

## ***Cashew Agroindustry Development Strategy in Wonogiri Regency: A Case Study on Nyamikan Kertohardjo SME***

### ***Strategi Pengembangan Agroindustri Mete di Kabupaten Wonogiri: Studi Kasus di UKM Nyamikan Kertohardjo***

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#### **ABSTRAK**

Nyamikan Kertohardjo merupakan salah satu UKM penghasil kacang mete di Kabupaten Wonogiri. Usaha Kecil Menengah (UKM) atau *Small Medium Enterprise* (SME) ini menghadapi kendala dalam perkembangannya sebagai salah satu usaha yang berada di daerah penghasil kacang mete terbesar. Penelitian ini bertujuan untuk mengetahui kondisi internal dan eksternal UKM Nyamikan Kertohardjo, merancang strategi alternatif, dan menentukan strategi prioritas yang sesuai untuk UKM ini. Penelitian ini menggunakan metode deskriptif dengan pendekatan analitis. Informan kunci adalah pemilik, karyawan, konsumen, pesaing, dan kantor pemerintah daerah terkait yang diambil dengan teknik purposive sampling. Data penelitian diperoleh dari analisis IFE, EFE, IE, SWOT, dan QSPM. Hasil penelitian menunjukkan bahwa faktor internal meliputi sumber daya manusia, manajemen, keuangan, produksi, pemasaran, dan teknologi, sedangkan faktor eksternal meliputi konsumen, pesaing, pemerintah, lingkungan, dan ekonomi. Analisis SWOT menghasilkan 8 alternatif strategi berdasarkan posisi usaha di kuadran IV. Analisis QSPM menghasilkan strategi khusus yang dapat diterapkan oleh Nyamikan Kertohardjo, yaitu menjaga dan memperkuat hubungan baik dengan konsumen.

**Kata kunci:** agroindustri; kacang mete; UKM; strategi.

#### **ABSTRACT**

*Nyamikan Kertohardjo is one of the SMEs producing cashew nuts in Wonogiri Regency. Small and Medium Enterprises (SMEs) or Small Medium Enterprise (SME) This company is facing obstacles in its development as one of the businesses in the largest cashew nut producing area. This research aims to determine the internal and external conditions of UKM Nyamikan Kertohardjo, design alternative strategies, and determine appropriate priority strategies for this UKM. This research uses a descriptive method with an analytical approach. Key informants are owners, employees, consumers, competitors and related local government offices taken using purposive sampling techniques. Research data was obtained from IFE, EFE, IE, SWOT, and QSPM analysis. The research results show that internal factors include human resources, management, finance, production, marketing and technology, while external factors include consumers, competitors, government, environment and economy. SWOT analysis produces 8 alternative strategies based on business position in quadrant IV. QSPM analysis produces a special strategy that can be implemented by Nyamikan Kertohardjo, namely maintaining and strengthening good relationships with consumers.*

**Keywords:** agro-industry; cashew nuts; SMEs; strategy.

## I. INTRODUCTION

Indonesia has abundant natural resources, particularly in the five subsectors that comprise this sector, including food crops, plantations, forestry, livestock, and fisheries (Wijaksana et al., 2017). One of the agricultural subsectors widely developed into an agroindustry is plantation. The cashew plant is an annual plant included as a plantation commodity (Ihsan et al., 2023). This plant produces high-value seeds (Atmaja et al., 2015; Kurniawan, 2016).

Wonogiri Regency is the leading cashew producer in Central Java Province. The following data show the areas and production of cashew nuts in this province in 2022 (Badan Pusat Statistik Jawa Tengah, 2022).

**Tabel 1.** Areas and Cashew Production in Central Java Province, Indonesia

| No. | Regency/City      | Area (ha) | Production (ton) |
|-----|-------------------|-----------|------------------|
| 1.  | Wonogiri Regency  | 20,742.00 | 12,147.44        |
| 2.  | Sragen Regency    | 1,148.33  | 326.80           |
| 3.  | Blora Regency     | 783.86    | 365.16           |
| 4.  | Rembang Regency   | 509.00    | 161.53           |
| 5.  | Sukoharjo Regency | 472.41    | 71.68            |

In 2022, Wonogiri Regency's dry log cashew production reached 12,147.44 tons. This suggests that Wonogiri is the primary cashew nut producer in Central Java Province, accounting for approximately 90% of total production in this province (Sayoga, 2022). This potential has motivated the community to commercialize cashew farming products (Juli et al., 2019) and promotes the establishment of a cashew agroindustry in Wonogiri Regency.

Nyamikan Kertohardjo is one of the SMEs in Wonogiri Regency producing cashew nuts for food. This SME is situated in Ngadirojo Sub-district, Wonogiri Regency. A large number of cashew agroindustry poses a business challenge for Nyamikan Kertohardjo SME's owner to implement particular strategies (Sari et al., 2020), as a tool to win the competition and achieve company goals by maximizing its value (Rompas, 2016). However, Nyamikan Kertohardjo SME has not been able to maximize its value in human resources (HR), management, and research and development (R&D). Therefore, the researchers are interested in studying the Nyamikan Kertohardjo SME development strategies using the following problem formulation: (1) What are the conditions of internal and external factors? (2) What are the alternative development strategies that can be implemented? and (3) What is the priority development strategy appropriate for Nyamikan Kertohardjo SME?

## II. RESEARCH METHOD

The research was carried out using a qualitative approach and a basic descriptive method. Qualitative research yields findings that cannot be obtained through other statistical or quantification methods (Murdiyanto, 2020). The research location, Nyamikan Kertohardjo SME, situated in Ngadirojo Sub-district, Wonogiri Regency, was selected

purposively. This SME was chosen as a sample because of several considerations: (1) this SME has high potential to develop with high total production compared to competitors in the same area (1-2 tons/month), (2) it has diverse variants of processed main products, namely cashew nuts, and (3) Ngadirojo Sub-district is the area in Wonogiri Regency with the highest cashew production.

The data were gathered using direct observation, in-depth interviews with key informants, and recording. Key informants in this research are SME the owner, employees, consumers, and competitors, as well as the Department of Cooperatives, Small and Medium Enterprises, and Industry and Trade of Wonogiri Regency. The data provided by key informants were validated using the triangulation technique to verify the trustworthiness by using instruments other than the data and integrating several methods and data sources used (Bachri, 2010) (Saputro et al., 2023). This study applied source triangulation and the data were analyzed using the IFE, EFE, SWOT, and QSPM matrices (David, 2013); (David, 2009); (Rangkuti, 2018).

### III. RESULTS AND DISCUSSION

#### 1. The Conditions of Internal and External Factors of Nyamikan Kertohardjo SME

The internal and external factors of Nyamikan Kertohardjo SME showed in Table 2.

**Table 2.** Internal and External Factors of Nyamikan Kertohardjo SME

| No                   | Internal and External Factors                              |
|----------------------|--|
| <b>Strengths</b>     |  |
| 1.                   | Qualified and experienced human resources (HR)             |
| 2.                   | Business license   |
| 3.                   | Home Industry Food Production Certificate (SPP-IRT)        |
| 4.                   | Strong capital and independent business operation          |
| 5.                   | Good quality control                                       |
| 6.                   | Reseller in several areas                                  |
| 7.                   | Use of e-commerce for promotions                           |
| <b>Weaknesses</b>    |  |
| 1.                   | A limited number of human resources                        |
| 2.                   | No financial bookkeeping                                   |
| 3.                   | No offline outlets   |
| 4.                   | Simple technology used                                     |
| <b>Opportunities</b> |  |
| 1.                   | Repeated orders from consumers                             |
| 2.                   | Good and well-maintained relationship with consumers       |
| 3.                   | Wider market share   |
| 4.                   | Support from the government                                |
| 5.                   | Located in the cashew nut production center                |
| 6.                   | Increase in purchasing power in dynamic economic condition |
| <b>Threats</b>       |  |
| 1.                   | Similar products from competitors                          |
| 2.                   | Increase in production costs                               |

## 2. Analysis of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices of Nyamikan Kertohardjo SME

The main strengths and weaknesses of Nyamikan Kertohardjo SME are presented in the IFE matrix. The weighting results of the IFE matrix are presented in Table 3.

**Table 3.** Internal Factor Evaluation (IFE) Matrix of Nyamikan Kertohardjo SME

| Internal Factor  | Weight   | Rating | Score        |
|--|----------|--------|--------------|
| <b>Strengths</b>                                       |          |        |              |
| 1. Qualified and experienced human resources (HR)      | 0.100    | 4      | 0.399        |
| 2. Business license                                    | 0.101    | 4      | 0.405        |
| 3. Home Industry Food Production Certificate (SPP-IRT) | 0.094    | 3      | 0.281        |
| 4. Strong capital and independent business operation   | 0.100    | 3      | 0.299        |
| 5. Good quality control                                | 0.098    | 3      | 0.295        |
| 6. Reseller in several areas                           | 0.100    | 3      | 0.299        |
| 7. Use of e-commerce for promotions                    | 0.106    | 4      | 0.423        |
| <b>Total</b>   |          |        | <b>2.400</b> |
| <b>Weaknesses</b>                                      |          |        |              |
| 1. A limited number of human resources                 | 0.068    | 3      | 0.204        |
| 2. No financial bookkeeping                            | 0.094    | 2      | 0.187        |
| 3. No offline outlets                                  | 0.077    | 2      | 0.154        |
| 4. Simple technology used                              | 0.063    | 3      | 0.190        |
| <b>Total</b>   | <b>1</b> |        | <b>0.736</b> |
| <b>Total Score</b>                                     |          |        | <b>3.136</b> |

**Table 4.** Internal Factors Evaluation (EFE) Matrix of Nyamikan Kertohardjo SME

| External Factor   | Weight   | Rating | Score        |
|---|----------|--------|--------------|
| <b>Opportunities</b>  |          |        |              |
| 1. Repeated orders from consumers                             | 0.143    | 3      | <b>0.429</b> |
| 2. Good and well-maintained relationship with consumers       | 0.140    | 3      | <b>0.420</b> |
| 3. Wider market share   | 0.146    | 4      | <b>0.583</b> |
| 4. Support from the government                                | 0.101    | 2      | <b>0.203</b> |
| 5. Located in the cashew nut production center                | 0.089    | 3      | <b>0.268</b> |
| 6. Increase in purchasing power in dynamic economic condition | 0.134    | 2      | <b>0.268</b> |
| <b>Total</b>  |          |        | <b>2.170</b> |
| <b>Threat</b>   |          |        |              |
| 1. Similar products from competitors                          | 0.113    | 3      | <b>0.339</b> |
| 2. Increase in production costs                               | 0.134    | 3      | <b>0.402</b> |
| <b>Total</b>  | <b>1</b> |        | <b>0.741</b> |
| <b>Total Score</b>  |          |        | <b>2.911</b> |

In terms of internal factors, Nyamikan Kertohardjo SME's main strength is the use of e-commerce for promotion (0.423), while its main weakness is the limited number of human resources (0.204). A total score greater than 2.5 indicates that the company has a

strong internal position (David, 2016). Thus, it can be concluded that Nyamikan Kertohardjo SME has a strong internal position (Table 4).

From the external factors, the main opportunity for Nyamikan Kertohardjo SME is a larger market share (0.583), while the main threat is an increase in production costs (0.402). A total score of more than 2.5 indicates that the organization can effectively respond to current opportunities and threats (David, 2016).

### 3. Internal-External (IE) Matrix Analysis of Nyamikan Kertohardjo SME

The IE matrix is used to formulate alternative strategies based on two key dimensions, which include the total IFE value (x-axis) and the total EFE value (y-axis). The results of the IE matrix analysis are presented in Figure 1.

|   |                     | IFE Total Score                             |   |   |
|---|---------------------|---|---|---|
|   |                     | Strong<br>3.00-4.00                         | Average<br>2.00-2.99                      | Weak<br>1.00-1.99                           |
| E<br>F<br>E<br><br>T<br>o<br>t<br>a<br>l<br><br>S<br>c<br>o<br>r<br>e | High<br>3.00-4.00   | <b>I</b><br>Growing and<br>developing       | <b>II</b><br>Growing and<br>developing    | <b>III</b><br>Maintaining and<br>sustaining |
|   | Medium<br>2.00-2.99 | <b>IV</b><br>Growing and<br>developing      | <b>V</b><br>Maintaining and<br>sustaining | <b>VI</b><br>Harvesting or<br>divesting     |
|   | Low<br>1.00-1.99    | <b>VII</b><br>Maintaining and<br>sustaining | <b>VIII</b><br>Harvesting or<br>divesting | <b>IX</b><br>Harvesting or<br>divesting     |

Figure 1. Internal-External (IE) Matrix

### 4. SWOT Matrix Analysis of Nyamikan Kertohardjo SME

In general, strategies should maximize strengths and opportunities, as well as minimize threats and weaknesses. The formulation of strategies is called the SWOT matrix which is often used as a basis for managers to achieve goals (Khomah et al., 2022). The results of the SWOT matrix analysis of Nyamikan Kertohardjo SME are presented in Tabel 5.

### 5. Matching Strategy Positions and Alternatives of Nyamikan Kertohardjo SME

The strategy for developing Nyamikan Kertohardjo SME is an intensive one, including market penetration and development. Alternative strategies encompassed in this category based on the IE matrix results are as follows:

1. expanding market share to increase the sales network (Strategy I);
2. maintaining and strengthening good relationships with consumers (Strategy II);
3. increasing the number of human resources to meet the market needs (Strategy III); and maximizing the available market potential (Strategy IV).

### 6. Analysis of Priority Strategy of Nyamikan Kertohardjo SME

The Quantitative Strategic Planning Matrix (QSPM) is used to select the strategic priority that suits the internal and external conditions of Nyamikan Kertohardjo SME. The

highest total attractiveness is the best alternative strategy. The attractiveness of each strategy to both internal and external factors was measured with the QSPM AS (attractiveness score) value. The TAS (Total Attractiveness Score) assessment was obtained by multiplying the weight of each internal and external factor by the AS value (Amir et al., 2023). Based on the results of the QSPM matrix analysis, it is identified the top priority strategy is developing Nyamikan Kertohardjo SME. The priority strategy with the highest TAS value is strategy II (6.276), maintaining, and strengthening good relationships with consumers.

**Table 5.** SWOT Matrix of Nyamikan Kertohardjo SME

| <b>Strengths (S)</b>  |  |  | <b>Weaknesses (W)</b>                  |   |  |
|---|--|--|--|---|--|
|   | 1. Qualified and experienced human resources (HR)      |  | 1. A limited number of human resources |   |  |
|   | 2. Business license                                    |  | 2. No financial bookkeeping            |   |  |
|   | 3. Home Industry Food Production Certificate (SPP-IRT) |  | 3. No offline outlets                  |   |  |
|   | 4. Strong capital and independent business operation   |  | 4. Simple technology used              |   |  |
|   | 5. Good quality control                                |  |  |   |  |
|   | 6. Reseller in several areas                           |  |  |   |  |
|   | 7. Use of e-commerce for promotions                    |  |  |   |  |
| <b>Opportunities (O)</b>                                      |  | <b>S-O Strategies</b>  |  | <b>W-O Strategies</b>   |  |
| 1. Repeated orders from consumers                             |  | 1. Expanding market share (S1, S5, S6, S7, O1, O2, O3, O6)                                   |  | 1. Maintaining and strengthening good relationships with consumers (W3, O1, O2, O3, O6)                           |  |
| 2. Good and well-maintained relationship with consumers       |  | 2. Optimizing the function of government programs (S2, S3, S4, O4, O5)                       |  | 2. Increasing the number of human resources to meet market needs (W1, O1, O2, O6)                                 |  |
| 3. Wider market share   |  |  |  | 3. Improving financial management through bookkeeping training (W2, O4)   |  |
| 4. Support from the government                                |  |  |  |   |  |
| 5. Located in the cashew nut production center                |  |  |  |   |  |
| 6. Increase in purchasing power in dynamic economic condition |  |  |  |   |  |
| <b>Threats (T)</b>  |  | <b>S-T Strategies</b>  |  | <b>WT Strategies</b>  |  |
| 1. Similar products from competitors                          |  | 1. Maintaining and strengthening quality control to improve product quality (S4, S5, S6, T1) |  | 1. Maximizing existing market potential (W3, T1)  |  |
| 2. Increase in production costs                               |  |  |  | 2. Optimizing the use of raw materials and improving technological capabilities to maximize productivity (W4, T2) |  |

**Table 6.** QSPM Matrix of Nyamikan Kertohardjo SME

| No                   | Main Factors   | Weight | Alternative Strategies |              |              |              |              |       |             |       |  |
|----------------------|--|--------|------------------------|--------------|--------------|--------------|--------------|-------|-------------|-------|--|
|                      |  |        | Strategy I             |              | Strategy II  |              | Strategy III |       | Strategy IV |       |  |
|                      |  |        | AS                     | TAS          | AS           | TAS          | AS           | TAS   | AS          | TAS   |  |
| <b>Strengths</b>     |  |        |                        |              |              |              |              |       |             |       |  |
| 1                    | Qualified and experienced human resources (HR)             | 0.100  | 3                      | 0.299        | 3            | 0.299        | 2            | 0.199 | 3           | 0.299 |  |
| 2                    | Business license   | 0.101  | 3                      | 0.304        | 2            | 0.202        | 2            | 0.202 | 2           | 0.202 |  |
| 3                    | Home Industry Food Production Certificate (SPP-IRT)        | 0.094  | 3                      | 0.281        | 2            | 0.187        | 2            | 0.187 | 2           | 0.187 |  |
| 4                    | Strong capital and independent business operation          | 0.100  | 4                      | 0.399        | 3            | 0.299        | 3            | 0.299 | 4           | 0.399 |  |
| 5                    | Good quality control                                       | 0.098  | 4                      | 0.393        | 3            | 0.295        | 2            | 0.196 | 3           | 0.295 |  |
| 6                    | Reseller in several areas                                  | 0.100  | 4                      | 0.399        | 3            | 0.299        | 3            | 0.299 | 4           | 0.399 |  |
| 7                    | Use of e-commerce for promotions                           | 0.106  | 4                      | 0.423        | 3            | 0.317        | 2            | 0.211 | 3           | 0.317 |  |
| <b>Weaknesses</b>    |  |        |                        |              |              |              |              |       |             |       |  |
| 1                    | A limited number of human resources                        | 0.068  | 3                      | 0.204        | 2            | 0.136        | 4            | 0.272 | 3           | 0.204 |  |
| 2                    | No financial bookkeeping                                   | 0.094  | 2                      | 0.187        | 2            | 0.187        | 3            | 0.281 | 2           | 0.187 |  |
| 3                    | No offline outlets   | 0.077  | 3                      | 0.231        | 4            | 0.308        | 2            | 0.154 | 3           | 0.231 |  |
| 4                    | Simple technology used                                     | 0.063  | 2                      | 0.127        | 2            | 0.127        | 2            | 0.127 | 2           | 0.127 |  |
| <b>Opportunities</b> |  |        |                        |              |              |              |              |       |             |       |  |
| 1                    | Repeated orders from consumers                             | 0.143  | 4                      | 0.571        | 4            | 0.571        | 3            | 0.429 | 4           | 0.571 |  |
| 2                    | Good and well-maintained relationship with consumers       | 0.140  | 3                      | 0.420        | 4            | 0.560        | 2            | 0.280 | 4           | 0.560 |  |
| 3                    | Wider market share   | 0.146  | 3                      | 0.438        | 3            | 0.438        | 3            | 0.438 | 3           | 0.438 |  |
| 4                    | Support from the government                                | 0.101  | 3                      | 0.304        | 3            | 0.304        | 3            | 0.304 | 4           | 0.405 |  |
| 5                    | Located in the cashew nut production center                | 0.089  | 2                      | 0.179        | 4            | 0.357        | 3            | 0.268 | 3           | 0.268 |  |
| 6                    | Increase in purchasing power in dynamic economic condition | 0.134  | 3                      | 0.402        | 4            | 0.536        | 2            | 0.268 | 2           | 0.268 |  |
| <b>Threats</b>       |  |        |                        |              |              |              |              |       |             |       |  |
| 1                    | Similar products from competitors                          | 0.113  | 2                      | 0.226        | 4            | 0.452        | 3            | 0.339 | 2           | 0.226 |  |
| 2                    | Increase in production costs                               | 0.134  | 3                      | 0.402        | 3            | 0.402        | 3            | 0.402 | 2           | 0.268 |  |
| <b>Total</b>         |  |        |                        | <b>6.187</b> | <b>6.276</b> | <b>5.155</b> | <b>5.850</b> |       |             |       |  |

#### IV. CONCLUSION

The internal and external factors of Nyamikan Kertohardjo SME are identified from four aspects, including strengths, weaknesses, opportunities, and threats. The strengths of this SME are the qualified and experienced human resources, business license, Home Industry Food Production Certificate (SPP-IRT), strong capital and independent business

operation, good quality control, resellers in several areas, and use of e-commerce for promotions. Meanwhile, the weaknesses include the limited number of human resources, no financial bookkeeping, no offline outlets, and simple technology used. Its opportunities comprise repeated purchases, good relationships with consumers, a wider market share, support from the government, located in the cashew nut production center, and increasing purchasing power in dynamic economic conditions. However, this SME has two threats, similar products from competitors and increasing production costs.

Nyamikan Kertohardjo SME is positioned in quadrant IV of the IE matrix, and therefore the potential strategies include increasing market share, strengthening consumer relationships, increasing the number of human resources, and maximizing market potential. Based on the QSPM matrix analysis, the priority development strategy is strategy II, maintaining and strengthening good consumer relationships, which has the highest total attractiveness value of 6.276. It is recommended that Nyamikan Kertohardjo SME sustain and reinforce good consumer relationships, open offline shops to expand regional marketing, and update sales labels with the Home Industry Food Production Certificate (SPP-IRT) number, Business Registration Number (*Nomor Induk Berusaha/NIB*), and halal logo once the license certificates are issued.

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