



# Durian Village Development Strategy as an Alternative to Increasing the Economy of the Community of Wonosalam Village, Jombang Regency

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## A B S T R A C T

In Wonosalam Village, Jombang Regency, Kampung durian possesses various natural and human resources that can serve as the foundation for local economic growth. This study seeks to assess the potential and business development strategy for durian in Wonosalam Village, Jombang Province. Internal and external analysis using the IFAS and EFAS matrices yielded a total score of 2,729 for strengths, 0.49 for weaknesses, 2.23 for opportunities, and 0.63 for threats. This demonstrates that the strength and opportunity factors greatly impact the Wonosalam Durian village's development. Moreover, the SWOT matrix analysis yielded the highest results in the strategy, namely Strength and Opportunity; therefore, in the development of Wonosalam durian village, it is possible to implement a strategy that focuses on enhancing quality and expanding durian product offerings.

## 1. INTRODUCTION

### 1.1. Research Background

National Development in several states generally focuses on economic development by prioritizing development efforts and increasing the welfare of all its people [1]. Community welfare is always associated with improving the quality and standard of living as measured by the economic growth of a region. Regional economic growth is a process in which local governments and communities manage existing resources to form a pattern of partnership between local governments and the private sector to create new jobs and stimulate the development of economic activity in an area [2].

Everyone, including those in rural areas, covets economic growth that continues to increase. One way to improve the economy in rural areas is to take advantage of existing local potential. The Jombang Regency Agriculture Service in 2018 stated that Jombang Regency has various superior fruit horticultural commodities, one of which is the durian commodity [3] 5 subdistricts produce durian fruit in Jombang Regency, including Gudo District, Diwek District, Wonosalam District,

Bareng District, and Ngoro District. Wonosalam District is the highest durian-producing district in Jombang Regency, with an average production value of 228,255 tons/year. One of the local potentials that are quite promising is the durian village in Wonosalam Village, Jombang Regency [4].

Durian is a fruit with many fans in Indonesia, and the durian village in Wonosalam Village has quite good quality durians and a potential market. Durian fruit from Wonosalam has different characteristics compared to durian products in other regions, the taste is sweet and legit, but there is also a bitter taste, which makes the audience feel less bored [5]. This characteristic of the Wonosalam durian makes Wonosalam durian products in great demand by consumers who are not only from the Jombang district but also from outside the city. However, even though this potential exists, there are still many obstacles faced by the durian village community in utilizing it [6]. These obstacles include a need for more knowledge about business management, a lack of venture capital, and minimal mastery of the technology needed to process durian [7]. Therefore, an analysis is needed to determine the strategy for developing this business to become an alternative to increasing the economy for the people in Wonosalam Village [8].



**1.2. Literature Review**

**1.2.1. Strategic Management**

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As the definition implies, strategic management integrates management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. Strategic management aims to exploit and create new opportunities for the future [9,10].

Strategic management is the process of planning, implementing and controlling the decisions made by an organization to achieve long-term goals and gain a competitive advantage in the market. Strategic management involves analyzing the external and internal environment of the organization and making strategic decisions oriented towards the future to generate value for stakeholders such as owners, employees, customers and the wider community [11]. In strategic management, strategy is directed at achieving the organization's long-term goals, anticipating environmental changes, identifying the organization's internal strengths and weaknesses, and identifying opportunities and threats in the market [12].

**1.2.2. SWOT Analysis**

According to Ref. [13], SWOT analysis is a model used to identify organizations with a profit and non-profit orientation to more comprehensively determine the company's position. The SWOT analysis involves external and internal factors, including strengths, weaknesses, opportunities, and threats. Deciding to choose an alternative strategy is done after the company knows in advance which quadrant the company's position for current conditions is in. The chosen strategy is the most appropriate because it is by internal and external conditions. (Septiadi & Mundiayah, 2020). The company's position can be grouped into four quadrants: I, II, III, and IV. In quadrant I, the appropriate strategy is aggressive, quadrant II is a diversification strategy, quadrant III is a turnaround strategy, and quadrant IV is a defensive strategy [14].

**1.3. Research Objective**

This study aims to 1) analyze the potential of the durian village in Wonosalam Village, Jombang Regency, and 2) analyze the durian business development strategy in the Durian Village so that it can be an alternative to improving the people's economy in Wonosalam Village.

**2. METHODS**

This research uses a qualitative approach using case studies as a research design to provide a detailed description of the right strategy for improving the economy in Kampung Durian, Wonosalam Village, Jombang Regency. Location This research was conducted in Wonosalam Village, Jombang Regency because this area has the largest durian production among other regions in Jombang Regency. The method of determining informants uses the purposive sampling method. The samples taken in this study were the owner, two employees, and two consumers from each Durian business in Kampung Durian

Wonosalam, Jombang Regency. Develop alternative strategies that will be carried out using a SWOT analysis. The process that must be carried out in making a SWOT analysis so that the decisions obtained are more precise needs to go through various stages as follows:

1. Data collection stage for evaluation of external and internal factors
2. The analysis stage is the creation of internal, external and SWOT matrices.
3. Stage of research results.

**Table. 1** Internal and External Strategy Factor Matrix

Internal and External Strategy Factors	Weight	Ratings	Score (Ratings xWeight)
Strengths/ Weaknesses			
1.			
2.			
Total Strengths and Weaknesses Score		100	
Opportunities/ Threats			
1.			
2.			
Total Opportunities/ Threats Score			

Source: Ref. [15]

Based on Table 1, give a rating for each factor in column 2 based on the response of the research sample to these factors. Then provide weight to each of these factors whose sum cannot exceed the total score of 1 in column 3 with the following formula:

$$Weight = \frac{Ratings \times Total Weight}{Total Ratings}$$

Then, multiply each factor weight by the rating to get the score in column 4. After obtaining the data and bearing the weight results, the next step is to make a SWOT matrix Table 2.

**3. RESULT AND DISCUSSION**

**3.1. The potential of the durian village in Wonosalam Village, Jombang Regency**

**3.1.1. Strength**

The Wonosalam durian is one of the mainstay commodities and the prima donna for the Wonosalam area because the Wonosalam region has natural conditions that support agriculture, especially for the development of durian plants. This includes soil conditions, climate, and topography suitable for growing durian. Wonosalam durian village is well known by the surrounding community and has a positive image regarding quality durian production. This strength can be utilized to market durian products from the Wonosalam durian village to local and national markets. Many local farmers have experience growing durian plants and have been cultivating them for years. The existence of these local farmers is a strength because they have knowledge and experience in developing durian plants to ensure the quality of the products produced. In addition, the local government's support in agricultural and tourism development can strengthen the Wonosalam durian village. This includes support in providing facilities and infrastructure, training and mentoring and promoting the Wonosalam durian village as a culinary tourism destination.

**Table. 2** SWOT Matrix

	Strengths (S) (Determine 5-10 Internal Strength Factors)	Weaknesses (W) (Determine 5-10 Internal Weakness Factors)
Opportunities (O) (Determine 5-10 External Opportunity Factors)	Strategy SO (Create a strength Strategy to take advantage of opportunities)	Strategy WO (Create a Strategy that minimizes weaknesses to take advantage of opportunities)
Opportunities (O) (Determine 5-10 External Opportunity Factors)	Strategy SO (Create a strength Strategy to take advantage of opportunities)	Strategy WO (Create a Strategy that minimizes weaknesses to take advantage of opportunities)
Threats (T) (Determine 5-10 External Threat Factors)	Strategy ST (Create Strength Strategies to Overcome Threats)	Strategy WT (Create a Strategy that minimizes weaknesses and avoids threats)

Source: Ref. [15]

**Weakness**

Weaknesses that caused a slowdown in the development of the Wonosalam durian village include the lack of skilled human resources in management, marketing, and durian processing technology. This can hinder the development of the durian business and market the product effectively in local and national markets. In addition, there is a lack of public knowledge and awareness regarding the processing and marketing of high-quality and high-value durians and limited capital and funding needed to develop the Wonosalam durian village into a superior culinary tourism destination. This limited capital can limit infrastructure development and the development of durian processing technology.

**Opportunity**

The opportunity for the Wonosalam durian village is still very high compared to other regions because durian is a commodity with the highest demand for local and export markets. With increasing awareness of the health benefits and unique taste of durian, strong demand will continue to drive the growth of durian kampungs in Wonosalam. The superior quality of the Wonosalam Durian is an opportunity to build branding that is widely known

and attracts consumer interest. This quality will be a competitive advantage for the Wonosalam durian village. Apart from selling fresh durian fruit, the Wonosalam durian village can also take advantage of opportunities to develop processed durian products, such as durian dodol, ice cream, or durian-based snacks. The location of Kampung Durian is quite strategic, so it becomes a high enough opportunity for consumers who want to visit Kampung Durian.

**Threats**

Like other agricultural businesses, Kampung Durian has several threats that can affect the development of kampung durian in Wonosalam, Jombang. Season and Weather Extreme changes in weather, such as drought or unexpected changes in rain patterns, can affect the production and quality of durian. Besides the season and weather, some diseases and pests can attack durian plants, impacting reduced yields and damaging the entire garden. The market and competition will raise price fluctuations at the consumer level, moving the profits of durian farmers in Wonosalam.

**Table 3.** IFAS Matrix

Description	Weight	Rating	Score
<b>Strength</b>			
1. Distinctive Quality of Wonosalam Durian	0.183	4	0.732
2. Supporting Land	0.133	4	0.532
3. Farmers who are experienced in durian farming	0.12	4	0.48
4. Government Support (Infrastructure)	0.095	3	0.285
5. The quantity of durian produced is high	0.175	4	0.7
<b>Total</b>	<b>0.706</b>		<b>2.729</b>
<b>Weakness</b>			
1. Lack of skilled human resources in the fields of Management, Marketing, and Processing Technology	0.11	2	0.22
2. Lack of public awareness in terms of durian processing and marketing	0.095	1	0.095
3. Limited capital and business funding	0.089	2	0.178
<b>Total</b>	<b>0.294</b>		<b>0.493</b>
<b>Total number</b>	<b>1</b>		<b>3.222</b>
<b>Strength – Weakness = 2.729 – 0.493 = 3.222</b>			

Source: Data is processed, 2023

Based on the results of Table 3 of the IFAS matrix calculation, it can be seen that the internal strategic factors have different values. The most important strength factor is the Distinctive Quality of the Wonosalam Durian, with a score of 0.732. This factor is very influential in the development of the Wonosalam Durian village because durians from this village are known for

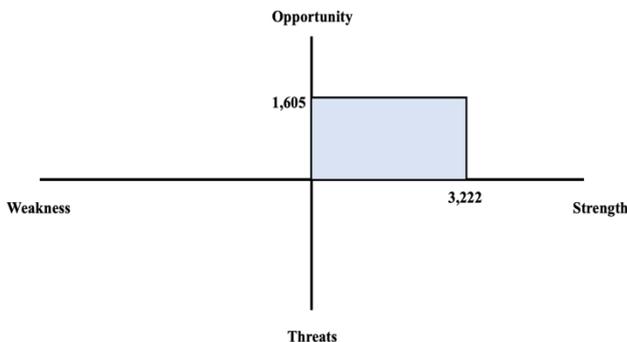
their extraordinary taste, aroma, and texture. The high quality of durian is a significant force in maintaining its reputation and attracting consumer interest. The highest weakness is the need for more skilled human resources in Management, Marketing, and Processing Technology, resulting in 0.22.

**Table 4.** EFAS Matrix

Description	Weight	Rating	Score
<b>Opportunity</b>			
1. Demand for Durian is high	0.2	3	0.6
2. Superior Durian Quality	0.17	4	0.68
3. Farmers who are experienced in durian farming	0.157	4	0.628
4. Strategic Location of Durian Village	0.11	3	0.33
<b>Total</b>	<b>0.637</b>		<b>2.238</b>
<b>Threats</b>			
1. Climate Change	0.12	2	0.24
2. Durian Diseases and Pests	0.093	1	0.093
3. Market Competition	0.15	2	0.3
<b>Total</b>	<b>0.363</b>		<b>0.633</b>
<b>Total Number</b>	<b>1</b>		<b>2.871</b>
<b>Opportunity – Threats = 2.238 – 0.633 = 1.605</b>			

Source: Data is processed, 2023

Based on Table 4, the results of the calculation of the EFE matrix can be seen that the external factor that is the most significant opportunity for the development of Kampung Durian is superior quality Durian because excellent quality will bring out the competitive advantage of Kampung Durian Wonosalam. Meanwhile, the highest threat value is market competition, with a value of 0.3.



**Figure 1.** Mapping the Position of Kampung Durian

Mapping the position of the durian village aims to determine its role in its current state of development [15]. This mapping is based on IFAS and EFAS calculations. Strengths and Opportunities have a positive nature, while Weaknesses and Threats have a negative nature.

The mapping of each total score from internal and external factors illustrates the development position of Kampung Durian Wonosalam, currently in quadrant I in the IE matrix. A growth (growth) strategy is formulated to achieve growth, sales, assets, profit, or a combination [15]. In this case, growth is the number of visitors to Kampung Durian Wonosalam. The assets are durian objects, visitor attractions, facilities, and infrastructure. As well as income is income received at the level of durian traders in Kampung Durian Wonosalam.

**3.2. SWOT Matrix**

Alternative Strategy is one of the SWOT analysis method's results [17]. The resulting alternative strategies are at least four from the SWOT matrix [18] SWOT matrix is as follows:

**Table 5.** SWOT Matrix

<p><b>IFAS /EFAS</b></p>	<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. Distinctive Quality of Wonosalam Durian</li> <li>2. Supporting Land</li> <li>3. Farmers who are experienced in durian farming</li> <li>4. Government Support (Infrastructure)</li> <li>5. The quantity of durian produced is high</li> </ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Lack of skilled human resources in the fields of Management, Marketing, and Processing Technology</li> <li>2. Lack of public awareness in terms of durian processing and marketing</li> <li>3. Limited capital and business funding</li> </ol>
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. Demand for Durian is high</li> <li>2. Superior Durian Quality</li> <li>3. Farmers who are experienced in durian farming</li> <li>4. Strategic Location of Durian Village</li> </ol>	<p><b>Strategy SO</b></p> <p>Wonosalam Durian Village Development Strategy with a focus on improving the quality of durian through good cultivation practices</p>	<p><b>Strategy WO</b></p> <p>Collaboration .strategies with the Marketing industry, such as local traders, supermarkets, restaurants, or other fruit shops, to effectively market and distribute Wonosalam durians.</p>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Climate Change</li> <li>2. Durian Diseases and Pests</li> <li>3. Market Competition</li> </ol>	<p><b>Strategy ST</b></p> <p>Strategy , The selection and development of superior varieties with certain uniqueness and features can differentiate the Wonosalam durian village and provide a competitive advantage.</p>	<p><b>Strategy WT</b></p> <p>Branding and Digital Marketing Development .strategies through social media, websites, and e-commerce platforms can also increase visibility and reach a wider market</p>

Source: Data is processed, 2023

Based on Table 5, the strategy that uses S-O is a strategy that utilizes all strengths to take advantage of opportunities as large as possible to increase the development of Kampung Durian Wonosalam Jombang. The strategy that must be carried out is the Kampung Durian Wonosalam Development Strategy, focusing on improving the quality and development of processed durian products. Harnessing the power of superior durian quality, durian villages can focus on improving durian quality through good cultivation practices. In addition, processed durian products such as dodol durian, durian ice cream, or durian-based snacks can be developed. This will widen the variety of durian products and increase the added value, thus meeting the increasingly diverse consumer demands [19].

**4. CONCLUSION**

Based on the description and data analysis performed, it can be concluded as follows:

1. Internal and external analysis through the IFAS and EFAS matrices obtained a total score for strengths of 2.729, Weaknesses of 0.493, Opportunities of 2.238, and Threats of 0.633. This shows that the strength and opportunity factors have the most significant influence on the development process of the Wonosalam Durian Village.
2. Based on the SWOT matrix analysis, the highest results were obtained in the strategy, namely Strength and Opportunity, so in the development of Kampung Durian Wonosalam, what can be done is to carry out a focus strategy on improving quality and developing Durian products.

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