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STRATEGY FOR DEVELOPMENT OF ORANGE AGRIBUSINESS IN OELBUBUK VILLAGE, SOUTH TIMOR REGENCY (Case Study of the Oelbubuk Seed Center)

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ABSTRACT

Orange is one of the horticultural commodities that gets priority and is developed because farming provides high profits so that it can be used as a source of income. Tangerines are important to develop, especially at the Oelbubuk Horticulture Seed Center because tangerines are a superior commodity that has a source of vitamin C and minerals as well as raw materials for making juice. This commodity has long been cultivated by the Oelbubuk Horticulture Seed Center in 2015 until now. The production of tangerines in 2019 was 5 tons, in 2020 it decreased with a production of 3 tons and increased in 2021 with a production of 10 tons. The factor causing the decline in production output in 2020 was due to the covid-19 outbreak (BPS Kabupaten TTS). The purpose of this study aims to determine the strategy for developing a tangerine agribusiness in Oelbubuk Village, South Central Timor District. Data collection was carried out using primary data and secondary data. Primary data obtained from interviews, documentation, questionnaires, and surveys. While secondary data, researchers obtained from various references such as journals, theses, books, and the Central Bureau of Statistics. The population of this study were 22 people. The sampling technique used in this research is purposive sampling where the data source is taken with certain considerations. The number of samples in this study were 22 people. Data analysis used by researchers is the SWOT matrix and QSPM. The results of the research based on the SWOT Matrix, the researchers obtained 8 strategies for developing tangerine plants. Meanwhile, through the QSPM Matrix used to determine alternative strategies, 4 priority strategies for tangerine agribusiness were obtained. 4 priority strategies are obtained from a score of 1-4 namely; 1) using superior seeds that are owned and the experience of farmers to increase production by taking advantage of market demand and support from the government, 2) taking advantage of the experience they have to minimize competitors for the same business, 3) utilizing types of plants that have been specified and expanding production areas to increase trust customers, 4) utilize the land area owned to increase the production of tangerines so as to minimize the selling price in the market.

Keywords: Strategy, Agribusiness, SWOT, QSPM

ABSTRAK

Komoditas Jeruk Keprok sudah lama dibudidayakan oleh Balai Benih Hortikultura Oelbubuk pada tahun 2015 sampai saat ini. Produksi jeruk keprok pada tahun pada 2019 sebesar 5 ton, pada tahun 2020 mengalami penurunan dengan hasil produksi sebesar 3 ton dan mengalami peningkatan pada tahun 2021 dengan hasil produksi sebesar 10 ton. Faktor penyebab penurunan hasil produksi pada tahun 2020 dikarenakan adanya wabah COVID-19. Tujuan penelitian ini bertujuan untuk mengetahui strategi pengembangan agribisnis jeruk keprok di Desa Oelbubuk Kabupaten Timor Tengah Selatan. Pengumpulan data dilakukan dengan menggunakan data primer dan data sekunder. Data primer diperoleh dari wawancara, dokumentasi, kuesioner, dan survei. Sedangkan data sekunder, peneliti peroleh dari berbagai referensi seperti jurnal, tesis, buku, dan Badan Pusat Statistik. Populasi penelitian ini adalah 22 orang. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah purposive sampling di mana sumber data diambil dengan pertimbangan tertentu. Jumlah sampel dalam penelitian ini adalah 22 orang. Analisis data yang digunakan peneliti adalah matriks SWOT dan QSPM. Hasil penelitian berdasarkan Matriks SWOT peneliti memperoleh 8 strategi pengembangan tanaman jeruk keprok. Sedangkan melalui Matriks QSPM yang digunakan untuk menentukan alternatif strategi diperoleh 4 strategi prioritas

agribisnis jeruk keprok. 4 strategi prioritas diperoleh dari skor 1-4 yakni; 1) menggunakan bibit unggul yang dimiliki serta pengalaman petani untuk meningkatkan produksi dengan memanfaatkan permintaan pasar dan dukungan dari pemerintah, 2) memanfatkan pengalaman yang dimiliki untuk meminimalisir pesaing usaha yang sama, 3) memanfaatkan jenis tanaman yang sudah terspesifikasi dan memperluas lahan produksi untuk meningkatkan kepercayaan pelanggan, 4) memanfaatkan luas lahan yang dimiliki untuk meningkatkan produksi jeruk keprok sehingga dapat meminimalisir harga jual di pasaran.

Kata Kunci: Strategi, Agribisnis, SWOT, QSPM

INTRODUCTION

Agricultural development is always encouraged to support sustainable economic development. The success of agricultural development is determined by the growing environment of the agricultural commodities of food crops, horticulture, plantations, and livestock produced on the land. The activities are a series of efforts to improve the farmer's economy, create jobs, overcome poverty and encourage economic growth in the region, ultimately benefiting welfare (Tambunan et al., 2007).

The horticulture sub-sector is a potential commodity that needs to be developed in agribusiness because farming has a relatively high economic value compared to other commodities. Commodities that include fruit plants, namely a group of horticultural plant species in addition to vegetable plants, medicinal plants, and plantation plants in whole or part of the fruit, can be consumed fresh or after processing (Tambunan et al., 2007).

Orange is one of the horticultural commodities that get priority and is developed because farming provides high profits so that it can be used as a source of income. In addition, oranges are a fruit popular with the community, both fresh and processed fruit. As a commodity that has high economic value and makes a considerable contribution to the national economy, it is appropriate for the development of oranges to receive special attention (Armiaty, 2013).

Tangerines are essential to development, especially at the Oelbubuk Horticulture Seed Center, because tangerines are a superior commodity with a source of vitamin C and minerals and raw materials for making juice. This commodity has been cultivated for a long time by the Oelbubuk Horticultural Seed Center from 2015 until now. The production of tangerines in 2019 was 5 tons; in 2020, it

decreased with a production of 3 tons and increased in 2021 with a production of 10 tons. The factor causing the decline in production in 2020 is the covid-19 outbreak (BPS et al., 2021).

Based on the description above, this study aims to determine the agribusiness development strategy and alternative tangerine strategies using the SWOT and QSPM matrix approaches at the Oelbubuk Horticultural Seed Center, South Central Timor District.

RESEARCH METHODS

Data collection was carried out using primary data and secondary data. Primary data was obtained from interviews, documentation, questionnaires, and surveys. At the same time, secondary data researchers obtained from various references such as journals, theses, books, and the Central Bureau of Statistics. The population of this study was 22 people. The sampling technique for this study used purposive sampling, where data sources were taken with specific considerations (Maharani & Bernard, 2018). The number of samples in this study was ten people. Data analysis used by researchers is the SWOT matrix and QSPM.

(Sayyed et al., 2013) In the SWOT matrix, there are two factors, namely internal factors consisting of strengths and weaknesses. At the same time, external factors consist of opportunities and threats. While QSPM (Quantitative et al.) is a tool that allows strategists to evaluate alternative strategies objectively. Conceptually, QSPM determines the relative attractiveness of various strategies based on the extent to which external and internal critical success factors, regardless of the number of strategies that make up a set, but only the strategies in a particular set are evaluated relative to others (Lake & Nalle, 2022) The explanation regarding the SWOT matrix quadrant according to (Rangkuti, 2016) is as follows;

- **Quadrant I (Positive, positive**).

Quadrant I explains that a strong relationship between strength and opportunity (SO) can represent an excellent tangerine condition and allow an aggressive strategy. (Prayitno et al., 2012) Explains SO's strategy is to use strength to take advantage of opportunities.

- **Quadrant II (Positive, Negative).**

This quadrant has a strong relationship between strengths and threats (ST), allowing various strategies

(Purwanto, 2011) He explained the ST strategy, which was carried out by using the power possessed to avoid threats.

• **Quadrant III (negative, positive**).

Quadrant III indicates a weak but very opportunity (WO) organization. The strategy applied is change strategy, which means changing the previous strategy to achieve the goals desired by the organization (Wulandari & Kristiawan, 2017) explained that the WO strategy was implemented to minimize the effects of several weaknesses in the company by taking advantage of its opportunities.

• **Quadrant IV (Negative, negative).**

Quadrant IV explains that an organization that is weak and faces considerable challenges (WT) can use a survival strategy(Aswir & Misbah, 2018) He argues that the WT strategy is to minimize weaknesses and avoid threats.

Tangerine Cultivation Techniques

Cultivation techniques are carried out, and intensive maintenance efforts have not been carried out. This condition is caused by the relatively low adoption of technology and limited workforce in the management of tangerine farming.

- *Nurseries*

From the results of observations in the field and interviews with farmers, it is known that tangerine seedlings at the Horticultural Seed Center (BBH) are propagated generatively and vegetatively.

Generative propagation is done by selecting tangerine seeds. Selected seeds are flat round rather long. Vegetative propagation is done through grafting. This technique requires time to prepare rootstock from Rough Lemon (RL) seeds for 3 to 6 months in the nursery. Grafting eyes are obtained from tangerine plants that have been selected, both in terms of plant health as well as from the age and quality of production, which have been determined by the local Seed Certification Officer (PSB).

- *Planting*

Planting is done to plant tangerines at the beginning of the rainy season, or it can also be done during the dry season if there is still enough water, both generative and vegetative seeds must be strong enough in polybags or bamboo baskets and around 3 to 6 months old. Before planting, digging holes of a specific size (adjusted) (Anonymous, 2002).

Based on the results of interviews in the field, it was shown that before the tangerine seeds were planted, a planting hole was dug, and the seeds were

opened in polybags for 1 to 2 days. Even so, some dig a planting hole and plant directly without paying attention to the hole's size or the plants' spacing. This action demands the view of farmers that it is more practical and faster.

Soelarso (1996) said that for good citrus planting, planting holes should be prepared in the dry season with a size of 40x40 cm or 50x50 cm. This planting is done to improve soil structure and drainage and, at the same time, evaporate harmful gases contained in the soil.

-*Maintenance*

Maintenance that needs attention is the aspects of the maintenance of citrus plants, including watering, weeding, fertilizing, pruning, and pest and disease control. Based on the results of observations in the field and interviews with farmers, they said that during the dry season, the farmers never watered because the amount of energy and water availability was limited. Hence, they only hoped for natural rain.

- *Weeding*

Weeding is carried out by farmers in the Horticulture Seed Center (BBH) environment in preparation for planting food crops, such as corn and beans, without adding mulch around the root zone of the citrus plants and even allowing the roots of the tangerine plants to be covered with soil. However, fencing with stones around the origins of the citrus plants is to avoid tillage that is too close to the citrus stems so as not to damage the roots of the plants.

- *Fertilization*

Fertilization is done at the beginning of planting, using organic fertilizers, manure, or compost. However, after the plants are mature and even up to production, only a few farmers fertilize the tangerine plants with manure. The technique of giving by sowing on the ground's surface or backfilling with soil is carried out within 1 to 2 years.

Citrus plants generally like fertile soil, which contains lots of humus, good air circulation, easy to obtain oxygen, and rich in organic matter (Wahyu, 2017)

RESULTS AND DISCUSSION

Tangerine Agribusiness

Agribusiness is a business based on agriculture. Apart from agriculture-based businesses, agribusiness actors are motivated to seek profit through transactional activities (Abd. Rahim, 2005).

Yuhono (2007) continued that the pepper farming agribusiness system includes various activities, including the procurement and distribution of production facilities subsystem, production subsystem, trade system subsystem for products or processed products, and supporting service subsystems such as government, banking, and marketing agencies.

The tangerine agribusiness in this study is explained based on the five subsystems as follows:

• Production Facility Subsystem

The subsystem of production facilities in the development of Tangerine agribusiness at the Horticulture Seed Center of South Central Timor Regency, namely production land, hoes, machetes, crowbars, and polybags which support the citrus plant production process at the Horticulture Seed Center.

(Kasimin, 2014), said that the availability of production facilities for horticultural plant seeds was still less than the amount needed by farmers.

• Production Subsystem

The subsystem of production carried out at the Oelbubuk Horticultural Seed Center is that the commodity of tangerines is propagated vegetatively at the age of 4-5 years, and for oranges produced by genetic propagation at 6-10 years, production per tree ranges from 25-150 kg, with a selling price at the farm level of Rp. 3000-5000/kg. The show often carried out by the Oelbubuk horticultural seed center is sales by wholesale method, which is Rp. 50,000-350,000/tree.

Ayie (2013) said that the production subsystem is related to the production activities of a company. Generally, the production subsystem is divided into the following four actions: product design, planning and scheduling, production operations, and cost accounting.

• Marketing Subsystem

The marketing system is carried out at the Horticulture Seed Center (BBH), namely marketing to middle-level consumers and collaborating with the Dekranasda Office of East Nusa Tenggara Province.

Maulidah et al. (2017), Said that agribusiness has an interdependent relationship with the marketing subsystem. The relationship, namely relationship marketing (relationship marketing), is a marketing approach based on developing long-term

relationships with suppliers and customers.

• Processing Subsystem

The processing of tangerines carried out at the Horticulture Seed Center (BBH) goes through several stages, namely the provision of raw materials (tangerines), washing, processing, and packaging from the first stage to the end.

Martiyanti & Vita (2019), Said that the processing of tangerines into various products such as lemon juice.

The South Central Timor Regency Government supports the agribusiness development strategy at the Horticulture Seed Center (BBH), especially the Agriculture Service, which has issued business licenses and labeled tangerine products by BPOM South Central Timor Regency. Sam (2017) said that the support system is a development strategy decision that is expected to impact sustainable industrial development.

• SWOT Matrix Internal and External Factors

Internal factors are factors that come from within a company. Sri Yati Prawitasari (2010) said that the importance of companies knowing the critical success factors external and internal to the company's environment is a plus for the company's competitiveness. These success factors, for example, product quality and product price.

The factors driving and inhibiting the growth and development of companies/businesses, namely internal and external factors, are essential success factors/strategic factors (strengths, weaknesses, opportunities, and threats) (Lake & Nalle, 2022). Based on these internal and external factors, the following is the weighting of each factors:

• Internal Factor Weighting

Giving weight to internal factors is based on the influence of strategic position, which is given based on the impact of strategic factors (Subaktilah et al., 2018).

In determining the weighted value of each factor obtained by multiplying the weight by the rating of each factor (Setyorini et al., 2016). The weighted value of each factor is then added up to bring the total weighted value.

Developing a tangerine agribusiness at the Horticulture Seed Center has strengths and weaknesses. Whose assessment uses indicators obtained from dividing the strategic factor values into a total score, while the rating is

obtained from the results of the author's discussion with farmers, and the score is obtained from the weight multiplied by the rating.

Tabel 1. Results of Internal Factor Weighting

No	Strategical Factors	Rating	Weight	Score
	Strength			
1	Experienced Human resource	3	0,06	0,20
2	Superior seedling	4	0,08	0,35
3	Feasible land width	3	0,06	0,20
4	Plant diversification	4	0,08	0,35
5	Specified plant	3	0,06	0,20
6	Has faith costomer	3	0,06	0,20
	Amount 1	**20**	**0,44**	**1,51**
No	**Weakness**			
1	Unfeasible Structure and infrastructure	3	0,06	0,20
2	Unmaintenance garden	2	0,04	0,08
3	Less modern equipment	3	0,06	0,20
4	Limited capital	3	0,06	0,20
5	Capital aid is not accessable	3	0,06	0,20
6	Plant commodity is not attractive	3	0,06	0,20
7	Less Promotion	3	0,06	0,20
8	Lack of Market partner	3	0,06	0,20
	Sum 2	**23**	**0,56**	**1,49**
	Total 1+2	**43**	**1**	**3,00**

Source:Proccessed primary data (2022)

Based on the results of determining the score (weight x rating), the indicator of the strength of tangerine agribusiness development at the Oelbubuk Horticulture Seed Center (BBH) has the highest score of four, namely, 1) Superior seeds, 2) various types of plants. While the weight x rating score has the highest value of three, namely, 3) experienced human resources, 4) adequate land area, 5) specified plants, and 6) regular customers. The results of determining the rating on the strength factor are 20, with a total weight on the strength factor of 0.44 and a total score on the strength factor of 1.51.

Meanwhile, based on the results of weighting on internal factors, the weakness of tangerine agribusiness development at the Oelbubuk Horticulture Seed Center (BBH) has the highest rating value of three, namely; 1) Inadequate facilities and infrastructure, 2) Lack of modern tools, 3) Limited capital, 4) Access to capital assistance is problematic, 5) Plant commodities are less attractive, 6) Promotion is not carried out sufficiently, 7) Lack of marketing partners. While the results of the weighting x rating on the internal factor of weakness have a rating value of 2, are 8) The garden is not well maintained. The results of determining the rating on the internal factor of weakness are 23, with a total weight of 0.56 with a score of 1.49

• External Factor Weighting

(Asfiansyah, 2015) the analysis of external strategic factors is focused on existing conditions and trends that arise

from outside but can influence organizational performance.

Table 2. Results of Weighting External Factors

No	Strategical Factors	Ratting	Bobot	Skor
	Opportunity			
1	Permintaan pasar tinggi	4	0,10	0,42
2	Adanya dukungan masyarakat	3	0,08	0,24
3	Keamanan lingkungan terjaga	4	0,10	0,42
4	Akses jalan baik (sudah aspal)	4	0,10	0,42
5	Adanya peraturan pemerintah yang mendukung	4	0,10	0,42
6	Kemajuan teknologi informasi	3	0,08	0,24
	Total 1	**22**	**0,58**	**2,19**
No	**Threats**			
1	Jumlah pengunjung sedikit	3	0,08	0,24
2	Adanya pesaing usaha sejenis	3	0,08	0,24
3	Ketidak stabilan keadaan ekonomi saat ini	3	0,08	0,24
4	Fluktuasi harga bibit di pasaran	3	0,08	0,24
5	Kurang dikenal masyarakat	3	0,08	0,24
	Total 2	**15**	**0,42**	**1,20**
	Total 1+2	**37**	**1**	**3,40**

Sumber: Olahan Data Primer 2022

External factors are environmental factors that influence from outside. External factors have two (2) indicators, namely opportunities, and threats, that have been identified to evaluate their influence on the development of tangerine agribusiness at the Horticulture Seed Center (BBH). Based on the data collection results from each respondent, environmental factors classified as opportunities and threats, which have been evaluated, are seen in Table 2.

Based on the results of determining the score on the external factor of opportunity in Table 2, namely with the highest rating value of four, namely:

1. High market demand.
2. Environmental security is maintained.
3. Good road access (already asphalt).
4. There are supportive government regulations.
5. Community support is also one of the strengths of developing good tangerine plants.
6. Advances in information technology that will support the sales process of tangerine seeds.

The results of determining the highest rating score on external factors (threats) in Table 2 above have the highest rating, namely:

1. Few visitors.
2. There are similar business competitors.
3. Instability of the current economic situation.

4. Fluctuations in the price of seeds on the market.
5. Not well known to the public.

Quadrant Analysis

(Ayie, Eva, 2013) explained that the calculation is based on the combined results obtained from the IFAS matrix and the EFAS matrix to determine the quadrant position. (Astuti & Ratnawati, 2020) Suggests choosing a position in a quadrant by combining the results of the IFAS factor and the EFAS factor to find coordinate points for a strategy.

Integrating the evaluation matrix factors can be done to determine the scores of strengths, weaknesses, opportunities, and threats so that how much influence the strengths and weaknesses have on opportunities and threats in the process of developing tangerine agribusiness at the Horticulture Seed Center (BBH) Oelbubuk.

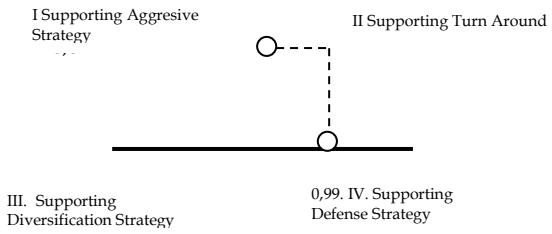

Figure 1. Graph of position of Tangerine Agribusiness Development Strategy

The position of the tangerine agribusiness development strategy at Horticultural Seed Institution (BBH) is in quadrant 2 of the Aggressive Strategy, where with existing strengths, farmers can apply their opportunity strategies; their strengths are superior seeds, diverse plant types, experienced human resources, adequate land area, already specified plants, have regular customers. While the opportunities that farmers have at the Oelbubuk Horticultural Seed Center (BBH), namely high market demand, maintained environmental security, maintained environmental security, good (asphalt) road access, supportive government regulations, advances in information technology, and community support.

This research is similar to the study conducted by (Songi et al., 2018) Which explains that the shallot agribusiness development strategy in Paguyuman District is in quadrant 1, which supports an aggressive approach. This situation describes a good position because it utilizes the experience of farmers to support assistance from the government and related agencies

- Tangerines Agribusiness Development Strategy

According to (Prayitno et al., 2012) the tangerine plant agribusiness development strategy is a unitary business activity that includes one or all

of the production, processing, and marketing chains that are related to agriculture in a broad sense. Agribusiness has an integrated pattern between the agro-input sub-system, the crop sub-system, the harvest processing sub-system, the marketing sub-system, and the agricultural product support sub-system.

After identifying the graph in Figure 1, the SWOT analysis results show that the coordinate point is 0.02; 0.99 is in quadrant 2 (aggressive). A SWOT matrix is compiled to determine alternative strategies for developing a tangerine agribusiness, which clearly illustrates how the opportunities and threats of developing the tangerine crop can be adjusted to the strengths and weaknesses in Table 3.

Table 3. Matrix SWOT Cultivation of Tangerine Plants
Resource: Proccessed Primary Data, 2022

	Strength (S)	Weaknes (W)
	1. Experienced HR 2. Superior seeds 3. Adequate land area 4. Various types of plants 5. The plant has been specified 6. Have regular customers	1. Inadequate facilities and infrastructure 2. The garden is poorly maintained 3. Lack of modern tools 4. Limited capital 5. Access to capital assistance is difficult 6. Plant commodities are less attractive 7. Promotion is less done 8. Lack of marketing partners
Oportunity (O)	S-O	W-O
1. High market demand 2. There is community support 3. Environmental security is maintained 4. Good road access (already asphalt) 5. There are supporting government regulations 6. Advances in information technology	1. Using the superior seeds that are owned and the experience of farmers to increase production by taking advantage of market demand and support from the government (S1, S2, S4, O1, O5, O6. 2. Utilizing specified types of plants and expanding production areas to increase customer confidence (S43, S4, S6, O2, O3, O4)	1. Utilize community support and government support to improve modern production facilities (W1, W3, W8, O2, O4, O5) 2. Increasing capital and expanding access to capital by utilizing government support to minimize price competition (W4, W5, W7, W8, O5, O6)
Threat (T)	S-T	W-T
1. Few visitors 2. There are similar business competitors 3. The current economic instability 4. Fluctuations in the price of seeds in the market 5. Less known to the public	1. Utilizing the land area owned to increase tangerine production so as to minimize selling prices in the market (S2, S3, S5, T2, T3, T4) 2. Utilize the experience you have to minimize the same business competitors (S1, S2, S5, T2, T3, T4)	1. Improve production facilities and infrastructure to minimize existing competitors (W1, W3, W4, T1, T2, T4) 2. Increase promotion by utilizing government support to be recognized by the public on a large scale (W6, W7, W8, T1, T4, T5)

Table 4. QSPM Matrix of Tangerine Orange Farming Development Strategy at Oelbubuk Horticulture Seed Center (BBH) Source: Processed Primary Data 2022

Key Faktors	Weinght	S-O				W-O				S-T				S-T	
		SO-1		SO- 2		WO-1		WO- 2		ST- 1		ST- 2		WT-1	WT-2
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
S1	0,06	3	0,18	2	0,12	3	0,18	4	0,24	3	0,18	3	0,18	2	0,12
S2	0,08	4	0,32	3	0,24	3	0,24	3	0,24	3	0,24	3	0,24	2	0,16
S3	0,06	3	0,18	3	0,18	1	0,06	3	0,18	4	0,24	4	0,24	3	0,18
S4	0,08	4	0,32	4	0,32	2	0,16	2	0,16	3	0,24	3	0,24	3	0,24
S5	0,06	3	0,18	2	0,12	4	0,24	2	0,12	3	0,18	3	0,18	2	0,12
S6	0,06	3	0,18	3	0,18	3	0,18	1	0,06	3	0,18	2	0,12	3	0,18
W1	0,06	3	0,18	3	0,18	4	0,24	2	0,12	4	0,24	3	0,18	2	0,12
W2	0,04	2	0,08	2	0,08	3	0,12	3	0,12	2	0,08	2	0,08	3	0,12
W3	0,06	3	0,18	3	0,18	3	0,18	3	0,18	2	0,1	2	0,12	3	0,18
W4	0,06	3	0,18	3	0,18	3	0,18	2	0,12	3	0,18	3	0,18	2	0,12
W5	0,06	3	0,18	2	0,12	2	0,12	3	0,18	2	0,12	3	0,18	3	0,18
W6	0,06	3	0,18	3	0,18	3	0,18	3	0,18	2	0,12	2	0,12	3	0,18
W7	0,06	3	0,18	3	0,18	3	0,18	4	0,24	3	0,18	3	0,18	3	0,18
W8	0,06	3	0,18	2	0,12	2	0,12	3	0,18	2	0,12	3	0,18	2	0,12
O1	0,1	4	0,4	2	0,2	4	0,4	3	0,3	2	0,2	4	0,4	3	0,3
O2	0,08	3	0,24	3	0,24	3	0,24	4	0,32	3	0,24	3	0,24	3	0,24
O3	0,1	4	0,4	3	0,3	3	0,3	2	0,2	3	0,3	3	0,3	2	0,2
O4	0,1	4	0,4	2	0,2	3	0,3	2	0,2	4	0,4	2	0,2	2	0,2
O5	0,1	4	0,4	4	0,4	2	0,2	3	0,3	3	0,3	3	0,3	3	0,3
O6	0,08	3	0,24	3	0,24	2	0,16	2	0,16	3	0,24	3	0,24	3	0,24
T1	0,08	3	0,24	3	0,24	3	0,24	1	0,08	2	0,16	4	0,32	2	0,16
T2	0,08	3	0,24	2	0,16	3	0,24	3	0,24	3	0,24	2	0,16	3	0,24
T3	0,08	3	0,24	2	0,16	2	0,16	3	0,24	1	0,08	2	0,16	2	0,16
T4	0,08	3	0,24	3	0,24	1	0,08	2	0,16	2	0,16	3	0,24	3	0,24
T5	0,08	3	0,24	3	0,24	1	0,08	3	0,24	3	0,24	2	0,16	3	0,24
Prioritay			**5,98**		**5**		**4,78**		**4,76**		**4,98**		**5,14**		**4,72**

- Based on the SWOT Matrix, the analysis is continued by quantifying strategies that can adopt the model developed by Ommani (2011). Qualification results are shown in Table 4. Scores are given based on priority so that the weighting in the matrix starts from 1-5, namely:
- SO1: Using the superior seeds that are owned and the experience of farmers to increase production by taking advantage of market demand and support from the government. These farmers' experiences meant that the Oelbubuk Horticultural Seed Center (BBH) needs to utilize

superior seeds and experience to increase tangerine production so that tangerine production can respond to increasingly high market demand.

- ST2: Utilize the owned experience to minimize the same business competitors. Experiences meant that the tangerine farming business at the Oelbubuk Horticulture Seed Center (BBH) could take advantage of the business experience it has to produce high-quality tangerines and increase the amount of production so that it can compete with the same farming competitors.
- SO2: Utilizing the specific plant types and expanding the production area to increase customer confidence. Specific means that tangerine farming at the Oelbubuk Horticulture Seed Center (BBH) can utilize the specified plant species and increase tangerine plants by expanding the area for tangerine production and improving the quality or quality of tangerines to increase public confidence in the superior seeds they have.
- ST1: Utilizing the area of land owned to increase the production of tangerines to minimize the selling price in the market. Landwie means that the tangerine farming carried out by the Oelbubuk Horticulture Seed Center (BBH) can utilize the land area owned to increase tangerine production to minimize market competition or the selling price of tangerines.
- WO1: Utilize community and government support to upgrade modern production facilities. Upgrade modern production means that the production of tangerines carried out by the Oelbubuk Horticulture Seed Center (BBH) can take advantage of the support from the community and local government for the development of tangerine seeds to improve facilities and infrastructure so that the quality of tangerines is getting higher.
- WO2: Increasing capital and expanding access to capital by leveraging government support to minimize price competition. Leveraging means that to produce large quantities of tangerines with good quality, it is necessary to increase capital and expand access

to capital by utilizing support from the local government.

- WT2: Increase promotion by leveraging government support to be recognized by the public on a large scale. It means that the public knows the Oelbubuk Horticulture Seed Center (BBH), and it is necessary to increase promotion by utilizing the government, especially the local Agriculture Service, through agricultural extension workers to conduct outreach to the community.

CONCLUSION

The research results are based on the SWOT Matrix. The researchers obtained eight strategies for developing tangerine plants. Meanwhile, four priority strategies for tangerine agribusiness were obtained through the QSPM Matrix used to determine alternative strategies. Four priority strategies are obtained from a score of 1-4 such as 1) using superior seeds that are owned and the experience of farmers to increase production by taking advantage of market demand and support from the government, 2) taking advantage of the experience they have to minimize competitors in the same business, 3) utilizing types of plants that have been specified and expanding production areas to increase trust customers, 4) utilize the land area owned to increase the production of tangerines to minimize the selling price in the market.

SUGGESTION

Based on the results of this study, the researcher advises tangerine farmers to continue to develop tangerines sustainably so that in the future, more and more tangerines will be cultivated because of the demand for the consumption of tangerines and the benefits contained in tangerines. Suggestions to the South Central Timor Regency government to pay attention to tangerines as a potential regional commodity that can increase local revenue and make policies that protect tangerines and provide socialization regarding the existing nutritional content.

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