



Analysis of Agricultural Potential Counseling Strategies Through Independent Thematical Real Work College Learning Independent Campus STIE Bima Activities

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ABSTRACT: Technology adoption is a process in which business actors and farmers have the initiative to participate or be actively involved in innovative activities in the management and utilization of agricultural products. This phenomenon indicates the need for a special strategy in optimizing the utilization of agricultural products. Researchers identify strategic problems/issues through the results of analysis during field observations. After each variable is rated and weighted according to the criteria, it can be concluded that the opportunity value of 2.14 is greater than the threat value of 0.9. If the difference is obtained, the opportunity value is 1.24 (y) greater than the threat of implementing agricultural potential development counseling through KKN activities. Based on an analysis of the implementation of agricultural extension to develop agricultural potential through KKN activities, three strategies were found, namely Collaboration of agricultural extension assistance with innovators, extension assistance in convincing MSME groups to demonstrate technology implementation, and MSME assistance supported by innovation and technology application.

Keywords : KKN, Strategies, SWOT, Agricultural, Farmer



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INTRODUCTION

The agricultural sector is still the leading sector in sustaining Indonesia's economic growth rate. Therefore, the Indonesian agricultural sector is directed to be in line with the ideals of Indonesian agriculture ([Paginian et al., 2021](#)). Counseling is a form of communication in a community/farmer empowerment that is carried out based on target needs not based on counseling needs ([Romadi & Warnaen, 2021](#)). Agricultural extension's important contribution to enhancing agricultural development and increasing food production has led to the rapid development of people's interest in extension during the last few decades ([Laicher et al., 2022](#); [Parker & Wagner, 2016](#); [Sadono, 2008](#)).

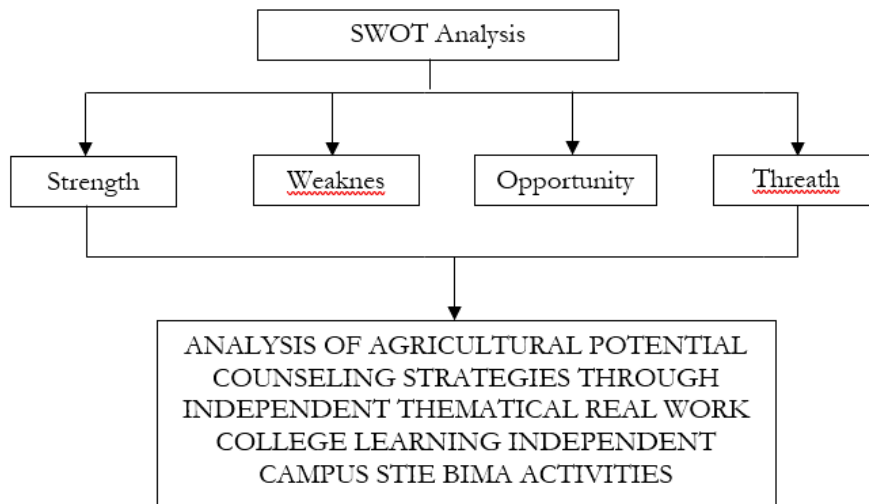
According to [\(Bahua, 2015\)](#) the sustainability and resilience of farmers in agricultural development are not only measured by the ability of farmers to manage their own business but also by the resilience and ability of farmers to manage natural resources rationally, effectively, and efficiently, knowledgeable, skilled, capable of reading market opportunities and being able to adapt to changes world, especially changes in agricultural development [\(Seo, 2019; Su et al., 2018; Sundari et al., 2015; Wang & Tang, 2023\)](#) stated that the implementation of the agricultural extension will run well if there is a common perception between extension agents and farmers and interested parties.

Agricultural extension as a process of community empowerment has the main goal of creating "better farming, better business, and better living" [\(Fongtanakit et al., 2019; Narso et al., 2012; Pradiana et al., 2020; Xu et al., 2023\)](#). Counseling as a process of community empowerment is a process of community self-reliance. The concept of community empowerment is also a new paradigm in development, namely one that is "people-centered, participatory, empowering, and sustainable" [\(Chambers, 1994\)](#). Efforts to strengthen the potential or power possessed by the community, it is hoped that development in the field of community empowerment will be able to create stable conditions in the community environment sustainably.

By the regional development policy of the City of Bima, the agricultural extension policy, especially potential development, aims to increase the income and welfare of farmers and their families and the community of agribusiness actors through increasing business productivity and efficiency by increasing the ability and empowerment of farmers [\(Program Kota Bima, 2020; \(Bahua, 2015\)](#). The reality on the ground is that not all farmers actively participate in extension activities. This can be seen in the extension reports by extension workers at WKPP showing the number of farmers who are active in farmer group anjangsana activities not by the plans for agricultural extension activities, namely only 30% of the members.

One of the business sectors that has good prospects in Indonesia is the agricultural sector, although it has a relatively high business risk compared to others [\(Ariwibowo, 2018\)](#). Participation of business actors in activities and efforts to develop agricultural potential. One of them is the adoption of technology which is a process in which business actors and farmers have the initiative to participate or be actively involved in innovative activities in the management and utilization of agricultural products. Based on interviews with the head of government, before the KKN activities, the community, especially in the kendo village, was not aware of product innovation through the use of agricultural products, for example, corn as animal feed. This phenomenon indicates the need for a special strategy in optimizing the utilization of agricultural products. From the description of these various problems, in this case the research problem is formulated, namely how to carry out counseling on the development of agricultural potential and the application of technology by MSMEs in KKN activities using SWOT analysis. The aim of this research is to measure the implementation of agricultural potential development counseling and the application of technology by MSMEs in KKN activities using SWOT analysis.

Based on these circumstances, researchers are interested in conducting research on analysis of extension strategies for developing agricultural potential through KKNT MBKM STIE Bima activities with SWOT analysis. The conceptual research framework in this study is as follows :



Picture 1. conceptual framework

To overcome this problem, it is necessary to carry out a SWOT analysis according to Rangkuti (Narso et al., 2012) so that both the internal environment in the form of strengths and weaknesses and the external environment in the form of opportunities and threats are known so that efficient and effective strategic decisions are taken systematically for policy subjects and objects affected by the policy. It is very necessary to have an analysis of the internal and external environment as a determination of the performance strategy of agricultural extension (Widakdo, 2014). In line with Suadnya's opinion (2021), Agricultural extension workers have a strategic role in agricultural development, especially in technology transfer to farmers. Thus the strategy for implementing agricultural extension is the main factor that needs attention. (Suadnya et al., 2021)

METHOD

This research is a qualitative descriptive study. Qualitative researchers intend to provide meaning/explanation of phenomena holistically and play an active role in the entire study process (Umar, 2013). Dominant qualitative methods are used to display the reality regarding the implementation of counseling in the City of Bima. To sharpen the analysis of extension implementation related to the knowledge, attitudes, and skills of farmers as well as determining strategies through the SWOT approach. The data collected is analyzed and presented in the form of SWOT and determination of IFAS and EFAS analysis tables and diagrams.

Researchers identify strategic problems/issues through the results of analysis during field observations. Data on strategic problems and issues obtained from interviews as well as from the analysis of the first and second objectives were then analyzed how the process of implementing counseling and acceptance by farmers and business actors so that these strategic problems and issues emerged. In this study, the determination of IFAS and EFAS was seen in terms of the implementation of counseling in the City of Bima. Based on this analysis, a combination of strategies is then determined by looking at strengths and opportunities that simultaneously can cause weaknesses and threats. The weighting of internal and external factors is done by assigning

a value scale to each internal factor (strengths and weaknesses) and external factor ranging from 1.00 (most important) to 0.00 (least important). The rating for each factor is determined using a value scale; very important (4), less important (3), important (2) and not important (1). The strengths and opportunities are given a positive sign, while the weaknesses and threats are given a negative sign ([Kewa et al., 2022](#)).

RESULT AND DISCUSSION

In applying extension methods in the City of Bima, more group visits were made compared to individual approaches and mass approaches. Delivery of counseling is also more often done through lectures and direct discussions. Indirect communication via telephone and invitations conveyed by the group leader in the form of an announcement at the surau/mosque when a group meeting is to be held.

The definition of strategy is a unified, broad, and integrated plan linking a company's strategic advantages with environmental challenges, designed to ensure that the main objectives can be achieved through proper execution by the organization ([Syah, 2009](#)). Besides that, the meaning of strategy can be defined based on two perspectives according to [Stoner, Freeman, and Gilbert. Jr. in Muzaini \(2015\)](#), namely (1) From the perspective of what an organization wants to do (intends to do), (2) From the perspective of what the organization ultimately does (eventually does). The first perspective, the notion of strategy is a program to determine and achieve organizational goals and implement its mission. While the second perspective, the notion of strategy is defined as a pattern of response or an organization's response to its environment all the time. Based on the above understanding it can be understood that the strategy is a plan to achieve these goals ([Muzain et al., 2015](#)).

The strategy in this study is a combination of methods and techniques for implementing extension activities for the development of agricultural potential through KKN activities. Based on interviews related to strategic issues that are a problem in the implementation of counseling. Identification of strategic issues is emphasized on aspects that have the most potential to affect the empowerment of farmers and business actors, namely efforts to increase changes in the behavior of farmers and business actors which can be described as follows;

1. IFAS/EFAS Analysis (*Internal-External Strategic Factor Analysis Summary*)

Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) were conducted to determine the variables included in strengths, weaknesses, opportunities, and threats (SWOT) ([Mardiana & Hartati, 2018](#)). SWOT analysis is an analysis of the internal and external conditions of an organization which will then be used as a basis for designing work strategies and programs ([Suryanegara et al., 2019](#)). This analysis is used to determine alternative strategies for implementing counseling according to the conditions in the field. With an analysis of internal (strengths-weaknesses) and external (opportunities-threats) factors, determine the location of the quadrant of the development strategy for implementing extension services that

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are considered urgent by maximizing strengths and opportunities to minimize weaknesses and threats. Positioning is obtained by calculating the factor weight.

The results of the answers to each question item are calculated to find the rating and weight calculation coefficients. After each variable is rated and weighted according to the criteria, it can be concluded that the opportunity value of 2.14 is greater than the threat value of 0.9. If the difference is obtained, the opportunity value is 1.24 (y) greater than the threat of implementing agricultural potential development counseling through KKN activities.

	IFAS	Bobot	Rating	Skor
Strength				
1	The potential area of agricultural land	0.13	3	0.39
2	Agricultural potential extension assistance aims to optimize productivity	0.16	4	0.64
3	Formation of farmer groups and business groups	0.16	4	0.64
4	Availability of agricultural information media (internet, leaflets, and brochures)	0.10	2	0.2
Total rated power (S)				1.87
Weakness				
1	Counseling does not run continuously	0.16	4	0.64
2	Not supported by the budget	0.10	2	0.2
3	The dominant farmer group is in the beginner class	0.13	3	0.39
4	Farmers are less able to utilize social media	0.06	1	0.06
The total value of weakness (W)				1.29
The sum of the total values of S + W		1.00	3.16	
EFAS				
Opportunity				
1	Availability of a business incubator container	0.17	4	0.69
2	Product innovation by academics	0.17	4	0.69
3	Promotion and marketing through online media	0.07	1	0.07
4	Local government support for UMKM	0.17	4	0.69
Total opportunity value (O)				2.14
Threat				
1	Lack of coordination regarding data synchronization between extension agencies	0.14	3	0.41
2	The recommended technology developed by innovators has not been fully implemented by farmers	0.10	2	0.21

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3	Markets and prices reduce farmers' trust in the government	0.07	1	0.07
4	Capital support is not supported without collateral	0.10	2	0.21
Total threat value (T)				0.90
The sum of the total scores O + T		1.00	3.03	

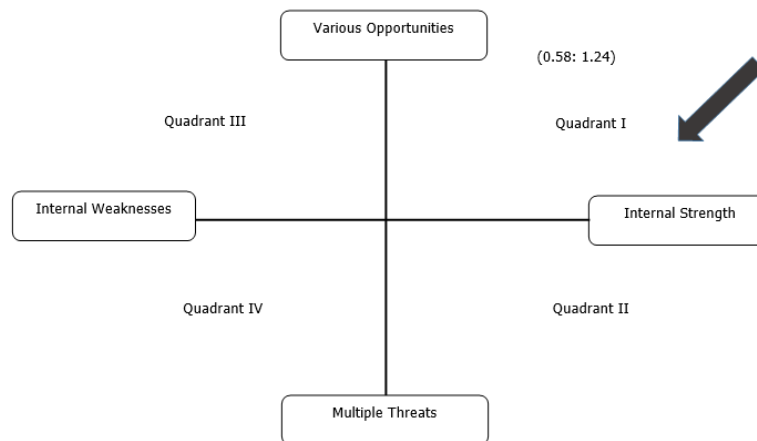


Figure 1. Quadrant SWOT analysis

Figure 1. SWOT Analysis Quadrant Meanwhile, the results of the analysis of strengths and weaknesses show that the implementation of counseling has a difference of 0.58 (x) the strength is higher than the weakness. If plotted then the value.

Quadrant I is a very favorable situation. Farmers have opportunities and strengths so they can take advantage of existing opportunities. Quadrant II, although facing threats, farmers still have internal strength. Quadrant III, farmers face enormous market opportunities, but on the other hand, they face several internal constraints/weaknesses. Quadrant IV is a very unfavorable situation, farmers face various threats and weaknesses (Romadi & Warnaen, 2021).

2. SWOT analysis and alternative strategies

After doing the IFAS / EFAS weighting, the next step is to compile a SWOT matrix that clearly describes how the strategy for implementing counseling is formulated. This matrix produces four possible alternative strategy cells namely; SO strategy, ST strategy, WO strategy, and WT strategy (Sutikno, 2017). Each of these strategies has its characteristics and should be implemented, then carried out jointly and mutually supporting one another (Tjoe & Sarjono, 2010). The S-O (Strengths – Opportunities) strategy is a category that contains various alternative strategies that take advantage of opportunities by utilizing the strengths/advantages they have. The W-O (Weaknesses – Opportunities) strategy is a category that takes advantage of external opportunities to overcome weaknesses. The ST strategy (Strengths–Threats) is a category of alternative strategies that utilize strengths to overcome threats. W-T Strategy (Weaknesses-Threats) is a category of alternative strategies as a solution to assessing the

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weaknesses and threats faced or trying to avoid threats to overcome weaknesses ([Sari & Oktafianto, 2017](#)).

This SWOT matrix analysis uses data that has been obtained from tables of internal and external factors. The SWOT matrix integrates internal and external environmental factors to obtain strategic alternative formulations ([Sutikno, 2017](#)). SWOT analysis can be used to determine alternative strategies. There are three stages in the formulation of alternative strategies, namely the data collection stage (input stage), the analysis stage (matching stage, and the decision stage) ([Rangkuti, 2006](#)).

	Strengths	Weakness
INTERNAL	<ol style="list-style-type: none"> 1. The potential area of agricultural land 2. Agricultural extension assistance aims to optimize productivity 3. Formation of farmer groups as a forum for farmers 4. Availability of agricultural information media (internet, leaflets, and brochures) 	<ol style="list-style-type: none"> 1. Counseling does not run continuously 2. Not supported by the budget 3. The dominant farmer group is in the beginner class 4. Farmers are less able to utilize social media
EXTERNAL		
Opportunities	Strategies (S-O)	Strategies (W-O)
<ol style="list-style-type: none"> 1. Availability of a business incubator container 2. Product innovation by academics 3. Promotion and marketing through online media 4. Local government support for UMKM 	<ol style="list-style-type: none"> 1. UMKM assistance is supported by innovation and the application of new technology. 2. Availability of information media to support promotion and marketing. 	<ol style="list-style-type: none"> 1. Increasing the extension function related to product innovation for the development of agricultural potential. 2. Increased utilization of social media supported by business incubators
Threats	Strategies (S-T)	Strategies (W-T)
<ol style="list-style-type: none"> 1. Lack of coordination regarding data synchronization between extension agencies 2. The recommended technology developed by 	<ol style="list-style-type: none"> 1. Collaboration of agricultural extension assistance with innovators. 2. Extension assistance in convincing the 	Utilization of social media to attract the market to build farmers' trust to implement innovative agricultural products

innovators has not been fully implemented by farmers.	MSME group to demonstrate the implementation of technology.
3. Markets and prices reduce farmers' trust in the government	3. The area of agriculture and productivity needs to be supported by the market.
4. Capital support is not supported without collateral	

In line with [Suadnya's research \(2021\)](#) in compiling a work program and annual work plan for agricultural extension, extension workers must involve farmers so that the extension materials to be provided to farmers are by their needs. Identification of potential based on specific locations is an important point for determining strategic steps in the development of agricultural products ([Suadnya et al., 2021](#)).

This activity also needs to be supported by the support of various parties, one of which is the academic community. Participants of the Independent Thematic Free Learning Campus Real Work Lecture (KKNT MBKM) Bima are placed in 8 (eight) locations spread across the City of Bima and Bima Regency and consist of various disciplinary concentrations namely the concentration of financial management, marketing management, and human resource management. Of the 8 (eight) locations that have been determined, one of them is in Raba District, Kendo Village. One of the work programs is cleaning activities through cooperation with the surrounding community to realize clean living behavior for the people of Kendo Village. ([Muniarty et al., 2022](#)). In line with the opinion of [Saharuddin \(2017\)](#), through KKN-PPM activities we are required to practice science, technology, and art. We are expected to be motivators and facilitators of development efforts, especially in rural areas ([Saharuddin, 2017](#)).

Table 3. QSPM (Quantitative Strategic Planning Matrix)

Alternative Strategy	SWOT element linkage	Value	Ranking
SO1	S1,S2,S3,O2,O4	$0.39+0.64+0.64+0.17+0.17=2.01$	3
SO2	S2,S4,O1,O2,O4	$0.64+0.20+0.41+0.21+0.21=1.30$	6
WO1	W1,W2,O1,O4	$0.64+0.20+0.69+0.69=2.22$	2
WO2	W3,W4,O2,O3	$0.39+0.06+0.69+0.07=1.21$	7
ST1	S1,S2,S3,S4,T1	$0.39+0.64+0.64+0.20+0.41=2.28$	1
ST2	S3,S4,T2,T4	$0.64+0.20+0.69+0.69=2.22$	2
ST3	S4,S2,S1,T2	$0.20+0.64+0.39+0.69=1.92$	5
WT	W1,W2,W4,T1,T3,T4	$0.64+0.20+0.06+0.41+0.07+0.69=2.07$	4

After knowing several alternative strategies, then the selection of prioritized alternative strategies is carried out. The strategy selection is analyzed through the QSPM (Quantitative Strategic Planning Matrix) (Puspitasari et al., 2013). The choice of strategy is analyzed through the QSPM which can be seen in the table of alternative ranking results.

Based on the table above, the strategy for implementing extension services for the development of agricultural potential is ranked according to the largest to the smallest ranking, three priority alternative strategies are obtained which can be proposed as follows;

- 1) Collaboration of agricultural extension assistance with innovators. The implementation of this activity is in the form of;
 - a. Increasing the role of counseling is needed to facilitate groups to become dynamic groups, such as; facilitating routine or periodic group activities such as visits, motivating group leaders and administrators to make the group more advanced, and facilitating groups in dealing with the government, academics, and business as funders.
 - b. To increase the ability of UMKM, guidance, and assistance are carried out by various parties from planning to evaluating the implementation of environmentally friendly rice cultivation. Increasing the ability to use media.

- 2) Extension assistance in convincing the MSME group to demonstrate the implementation of technology. The implementation of this activity is in the form of;
 - a. Provision of agricultural information through social media that is easily accessible to UMKM groups. The role of academics through KKN activities needs to be expanded

- socialization at least to the level of business actors so that access to promotion for entrepreneurs becomes easier. Market-related information through the media.
- b. The type and quality of information need to prioritize aspects of innovation where there is a change in market orientation to buy at a higher price.
- 3) UMKM assistance is supported by innovation and the application of new technology. The implementation of this activity is in the form of;
- a. Agricultural policy is usually considered a type of state intervention in the agricultural sector. Empowerment efforts are needed to increase community independence, especially through an extension approach accompanied by assistance without causing dependence on farmers.
 - b. Provision of facilities to the community should not be limited to procuring production facilities, but to other necessary agribusiness development facilities such as market information, increasing access to markets, and capital, and developing cooperative partnerships with other business institutions.
 - c. There is coordination between various stakeholders. Academics as providers of innovation, government as policymakers, and businesses as providers of access to capital and markets.

Approach to the implementation of extension strategies for the development of innovation-based agricultural potential. The extension approach to UMKM is carried out through business groups facilitated by various elements. One of the entrepreneurship seminar activities is to display ideas and creativity processed by KKN student product innovations supported by presenters providing debriefing materials related to empowerment such as functions, tasks, planning, and supervision so that MSME groups can grow and develop into independent organizations. Farmer group debriefing is not only facilitated by extension workers or a team of experts, but also by inviting other stakeholders and the business community. An individual approach is carried out by KKN students through assistance in product creation demonstration trials to the community and business actors. According to [Ardita \(2017\)](#), the presence and intervention of agricultural extension workers in the development of human resources (farmers) have an impact on increasing knowledge both in making decisions and solving problems faced independently ([Ardita et al., 2017](#)). According to the 2011 Agricultural Human Resources Extension and Development Agency, the ability to plan activities in terms of learning needs, production units, and collaboration vehicles that must prepare learning needs, explore and formulate learning needs, express and understand desires, opinions, and problems faced by members of farmer groups and formulate joint agreements both in solving problems and to carry out various activities of farmer groups. Developing the ability to organize the activities of farmer group members needs to jointly develop discipline, develop group organizational rules and organize the distribution of tasks for members of the farmer group committee ([Dinar, 2015](#)).

CONCLUSION

Implementation of agricultural potential development counseling needs to be based on innovation by regional potential. UMKM actors still tend not to apply technology because of a lack of knowledge. Based on an analysis of the implementation of agricultural extension to develop agricultural potential through KKN activities, three strategies were found, namely Collaboration of agricultural extension assistance with innovators, extension assistance in convincing UMKM groups to demonstrate technology implementation, UMKM assistance supported by innovation and application of new technology that can be implemented in an integrated manner to support UMKM empowerment. Through this strategy, the dissemination of information can take advantage of the availability of information and the accuracy of targeting government assistance to UMKM. Implications KKNT MBKM STIE Bima : (1) There is a partnership between universities and the community to assist the government in implementing programs to increase the utilization of local products to achieve independence in village communities. Apart from that, it can equip the community to increase village potential through agricultural productivity and SME development as well as increasing community knowledge and independence in carrying out innovations based on the results of lecturers' dedication to improving the community's standard of living in line with achieving the SDGs, (2) Increase student competency in designing concepts and strategies to increase village potential through agricultural productivity and SME development as a form of creative village economy and (3) KKNT MBKM can increase students' sensitivity in seeing the problems of rural communities, especially in terms of increasing agricultural productivity.

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