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Development Strategy of Mangosteen Fruit in West Lombok Regency*

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ABSTRACT

Mangosteen is one of Indonesia's leading commodities and West Lombok was known as the producing centers of mangosteen in the eastern part of Indonesia. The purpose of this study is to identify the current condition of agribusiness of mangosteen as well as to analyze the strengths, weaknesses, opportunities, and threats of these commodities in West Lombok. The data was collected through in-depth interview methods, focus group discussions, and questionnaires. While the internal-external analysis and SWOT was used as the analytical tool. The results show that the value of IFE and EFE obtained are 2.70 and 3.71. The strength lies on the branding of the products and the demand for a processing industry, which was shown with a score of 0.64 each. External factors that contributes to the successful development of mangosteen agribusiness is the support of the local government by making it as one of the region's leading commodities with a score of 0.77. The climate and unpredictable weather are now the biggest threat with a score of 0.75.

Keywords: Mangosteen, West Lombok, and SWOT.

1. Introduction

Mangosteen (*Garcinia mangostana* L.) is a tropical fruit which held the title of the Queen of tropical fruits (Cox, 1988). Mangosteen is a prospective horticultural commodity that supports the economy, public health, and farmers' income. This fruit can be consumed directly as a fruit or as a raw material for various industries such as beverage, food, cosmetics, and biopharmacy, and textile industry. The market potential of this fruit is increasing, either in foreign countries or in the domestic market, which indicated by the increasing volume and value of mangosteen exports to some Asian and European countries. In 2008, Indonesia's mangosteen export volume was only 9,466 tons with export values of 5,833,000 US\$ and in 2011 the export volume and value increased to 20,169 tons and 17,426,000 US\$ (Agricultural Statistics, 2013). Otherwise, the imports of mangosteen also increasing significantly which indicate the high demand for this fruit. In 2007, Indonesia only imports 14 tons of mangosteen with a value of 14,000 US\$, and this number increased into 20 tons with a value of 15,000 US\$ in 2011 (Agricultural Statistics, 2012).

2. Method

This research was conducted in West Lombok District, Nusa Tenggara Barat (NTB) Province. This location was chosen because it has the highest mangosteen production in West Nusa Tenggara Province and among eastern Indonesia region. The selection of the sample was conducted through purposive sampling, i.e. through informant (key person) who have expertise, experience and more information on the data. Samples (internal and external) are those directly or indirectly involved and have an influence in mangosteen agribusiness in West Lombok District. The internal party which taken as a sample is a group of mangosteen farmers located in West Lombok regency with the most members and or the largest ownership of mangosteen land.

The study using qualitative and quantitative data. Based on data collection time, cross section and time series data was used in this study. Cross section data obtained from interviews such as weighting internal and external strategic factors. While time series data is mostly secondary data such as sales data, production, and others. Besides, primary and secondary data also used as a source of data. Primary data was obtained through direct observation, in-depth interviews with some expert respondents, focus group discussion with farmer groups and questionnaires. Secondary data obtained through literature studies from previous research, book, journal, internet and other literature related to the research topic. In addition, supporting data was obtained from other institutions.

To develop alternative strategies, this study using SWOT matrix to assist in matching process between strengths and opportunities (SO strategies), strengths and threats (ST strategy), opportunities and weaknesses (WO), as well as weaknesses and threats (WT strategy). Then, SWOT was used to prioritize the alternative and to get the best strategy from various strategic alternative.

3. Result and Discussion

3.1 Input Stage (IF Input Stage) with IFE-EFE

The analysis used in this research begins with the identification of internal and external factors of mangosteen agribusiness in West Lombok regency. The data were collected through interviews, FGDs, and questionnaires which involves relevant decision makers in improving the progress of mangosteen agribusiness in West Lombok District. The table below is a list of the internal and external factors:

Table 1. Internal factor evaluation (IFE) matrix

No	Strategic factors	Weight	Rating	Score
Opportunity				
1	A	0.18	4.1	0.77
2	B	0.18	3.7	0.68
3	C	0.14	3.4	0.50
4	D	0.16	4	0.65
No	Strategic factors	Weight	Rating	Score
Threat				
1	E	0.13	2.2	0.33
2	F	0.18	4	0.75
Total				3.71

Information:

A: Sales in the form of fresh fruit without any treatment

B: Labeling / branding of the product

C: Manufacture and post-harvest industry

D: Production once a year

E: The time period begins to bear fruit over 5 years

F: Traditional cultivation process

Based on the calculation of internal strategic factors, the labeling or branding of products and the need for a processing industry has become the main strength. It is shown with a score of 0.64 each. Internal strategic factors that fall into the main weakness category is the traditional cultivation process. The result of weighted average IFE Matrix values shows that mangosteen agribusiness is above average with a value of 2.79. This shows that mangosteen farmer groups have responded to internal strategic factors well.

External environmental factors (opportunities) that can be utilized in order to compete are as follows:

Tabel 2. Matriks of External factor evaluation (EFE)

No	Strategic factors	Weight	Rating	Score
Strenght				
1	A	0.18	2.66	0.47
2	B	0.21	3	0.64
3	C	0.21	3	0.64
No	Strategic factors	Weight	Rating	Score
Weaknes				
1	D	0.17	2.66	0.41
2	E	0.14	3	0.44
3	F	0.12	2.66	0.33
Total				2.79

Information:

A: Mangosteen as one of the regional superior products

B: The development of the tourism industry

C: Mangosteen fruit as an export commodity

D: Development of mangosteen area

E: Land transfer function

F: Climate change and unpredictable weather

Table 2 shows the external factors that provides relative significance to the successful development of mangosteen agribusiness is the support of local government to the mangosteen commodity by making it as one of the leading commodities of the region with the score of 0.77. The climate and unpredictable weather is now the biggest threat with a score of 0.75. The resulting value using EFE Matrix is 3.71. It shows that the existing opportunities have been put to good use.

3.2 Alternative Strategy

Strategy (SO) aims to use the power it has to take advantage from many opportunities. The SO strategy that has been formulated are: 1) Expanding the scope of marketing area to international market; 2) Conducting more innovation of processed products of mangosteen. Strategy (WO) aims to minimize or correct weaknesses by taking advantage of opportunities. The WO strategy that has been formulated is to make bee farms in the mangosteen development area so that mangosteen farmers can also get a byproduct of honey obtained from the mangosteen orchard. Strategy (ST) is created using the power to avoid or overcome threats. The ST strategy that has been formulated is to provide product or label branding. The greatest threat today is the weather that often causes crop failures and / or declining harvest. The existence of product branding can be a differentiator of existing commodities and increase the added value and competitiveness that exist to cover the lack of available quantity. Strategy (WT) was created to minimize weaknesses and to avoid threats inside the company. WT strategies conducted through; 1) Bring out the characteristics and uniqueness of mangosteen products (not only for fresh consumption) and actively marketing the products in various regions; 2) Increase the amount of mangosteen planting land.

3.3 Target and Challenges of Mangosteen Agribusiness Development in West Lombok Regency

Based on the results of agribusiness analysis of mangosteen in West Lombok District, the target of development is as follows:

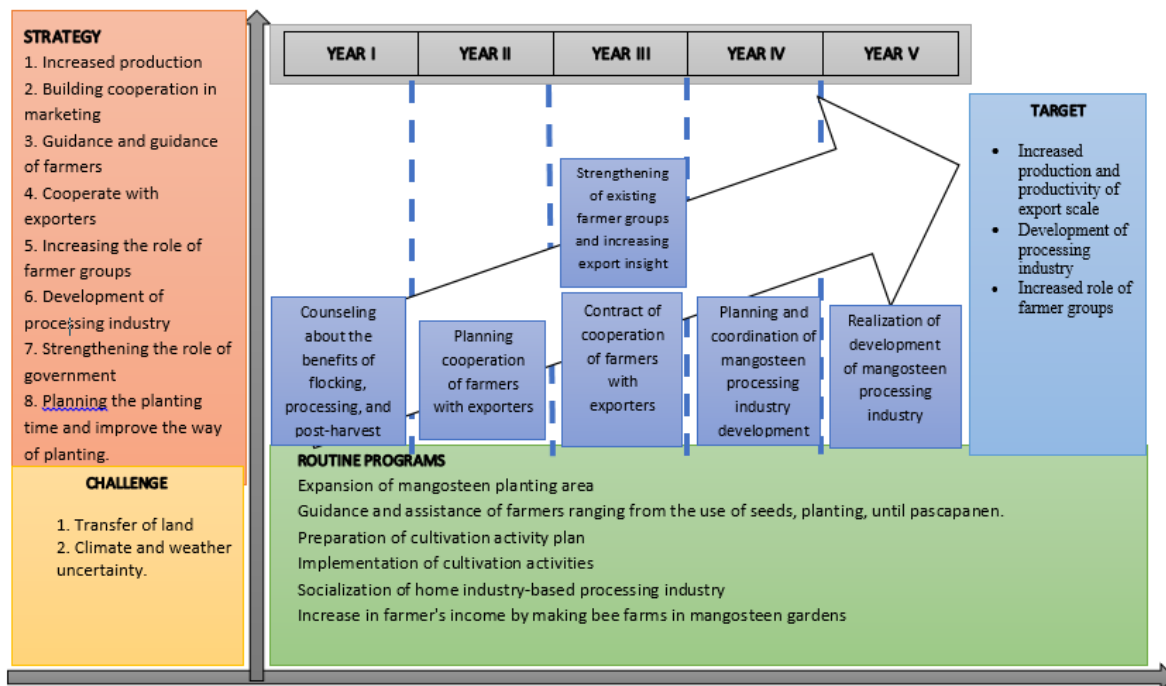


Figure 1 The architectural design of Manggis agribusiness development strategy in West Lombok regency

3.4 Stage of Strategies' Architectural Arrangement

In preparing the architectural design of the strategy for the development of mangosteen agribusiness in West Lombok, strategies, programs and architectural design was combined to provide a description of the program, priorities and stages of strategy. The architectural design of mangosteen agribusiness development strategy in West Lombok District is the design of activity program which was made to give description about the steps that can be taken to realize the target in the future. The X's and Y's axis are the axis that describes the time dimension required for a particular strategy and program. The X's axis is the time period used in the year period, whereas the Y's axis represents the time sequence of its program activity. The program which printed into the architecture of the strategy is divided into routine program and gradual program.

4. Conclusion

Internal factors that influence the development of mangosteen agribusiness in West Lombok consists of strengths and weaknesses. The strengths relies in sales in the form of fresh fruit without special treatments, product branding/branding and processing industry, and post-harvesting. While the weaknesses relies on the once-a-year production, the periods to bear

fruits which needs more than 5 years, and the traditional cultivation process. External factors that influence the development of mangosteen agribusiness is the opportunities and threats. The fact that mangosteen fruit is one of the regional superior products, the development of tourism industry, an export commodity, and the development of mangosteen area are the opportunities that must be taken for granted. Meanwhile, the continuous land use, climate change, and unpredictable weather becomes threats that needs to be encounter.

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