development (*community development*).

3. METHOD STUDY

Location and Time Study

The research location was conducted in Lebak Regency. Determination location done in a manner intentionally (*purposive sampling*). Research location taken sample at three sub-districts in Lebak Regency including CV. Sari Aren Mandiri Cihara District, KUB Mandiri Mandala, Sobang District, Group Aren Jaya Farmer, Kersaratu Village Subdistrict Malingping. The research time was carried out from February 28 to 20 April 2023.

Type and Source of Data

This study uses primary data and secondary data. Primary data is data obtained through the results of direct research on the object studied through interviews and observation based on questionnaires. Secondary data were obtained from various sources, including central statistical agencies (Central, Provincial and Regency/City), Banten Provincial Agriculture Office, Lebak District Agriculture Office, Lebak District Industry and Trade Service, Lebak District Cooperative and UKM Office.

Methods of Determining Respondents and Data Collection

The sampling technique used in this study is *non probability sampling* with *purposive sampling technique*. According to Sugiyono (2011), *probability sampling* is a sampling technique that does not provide equal opportunities and opportunities for each element or participant in a predetermined population. The number of samples is a sample size that has been determined from the population based on the required criteria and has characteristics that are truly representative of the population. The number of respondents in this study amounted to 19 respondents with the help of a *questionnaire form* consisting of groups farmer, Chairman Gapoktan, Head of Agriculture and Plantation Services, experts, and Village Government agencies who understand and are related to strengthening strategies institutional support palm sugar agroindustry in Lebak Regency.

Data Analysis Methods

This study used a descriptive method, processed and analyzed qualitatively and presented in a descriptive form. Methods of processing and analysis of data using SWOT analysis. Data obtained from farmers and stakeholders were analyzed first by identifying environmental factors that influence the strengthening of palm sugar supporting institutions.

Analysis of Internal Factors and External Factors

Identification of internal factors (strengths and weaknesses) and external (opportunities and threats), internal factor analysis is used which aims to identify key internal factors that become strengths and weaknesses in strengthening supporting institutions for the palm sugar agro-industry. The internal factors analyzed include financial conditions, human resources, marketing, production/operations and management. While the analysis of external factors aims to identify key external factors that become opportunities and threats for strengthening supporting institutions for the palm sugar agro-industry. Identification the strengths and weaknesses of internal factors as well as opportunities and threats from external factors in the development of Arendi in Lebak Regency used SWOT analysis. SWOT analysis is a systematic identification of various factors to formulate a strategy to strengthen the palm sugar agro-industry institution. This analysis is based on logic that can maximize strengths *and* opportunities, but simultaneously can minimize *weaknesses* and *threats*.

Alternative Strategy

To formulate alternative strategies for strengthening supporting institutions for the palm sugar agro-industry in Lebak Regency, a SWOT matrix analysis was used. The SWOT matrix can clearly describe how the opportunities and threats from external factors faced by an industrial business can be adjusted to the strengths and weaknesses it has. SWOT analysis is described in the SWOT Matrix with 4 possible alternative strategies, namely strength-opportunity strategies (*SO strategies*), weaknesses-opportunities strategies (*WO strategies*), strength-threat strategies (*ST strategies*), and weakness-threat strategies (*WT strategies*).

Table 1. SWOT Matrix

IFE	Strength (S)	Weakness (W)
Chance (O)	S-O strategy (Score + O Score)	W-O strategy (W score +O score)
Threat (T)	S-T Strategy (S score + T score)	W-T score (W score + T score)

Source: Rangkuti, 2001

Situation Analysis/SWOT

Situation analysis is the beginning of the strategy formulation process. Situation analysis requires strategic managers to find a strategic fit between external opportunities and internal strengths while paying attention to external threats and weaknesses (Hunger and Wheelen, 2003). SWOT analysis is a systematic identification of various factors to formulate company strategy. SWOT stands for *Strengths*, *Weaknesses* which are the internal environment, and *Opportunities* and *Threats* which are the external environment. This analysis is based on logic that can maximize *strengths* and *opportunities*, but simultaneously can minimize weaknesses (*weaknesses*) and threats (*threats*). The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies. Strategic planners (*strategic planners*) must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. this is called Situation Analysis.

SWOT Matrix Building

1) SWOT Matrix

The SWOT Matrix is an important matching tool to help managers develop 4 types of strategies. The four strategies in question are SO (*Strength-Opportunity*) strategy, WO (*Weakness-Opportunity*) strategy, ST (*Strength-Threat*) strategy and WT (*Weakness-Threat*) strategy. This matrix determines *the key success factors* for the internal and external environment which is a difficult part so good judgment is needed (Umar, 2002). SO strategy or opportunity strength strategy uses the company's internal strengths to take advantage of external opportunities. The WO strategy or opportunity weakness strategy aims to improve weaknesses by taking advantage of external opportunities. The ST strategy or threat strength strategy uses the company's strengths to avoid or reduce the impact of external threats. The WT strategy or weakness-threat strategy is a defensive tactic aimed at reducing internal weaknesses and avoiding threats. external (David, 2004). Lebak Regency is an area that has the potential for developing Aren in Banten Province. Lebak Regency has climatic and geographical conditions that support the aen sugar agro-industry. available land, open market, supported by farmers who are used to processing palm sugar, in terms of quantity and continuity of production it still tends to be small. This condition causes a large supply and demand. Responding to these conditions, the Government of Lebak Regency has made various efforts, including providing technical support and guidance from an institutional perspective through the Department of Agriculture, providing assistance with production facilities and counseling and training for palm sugar agro-industry business actors. It cannot be denied that the development of palm sugar in Lebak Regency is faced with various problems, especially in strengthening the palm sugar agro-industry institutions. The development of palm sugar in Lebak Regency has strengths and weaknesses, but also opportunities and threats. These factors are very important to be identified as alternative considerations for institutional strengthening strategies to support the palm sugar agro-industry in Lebak Regency.

Palm farmers generally carry out traditional palm sugar production activities to be marketed or sold to local consumers. The business scale is relatively small and depends on the area of arable land cultivated, so farmers must be able to manage it properly so that their business can develop, in other words farmers must be able to carry out production and marketing activities of products that can provide maximum profits. institutional strengthening. Farmers are required to be able to manage the use of factors of production efficiently to reduce production costs and regulate the types of products produced and increase sales volume to obtain profitable product selling prices. In addition, farmers must also be able to manage their capital well and adopt production and marketing technology to guarantee sustainable business activities. SWOT analysis, both internal and external factors must be considered. SWOT analysis tries to combine the opportunities and threats from external factors with the strengths and weaknesses of internal factors. Two alternative strategies to formulate alternative strategies that can be applied in developing Aren in Lebak Regency use SWOT Matrix analysis. The SWOT matrix is a tool used to arrange production strategic factors. The formulation of this strategy will produce four alternative strategies, namely SO (*Strength Opportunity*) strategy, WO (*Weakness Opportunity*) strategy, ST (*Strength Threat*) strategy and WT (*Weakness Threat*) strategy.

The data processing methods used in this study are the IFE and EFE matrices, the IE matrix, and the SWOT matrix. Analysis of the internal and external environment uses the IFE and EFE matrices, while in the integration stage the IE matrix analysis tool is used. The SWOT matrix is used to generate strategic alternatives that suit the company's internal and external conditions.

2. IFE and EFE Matrix Analysis

The IFE matrix is used to identify internal factors and classify them into company strengths and weaknesses. Identification of internal factors is carried out interactively to the company which is very aware of the internal condition of the company, in order to obtain factors that can become strengths and weaknesses, weighted. Weighting is done to determine the priority of identifying internal factors. Form of weighting assessment for the IFE matrix.

The EFE matrix is used to identify external factors and classify them into company opportunities and threats. Identification of external factors is also carried out interactively for companies that are very knowledgeable about the condition of the company, so that factors that can become opportunities or threats from the company can be obtained. After knowing the company's external factors, then weighting is carried out. Weighting is done to determine the priority of the identification of external factors.

Determination of the weight is done by submitting the identification of internal and external strategic factors that have been jointly formulated to the company. Determination of weights is done using the paired comparison method. This method is used to provide an assessment of the weight of each internal and external determinant of the company. Each variable uses a scale of 1, 2, 3 and 4 in determining the weight. The scale used for filling in the column is:

- 1 = if horizontal indicators are less important than vertical indicators.
- 2 = if the horizontal indicators are as important as the vertical indicators.
- 3 = if horizontal indicators are more important than vertical indicators.
- 4 = Horizontal indicators are very important than vertical indicators.

Table 2. Internal Factor Evaluation Matrix (IFE)

Internal key factors	Weight	Rating	Weight x rating
Strength 1	A	B	A x B
Strength 2	A	B	A x B
Strength 3	A	B	A x B
Weaknesses 1	C	D	C x D
Weakness 2	C	D	C x D
Weakness 3	C	D	C x D
Total	1.00		

Source: David (2006)

The rating for the IFE and EFE matrices shows how effective the strategy response implemented by the company is currently on these factors where 1 = for very weak company response, 2 = for weak company response, 3 = for strong company response, 4 = for very strong company response strong.

Table 3. External Factor Evaluation Matrix (EFE)

External key factors	Weight	Rating	Weight x rating
Chance 1	A	B	A x B
Chance 2	A	B	A x B
Chance 3	A	B	A x B
Threat 1	C	D	C x D
Threat 2	C	D	C x D
Threat 3	C	D	C x D
Total	1.00		

Source: David (2006)

Multiply the weights in column 2 by the ratings in column 3 to get the weighted factors in column 4. The result is a weighted score for each factor. Add up the weighted scores (column 4) to get the total weighted score for the company concerned. The total score shows how the company reacts to its internal and external strategic factors.

3. Internal-External (IE) Matrix

SWOT analysis using the IE matrix of parameters of internal strength and external influence of the company which are identified in external and internal elements respectively through the IFE and EFE matrices. The purpose of using the IE matrix is to obtain a more detailed company-level business strategy (Rangkuti, 2001). The IE matrix places the various divisions of an organization in a schematic diagram which is also called the portfolio matrix. The IE matrix is useful for positioning a company's business unit strategy into a matrix consisting of 9 cells. The IE matrix consists of two dimensions, namely the total score of the IFE matrix on the X axis and the total score of the EFE matrix on the Y axis. The X axis of the IE matrix, there are three scores, namely: score i, 0 - 1.99 states that the internal position is weak a score of 2.0-2.99 the position is average, and a score of 3.0-4.0 is strong. The Y axis used for the EFE matrix, there are three scores, namely a score of 1.0 - 1.99 is low, a score of 2.0 - 2.99 is moderate, a score of 3.0 - 4.0 is high.

3. SWOT Matrix

The SWOT Matrix is a tool for systematically identifying various factors to formulate a company strategy. This matrix can produce four cells of possible alternative strategies, namely the SO strategy (*Strengths Opportunities*), WO strategy (*Weaknesses Opportunities*), ST strategy (*Strengths Threats*), and WT strategy (*Weaknesses Threats*). The SO strategy uses the company's internal strengths to take advantage of external opportunities. The WO strategy aims to improve weaknesses by taking advantage of external opportunities.

RESULTS AND DISCUSSION

Overview of Research Locations

a. Geographical Conditions

Lebak Regency is located between 6°18' to with 7°00' South Latitude and 105°25'-106°30' East Longitude. Lebak Regency has span natural Enough area which reaches 330,507.16 Ha or around 3,305.07 KM². The total area of Lebak Regency not enough over 34.20% of wide Banten Province. Lebak Regency is located in the southern part of Banten Province, bordering with Regency Pandeglang in the West. The shape of the stretched area from North to South connecting Lebak Regency with Regency Attack and some Tangerang Regency on the northern boundary. Adjacent east about with the two westernmost districts of West Java Province, viz Bogor Regency and Regency Sukabumi.

b. Topographical Conditions

The topography of Lebak Regency is quite varied, ranging from the highlands to the relatively lowlands in the North and South, with altitudes ranging from 100 meters above sea level to above 1,000 meters above sea level. Areas with an altitude between 100 above sea level and 500 meters above sea level cover about 80%, areas with an altitude of 500 above sea level to 1,000 meters above sea level cover 16% and areas with an altitude of more than 1,000 meters above sea level about 4% of the total area of Lebak Regency.

c. Natural Morphological Conditions

The morphology of Lebak Regency can be divided into hilly plains (sloping, undulating, steep) and mountains or mountains. The plains are scattered in the north, west and south of Lebak Regency. Landau hills are scattered in the south and north towards the east of Lebak Regency. Wavy hills are located in the central and southern parts to the east of Lebak Regency, and steep hills are located in the middle to the east of Lebak Regency. Lebak districts that have the potential to develop Aren include the sub-districts of Sobang, Malingping, Cihara, Cijaku, Ciligrang, Cibeber, Muncang, Bayah, Gunungkencana, Sajira, Cigemblong, Muncang and Cirinten. Potential areas for the development of plantation areas are spread across almost all sub-districts in Lebak Regency. To optimize plantation land and efforts to increase plantation production, interventions are needed in the form of development that can attract plantation activities. This area requires the development of infrastructure that supports plantation activities such as a road network, including plantation production roads.

The role of the plantation and forestry sub-sector can contribute to the largest palm sugar production in Indonesia. Lebak Regency is one area that is quite large and has the potential for developing aren (*Arenga pinnata Merr*). Lebak Regency is one of the regencies in Banten Province which has the largest area, not all land has the same level of fertility. Based on the utilization of the area of land used by farmers, starting from the south to the north and east is a potential area for plantation and forestry crops, one of which is sugar palm (*Arenga pinnata Merr*).

The research was conducted in three different places, namely CV. Sari Aren Mandiri in Cihara District, KUB. Aren Jaya farmer group, Kersaratu Village in Malingping District and KUB Mitra Mandala, Sobang District. It is quite large in Lebak Regency. The geographical location of Cihara District and Malingping District with an altitude of 100 to 500 meters above sea level and Sobang is at 500 to 1000 meters above sea level, has a fairly extensive plantation and forestry crop commodity with production of more than 4,000 tons/year.

d. Population

Resident as one component in a territory system has important role as subject perpetrator change utilization room through various activity in framework fulfillment need his life, besides as perpetrator change space, the population is also a party to be obtain benefit from efforts arrangement space. Dynamics population own important role as object nor in dynamics development an area.

Potency Source Power man used as end spear for speed up enhancement toward more life ok. The mores tall quality source Power human, increasingly fast it's the process enhancement That happened. object development, sources Power man need get attention, because only development _ aim physique course, without accompanied with prepare device supporters, only will raises gap in progress. Amount resident Lebak Regency from year to year Keep going experience improvement. Based on Census Population (SP) BPS 2020, Total resident Lebak Regency in 2020 namely as many as 1,386,793 souls consists from 714,052 men and 672,741 women with rate growth resident of 1.52.

e. Economic Institutions

Douglas C. North one historian economy leading define institutional as limitations that are made for form pattern harmonious interaction between individual in do interaction political, social and economic (North, 1990). According to Schotter (1981), institutional is regulation on Act in demand that everyone agrees on member society and is stylist interaction in situation certain recurring.

Third Scientist above, Veblen (1899) as cited Yustika (2012) defines institutional as method think, act and distribute results Work in A community. Hamilton (1932) institutions is method think and act general and applicable, as well has merges with customs and culture public certain. Institutional related with behavior, or set (code of conduct) or method act appropriately in society (Ostron 1986). Development strategy the economy in Lebak Regency refers to sectors eminence that gives effect on acceleration growth economy and impact change fundamental in structure economy. Leading sector in Lebak Regency namely sector agriculture, forestry and fisheries, sector mining and quarrying, tourism, administration government in development.

Internal Factor Identification Results

The results of identifying internal factors consisting of strengthening (*Strength*) and weaknesses (*weaknesses*) of supporting institutions for the palm sugar agro-industry in Lebak Regency are described as follows:

1. Strength

The portrait of farmers and palm sugar agribusiness institutions in Lebak Regency is currently still not optimal and has problems that are still inherent in the figure of farmers and institutions in Indonesia, namely: (1) farmers still lack insight into production management and marketing networks, (2) they have not been involved farmers as a whole in agribusiness activities, farmer activities are still focused on production activities or *on farm*, (3) the role and function of farmer institutions as organizational forums has not run optimally (Dimiyati, 2007).

Support from farmers so that the palm sugar agro-industry institution is formalized by forming farmer groups, Gapoktan or Joint Business Groups, Cooperatives or Bumdes. Farmer groups as farmer institutions in rural areas basically function as a forum for cooperation, learning classes, while those related to the management of production units have not functioned properly. Farmer groups in Lebak Regency vary in their abilities including beginner classes, intermediate classes and advanced classes. At present the legality of farmer groups is recorded in the Simluktan data and the electronic definitive plan for group needs (e-RDKK) of the Ministry of Agriculture as an institutional database for farmer groups. Simlutan *functions* as an institutional data base to ensure the formal legality of the institution and is registered with the Simlutan Ministry of Agriculture. T four processing of palm sugar in the form of saung, house, special processing in the form of home industry generally has an independent place. Palm sugar home industry in the district Lebak by way public has access roads that can be reached two wheels or four wheels. Through the services related to palm sugar in Lebak Regency, special attention is given to seeding assistance, halal certificates, organic certificates, halal certificates and post-harvest equipment assistance, strengthening management institutional form training. This government support is quite helpful in institutional management and increasing strengthening institutional from capital and infrastructure. Members of farmer groups at palm sugar institutions in Lebak Regency generally have the same location or address nearby One The same other. Domicile of residence nearby will ease in communication or information dissemination. The members of the farmer group gather to hold deliberations at the latest every six months. Deliberation on no humidity _ palm sugar aims to discuss the vision, mission and goals as well as discuss problems and solutions internally. Government support tools processing post harvest on institutional palm sugar in Lebak Regency, can increase productivity and time efficiency. The limited capital owned by palm sugar institutions at this time, without help government palm sugar institutions use palm sugar processing equipment using traditional methods, so that the level of productivity produced is low. There is post-harvest tool assistance in the form of a set of tools palm sugar processing institutional capable increased production 200 times than before.

2. Weaknesses

The development of agricultural institutions as a support for the success of agribusiness is necessary because (1) the agricultural process requires strong resources supported by infrastructure, equipment and credit, (2) The development of farmer institutions is more complicated than natural resource management because it requires supporting factors and production units, (3) Agricultural activities include a series of input preparations, converting inputs into products with labor and management and placing outputs to be more valuable, (4) Agricultural activities require support in the form of policies and institutions from central and local.

The infrastructure/access road to the location of the palm sugar agro-industry is inadequate. Road access is an important means. Good road facilities can increase the mobilization of institutional raw materials for palm sugar. Good road access can help reduce or reduce costs (*cost*). The condition of the road from upstream to downstream generally has inadequate roads and can only be reached by foot. Palm sugar marketing network in L ebak Regency is currently still limited. This limited marketing channel is due to the ability of human resources low. The level of education generally has elementary school graduates so marketing capabilities through digitalization are still very limited, even though market opportunities

through this route are quite potential. The location of the palm sugar institution in Lebak Regency is generally less strategic, access roads are difficult and generally only accessible reached by two-wheeled vehicles, far away from settlement, hilly and steep.

The independence of palm sugar institutions in Lebak Regency is still low. Assistance in the form of capital plays an important role in an institution to finance all activities in developing sugar palm agribusiness. Every business definitely needs capital to activate it, especially for businesses with business nuances. Institutions providing capital (government and private) such as: banks, cooperatives, Village Government Institutions (LPD) and so on, are highly expected by sugar palm farmers for the continuity and sustainability of their farming activities. Independence is still low/low entrepreneurial mentality. Empowerment of the soft credit system, various ease of terms and long term are expected by palm farmers. The facilities and infrastructure owned by palm sugar business actors are still very limited. In this case, the majority of palm sugar is made in a home industry and has limited costs. Places for making palm sugar are usually made for home industries that have isolated locations which is near the sugar palm plantation / access road not enough adequate, this is to aim to get closer to the raw material (sap) and ease during processing, because it requires heating which generally requires firewood as a heating medium by burning it.

However, the situation of farmer groups as information media and joint learning arena generally less harmonious fellow members in the group. There is social jealousy when there is program assistance, especially from the government. Lack of transparency or openness to members regarding assistance or programs received, that cause lack of solidity in group management, it is necessary to carry out agricultural extension activities to motivate participation in farmer institutions, by providing capacity building for individual farmers as well as the institutional capacity of farmers.

Results of Identification of External Factors

Based on external factors, opportunities *and* threats *can be identified* as follows:

1. Opportunities

opportunity is a condition that describes the availability of jobs in an area. In Lebak District, job opportunities are currently quite limited. Currently, Lebak Regency ranks last as the poorest Regency/City in Banten Province with a per capita income of Rp. 23,342.14 Rupiahs/day with an average minimum wage (UMR) of Rp. 2,944,555 rupiahs. Strengthening institutional support palm sugar agroindustry in Lebak Regency can, open the field work and new job opportunities. Currently Lebak Regency has more than 315 heads of families as sugar craftsmen. The increasing agro-industry in Lebak district, the higher the new job opportunities. Through related agencies, institutional strengthening in Lebak Regency is getting better. Access to government banking/cooperatives through the KUR program with a very low interest rate of 0.5 %. Institutional strengthening is also shown in fostering human resource management through training and training in order to increase human resource capacity in management and institutional management. Palm sugar as a natural sweetener is safer when compared to white or refined sugar, as well as the growing development of the food and beverage industry in Indonesia, the demand for palm sugar is getting higher even though it has a higher price of palm sugar. As the level of health awareness increases, Palm sugar as a natural sweetener and has a distinctive taste that has a higher price is not a big problem, because the use of palm sugar provides positive benefits for the body in the long term. Estimation demand for palm sugar within the area of Lebak Regency Five years forward 9,200 tons, 1.51% increase from consumption of palm sugar per capita / year from outside Lebak Regency less than 0.5% of 730 tons (Sugianto, 2007). High demand for palm sugar such, without strengthened with element institutional level continuity palm sugar business low. Required reinforcement covers strengthening group farming, reinforcement institutional finance and reinforcement network marketing. The development of technology the more modern one of which is digitalization a very potential opportunity to improve all aspects of the institution including marketing, financial management, documentation and resource management. The development of information technology is one of the drivers increasing competitiveness to develop the palm sugar business is getting better. The need for information technology in addition to accelerating the arrival of information can also reach a wider range. At present, more than 22% of Indonesia's population are active users of digitalization and this will increase sharply with the increase in more modern technology.

2. Threats

Indonesian workers /women workers (TKI/TKW) and transmigrants. Supported by the increasing conversion of land functions, agricultural land into private companies or housing or property, has an unfavorable impact on business actors, one of which is engaged in the palm sugar industry.

Currently the government is not taking sides in implementing policies on farmers. Converting the function of productive land into companies is quite high, for example more than 1600 Ha in Bayah District agricultural land was turned into a company and an area of 2,225 Ha Karian reservoir in Sajira District. The replacement of the green land used as the Karian reservoir is not comparable to the land used for the Karian reservoir. Besides that, the government's policy towards small businesses with convoluted bureaucracy. In order to increase the ability of human resources in institutions, a management pattern should be carried out which must be prepared early on. At present the regeneration of farmer group

management in Lebak Regency is slow and not properly administered. Interest For active institutionalized minimum palm sugar business, this caused by expectations Work outside palm sugar business more promise. Good administration has good financial records, membership records, asset records and records of the Articles of Association/ Budget Base Household (AD/ART) as a basis for farmer groups to determine the implementation of the company's vision and mission in strengthening institutional. Government No there is strengthening policies _ institutional palm sugar business. The development part Can based on ability institutional local palm sugar artisans. The uneven distribution of digitized information media that can reach all corners in Lebak Regency is one of the causes of the slow institutional development local palm sugar business. Currently, in Lebak Regency, areas that cannot be reached by telecommunication media devices are classified as high. There are still areas that have not yet been electrified and have limited voltage capacity. this _ will resulted Genre interrupted internet network. Information media is currently very important to make it easier to run a business in existing institutions in Lebak Regency. factors the will threaten continuity grow the flower institutional local palm sugar business.

Determination Results Alternative Strategy

1. Analysis matrix *Internal Factor Evaluation* (IFE)

Table 4. Analysis Matrix *Internal Factor Evaluation* (IFE).

No	Internal factors	Weight	Rating	Score
Strength				
	Support from farmers so that the palm sugar agro-industry			
1	institution is formalized	0.08	3	0.29
2	Having an independent production site	0.12	3	0.41
3	Group coaching through related agencies	0.10	3	0.33
4	Domicile of adjacent group members	0.11	3	0.36
5	Support from the Government	0.11	3	0.35
Number of Strength Variables		0.52		1.74
Weakness				
1	Inadequate facilities and infrastructure	0.09	3	0.23
2	Lack of independence, low entrepreneurial mentality	0.11	2	0.21
3	Marketing network is still limited	0.10	3	0.33
4	Less strategic location	0.08	2	0.20
5	Lack of solidarity in group management	0.10	3	0.25
Number of Weakness Variables		0.48		1.22
Total Variable Strengths and Weaknesses		1.00		2.96

Sour: Analysis of Primary Data Research Results (2023).

Internal analysis of the IFE matrix was performed identification factors Internal strategy that has influence on institutional strategy support palm sugar agro-industry consisting of from Strength (*strengths*) and Weaknesses (*weaknesses*). Analysis the done weighting and rating of factors internal strategy (*Strengths*) with weighted average calculation, factors internal strategy can be seen in Table 4.1. Based on Table 4.1, the total total score based on matrix *Internal Evaluation Factor* (IFE) of 2.96. this show ability institutional support palm sugar agro-industry in Lebak Regency good *ability* for anticipate existing internal weakness, strengths main is (0.41) is town place production independent. this show that location place palm sugar production is very influential big to institutional supporting.

Score value second highest that is domicile member nearby that is with score (0.36). domicile adjacent members give convenience in convey information or message. Group formed on base need together will adoption and innovation latest for increase knowledge and skill as well as advance group. Give profit with adjacent domicile. Formation group based on domicile place live and own type same effort.

Weakness main matrix *Internal Factor Evaluation* (IFE), institutional support palm sugar agro-industry in Lebak Regency namely location No strategic in activity agro industry is with score (0.20). independence Still lacking, entrepreneurial mentality Still low with score (0.21). Lebak Regency as buffer the nation's capital with distance of 220 Km with time travel not enough more eight hours. Access or long distances cause high transportation costs to be incurred. Government attention is quite good. Business actors feel helped from the aspect of post-harvest equipment.

2. Analysis matrix *External Factor Evaluation* (EFE)

Analysis external matrix *External Factor Evaluation* (EFE) was carried out identification factors strategic external have influence on institutional strategy support Palm sugar agroindustry in Lebak Regency consists of from opportunity (*opportunities*) and threats (*threats*). Analysis the done weighting and rating or scale to factors strategic external, average calculation weighting factors strategic external. Based on Table 4.3. analysis matrix *External Factor Evaluation* (EFE), that total score of (2.77). It means that company capable for anticipate threat existing externals and make use of the opportunities exist. Opportunity main own score highest that is open chance Work for community (0.48), followed Development technology communication increased (0.42), demand for palm sugar (0.34) and

strengthening programs institutional (0.34). Analysis matrix *External Factor Evaluation (EFE)* can be seen in Table 4.2.

Table 5. Analysis Matrix *External Factor Evaluation (EFE)*

No	Eksternal Factors	Weight	Rating	Score
Opportunity				
1	Opening employment opportunities for the surrounding community	0.14	3	0.48
2	nstitutional strengthening programs	0.14	2	0.34
3	Palm sugar demand	0.14	2	0.34
4	The development of communication technology increased	0.12	3	0.41
Number of Strength Variables		0.53		1.58
Threat				
1	The level of competition with substitute products (artificial sweeteners)	0.11	3	0.29
2	Not in favor of government regulations towards institutions	0.14	2	0.32
3	Management regeneration is slow	0.13	2	0.31
4	Mastery of digital technology is still low	0.09	3	0.27
Number of Threat Variables		0.47		1.20
Total Number of Variables		1.00		2.77
Difference in Score = (Opportunity-Threat)				0.38

Source: Analysis of Primary Data Research Results (2023).

Threat farmer come from regeneration farmer moment This slow. Farmer aren in Lebak Regency is dominated aged more of 50 years. Community interest aged young not enough get good response. Interest to be farmers are very low and generally more choose become other workers kekota / factory or become TKI/TKW abroad, attracted by the salary that is considered big in comparison with become farmer. Besides that, in South Lebak there is excavation mine good coal, gold nor natural other,

4.4. Analysis Internal and External matrices (I – E Matrix)

based on IE matrix where there are two dimensions key, the total value *Internal Factor Evaluation (IFE)* given weights on the -X axis and total scores *External Factor Evaluation (EFE)* given weights on the -Y axis. The X- axis on the IE matrix, *the Internal Factor Evaluation (IFE)* total score and *the External Factor Evaluation (EFE)* total score of 2.96 and 2.77 respectively indicate a high internal position. The IE matrix is shown in Figure 1.

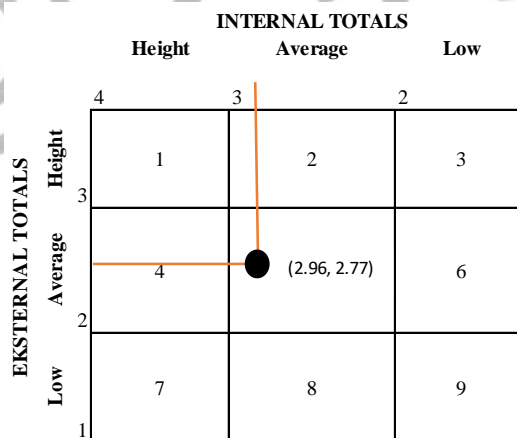


Figure 1. *Internal- External (IE) Matrix*

Mapping results matrix IE, shows is in cell V, using the company's internal parameters covers factor strengths and weaknesses, external parameters form factor opportunities and threats from outside company. Substance from method This that is with carry out analysis internal factors and factors external influences operational company, on the other hand is with help management in determine the action strategy company in framework expansion, restraint and shrinkage (David, Fred R., and David, Forest R., 2017). Strategy based analysis strengthening internal and external matrix (IE) is obtained internal value or X of (2.96) and value external or Y of (2.77). fusion between the X and Y quadrants are in position cell five (V) This is shows the strategy used is a growth strategy horizontal integration is with expand palm sugar business with method strengthen institutional group farmer through activity assistance and meetings or discussion farmer with attended by dignitaries the community, village administrators, extension workers agriculture and agency related.

IE Matrix on Strengthening Institutional Support for Palm Sugar Agribusiness Shows that in quadrant five it means that the company's growth strategy in this fifth quadrant has Internal factor evaluation (IFE) and external factor evaluation (EFE) values. The company has moderate/not strong resources and a business climate that is not conducive for business development, due to increasingly fierce competition and the phenomenon of global business changes. The recommended strategy if the company is in this condition is not aggressive, but can maintain the company's existence by increasing internal resources, developing new products and market penetration.

SWOT analysis

Based on analysis internal and external strategy matrix on obtained mark strengths (1.74), weaknesses (1.22), opportunities (1.58) and threats (1.19). Height mark internal and external factors used for consideration in formulate an ideal strategy, combination from internal and external factors This produce four alternative strategies namely: 1). SO strategy is a strategy that is made with use whole strength For utilise the opportunities exist. 2). The WO strategy is an applied strategy based on utilization money opportunities exist, with method overcome owned weaknesses. 3). The ST strategy is a strategy for use power you have company with method avoid threat. 4). WT strategy is a strategy based on activities operation and system accounting can function in a manner perfect, the SWOT matrix of palm sugar in agro-industry in Lebak Regency can be shown in Table 6. Based on results matrix SWOT analysis then obtained four alternative strategies 1) Work The same with party third 2) Strengthening managerial institutional 3) Improving ability Human Resources digitization 4) Training and coaching sustainable. Strengthening institutional supporting palm sugar among them Work The same with party three of them partners from business aren, party private or company in need palm sugar products. Strengthening managerial institutional must balanced by management marketing, management finances and skills and abilities in Management palm sugar agribusiness. Strengthening institutional supporting palm sugar endeavored improved ability source Power man digitization through IT training on a regular basis sustainable. Improving HR capabilities in palm sugar institutions can improve a wider marketing network by increasing training institutional palm sugar agribusiness with utilise technology more and more information move on, and strengthen structure organization from chairman, secretary, treasurer and members.

Table 6. Alternative Strategy Matrix with SWOT analysis

IFE	Strength (S)	Weakness (W)
	Support farmers in order to institutionalize palm sugar agro-industry formalized (0.29) (S1) Own place production independent (0.41) (S2) coaching group through service related (0.33) (S3) domicile member adjacent (0.36) (S4) There is help results processing post harvest (0.35) (S5)	Facilities and infrastructure not enough adequate (0.23) (W1) independence Still lacking, entrepreneurial mentality low (0.21) (W2) Network marketing Still limited (0.33) (W3) Location is lacking strategic (0.20) (W4) Less solid inside management group (0.25) (W5)
EFE	S-O strategy	W-O strategy
	Open chance Work for community (0.48) (O1) Strengthening programs institutional (0.34) (O2) Support Government (0.34) (O3) Development technology communication increased (0.42) (O4)	Cooperation with party third Increase role as well as active farmers and cooperatives in the development process technology palm sugar agro-industry (S2+S4+S3+S5+S3+S1+O1+O2+O4+O3)
Threat (T)	S-T Strategy	W-T Strategy
	The magnitude level competition with product substitute (sweetener artificial (0.29) (T1) Less in favor regulation government to institutional (0.32) (T2) Regeneration management slow (0.31) (T3) Mastery digital technology still low (0.27) (T4)	Increase HR Digitalization capabilities (S1+S2+S3+S4+T3+T4)

Source: Analysis of primary data results research (2023).

Table 6. Alternative Strategy Matrix with SWOT analysis

Source: Analysis of primary data results research (2023).

Priority Strategy Determination

Priority strategy setting continuity business palm sugar production in Lebak Regency using *Grand Matrix Analysis Strategy*. *Grand Strategy* The strategy matrix is stages matching (*matvhing syage*) in the strategy formulation process. Matrix It is based on two dimensions evaluation that is position competitive position and market growth. Appropriate strategy for considered something organization is in order Power he pulled in each of the matrices. Grand strategy matrix used for know the right business strategy for strengthening institutional support for the palm sugar agro-industry in Lebak Regency. *Internal Factor*

Evaluation (IFE) and *External Factor Evaluation (EFE)* are base for identify reinforcement strategies palm sugar institution. Grand matrix strategy has four representative quadrant something company. Based on results analysis score *Internal Factor Evaluation (IFE)* and *External Factor Evaluation (EFE)* can seen in Table 7.

Internal Factor Evaluation (IFE) and *External Factor Evaluation (EFE)* scores

Internal Factor Evaluation (IFE)	Score	External Factor Evaluation (EFE)	Score
Strength	1.74	Opportunities	1.58
Weaknesses	1.22	Threats	1.19
$X = S - W$	0.52	$Y = O - T$	0.38

Source: Analysis of primary data results research (2023)

Based on the table above, *Internal Factor Evaluation (IFE)* the total score of strength (*strength*) is 1.74 and a total score of weaknesses (*weaknesses*) 1.22, so obtained difference total factor score reduced strength (*strength*) 1.74 with total factors weaknesses (*weaknesses*) 1.22 is 0.52 or X axis. *External Factor Evaluation (EFE)* total score, total factor opportunities is 1.58 score and total factors threat (*threats*) 1.19 total factors opportunities (*opportynities*) 1.58 minus the total factors threat (*threats*) 1.19 is 0.38 or Y axis.

Figure 2 below This show that company be in position quadrant I which means that company capable take profit from oppotunities existing external, so company will compete use strategy strategy aggressive business. As for analysis *Grand matrix strategy* can seen in figure 2.

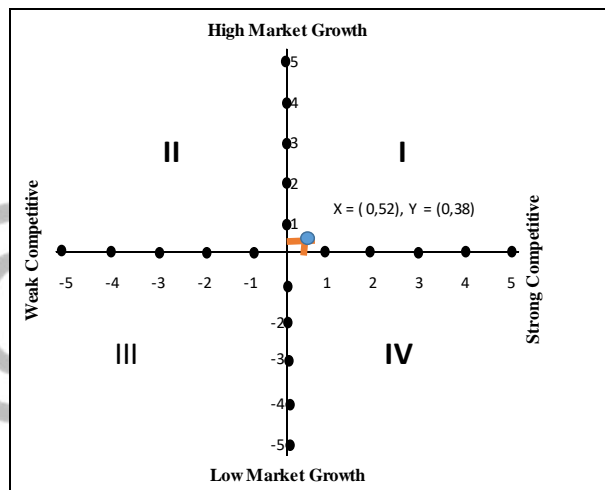


Figure 2. Analysis Diagram *Grand Matrix Strategy*.

Based on the figure above, a strategy can be formed used strengthening institutional supporting palm sugar in agro-industry in Lebak Regency namely support an aggressive strategy. The institutionalization of palm sugar in Lebak Regency can do planning, organizing, directing, coordinating and evaluating. Strengthening Palm sugar institution endeavored can increase HR capabilities through management organized for example trainings good management nor member in a manner continuous. Support farmers in order to institutionalize palm sugar agro-industry formalized can increase institutional agro industry own Power competitive generally in Lebak Regency.

Increase ability institutional endeavored own place production independent matter This aim minimize cost. Efforts to strengthen and improve institutional Palm sugar agro-industry in Lebak Regency is needed effort coaching group farmers , Gapoktan , cooperatives , KTNA, village- owned enterprises (Bumdes), efforts are made There is coaching kindly integrated from service related or party private ., next For strengthen institutional domicile member nearby made condition in implementation of government programs so that make it easy communication and delivery information related need *institutional* , as well exists effort support from Government endeavored group capable independent (standing itself) with No depend on the help you have accept so that group Can grow growing and independent .

Efforts to improve institutional agro-industry in Lebak Regency is necessary exists effort adequate facilities and infrastructure. Good facilities and infrastructure can increase productivity and minimize *costs*, so institutional agro industry capable compete. Then needed effort independence for more entrepreneurial mentality good with coaching character individual through Management organized management, for example recruitment employee in accordance with the field. Choose position in a manner management in a manner professional, then required effort strengthening network palm sugar marketing through repair marketing digitization of institutional websites, *online shops* and other parties such as celebgram.

The next step is to strengthen the palm sugar institution in a strategic location aimed at facilitating and accelerating mobilization, besides That endeavored management own Work equal and responsibility answer full between members and others for reach objective vision and mission palm sugar institution.

Open chance Work for public around matter This can help income or reduce unemployment. Next attempt strengthening programs are pursued institutional like training, demonstration method done moment training for member groups and comparative studies were conducted in accordance with need, then need exists effort enhancement technology communication so that can speed up order, quality message more well, so palm sugar agro-industry become more productive.

Efforts to improve strengthening institutional palm sugar agro-industry forward need exists effort increase quality and quantity of palm sugar so that capable overcome competition with cane sugar, coconut sugar and cane sugar on the market. Next attempt needed partiality regulation Government to institutional among them make it easy condition legality institutional, facilitating will access banking with flower small, relative taxes _ low and exist protection law. Strengthening efforts institutional palm sugar agro-industry endeavored for reduce regeneration slow needed prepare position management since early and planned.

Conclusion

The results of the study can be concluded as follows:

1. Internal environmental factors that can influence strengthening institutional palm sugar agro-industry that is support farmers in order to institutionalize palm sugar agro-industry formalized, have place production alone, coaching group through service related, domicile member nearby, and exist support from government help results processing post harvest. environmental factors external can influence institutional palm sugar agro-industry that is open chance Work for public around, programs, demand for palm sugar, developments technology communication increase.
2. Analysis results SWOT matrix then obtained four alternative strategis with order priority namely 1) Work The same with party third 2) Strengthening managerial and management Human Resources and Improving role as well as active farmers and cooperatives in the development process technology palm sugar agro-industry 3) Increase ability Human Resources digitization 4) Training and coaching sustainable Based on analysis *Grand Matrix Strategy*

Suggestion

Based on conclusion, then can recommended as following:

1. Strengthening institutional support palm sugar agro-industry in Lebak Regency can afford compete with other areas, then thing to strive for that is enhancement facilities and infrastructure, improve independence soul entrepreneurship, increase network marketing, choose strategic location and strengthening management less solid group. Increase Power competitiveness, there is partiality regulation Government about strengthening institutional palm sugar agro-industry and preparing regeneration management from since early, as well increase mastery digital technology.
2. Decent strategy used is strengthening managerial and management Human Resources.

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