

Business development strategy of farmer corporations in food production center areas in Ogan Ilir Regency

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Abstract

The presence of farmer corporations is expected to be a solution in solving farming problems in Village by providing access to capital assistance so that farmers are not entangled in debt with middlemen. This study aims to formulating a strategy for the development of farmer corporations in Ogan Ilir Regency. This research carried out in Ogan Ilir Regency, South Sumatera Province in May 2025. The method used in this study is a case study method to obtain more in-depth information related to business units that have the potential to be developed in the farmer corporation PT Agro Pegagan Mandiri. Farmers were sampled using a purposive sampling method for certain corporate administrators with a total of 27 samples. The data collected in this study includes primary data and secondary data. The analysis method used is SWOT Analyze. The results showed that farmer corporations PT Agro Pegagan Mandiri are in quadrant II which is recommended to carry out the Weakness-Opportunities (W-O) strategy that utilizes external opportunities to fix internal shortcomings in farmer corporations.

Keywords: Agribusiness System Integration; Business Development Strategy; Farmer Corporation; Rice Agribusiness; Swot Analysis

1. Introduction

Ogan Ilir Regency is one of the districts that is included in the food production center area that has contributed to rice production in South Sumatra Province. Rice production in Ogan Ilir Regency in 2024 will reach 51,453.00 tons in the form of rice with a harvested land area of 21,654 hectares, which makes Ogan Ilir Regency have the potential to become one of the rice granaries. However, Ogan Ilir Regency has problems faced such as inadequate agricultural infrastructure, limited access to modern agricultural technology, difficulty in accessing capital assistance and agricultural inputs, and low selling prices of crops at the farmer level. and inactive farmer institutions [1].

Farmer institutions in Ogan Ilir Regency are in the form of farmer groups, farmer groups, and cooperatives. The main factors that affect farmer institutions to become inactive are the low awareness of farmers to participate caused by poor management of farmer institutions, low support for agricultural extension workers, no incentives for farmer institutional administrators, and uneven distribution of agricultural input assistance and alsintan. This problem shows that a change in the institutional system of farmers is needed to increase the participation and institutional impact of farmers on sustainable members [2].

The solution that can be applied to overcome problems in farmer institutions is to transform farmer institutions into farmer corporations. A farmer corporation is an economic institution established by farmers, from farmers and for farmers who have a legal entity with most of the capital ownership owned by the farmer himself [3]. Farmer corporations have complex functions because they have legal entities that can manage the entire agricultural production

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chain, not only in the cultivation aspect (On-Farm), but also in the processing of produce (off-farm) and marketing of agricultural products [4].

PT Agro Pegagan Mandiri in Ogan Ilir Regency is one of the farmer corporations born in Rantau Panjang Ulu Village, Rantau Panjang District on January 1, 2024. Based on the Decree. The Regent of Ogan Ilir Regency number 474/KEP/KP-PERTA/2023 stated that the working area of PT Agro Pegagan Mandiri corporation in Rantau Panjang Ulu Village covers an area of 193 hectares. At first, before the formation of farmer corporations, farmer groups were incorporated into the Rantau Panjang Ulu Cooperative which was engaged in capital assistance for rice farming and its processing. There are obstacles due to poor cooperative management and cooperative members who have difficulty paying loans and cooperative principal deposits during the covid-19 pandemic causing cooperatives to run out of capital, so farmers turn to borrowing farming capital from middlemen who force farmers to sell their crops to them at a price determined by middlemen.

The presence of farmer corporations is expected to be a solution in solving farming problems in Rantau Panjang Ulu Village by providing access to capital assistance so that farmers are not entangled in debt with middlemen. In addition, farmer corporations also form business units that can help farmers in running farming starting from the provision of fertilizer to the procurement of lending units and alsintan services. The purpose of the farmer corporation PT Agro Pegagan Mandiri is to motivate farmers to actively participate in developing farmer corporations to maximize each business unit owned by farmer corporations. However, corporate development still faces structural challenges, ranging from weak supply chains, limited agricultural production inputs, and low involvement of local economic actors in the development of farming ecosystems [5].

Based on this description, this research was conducted to formulated a relevant business unit development strategy to be implemented. Therefore, this research is not just an editorial in a literature study, but can be implemented by the management of farmer corporations and has a direct impact on the agribusiness sub-system.

2. Material and methods

2.1. Research Location

This research carried out at the Farmer Corporation PT. Agro Pegagan Mandiri in Rantau Panjang Ulu Village, Rantau Panjang District, Ogan Ilir Regency. The selection of the research location was carried out purposively with the consideration that this farmer corporation is fostered by the South Sumatra Provincial Food Crops and Horticulture Office which is already a legal entity and has business potential to be developed. This research will be carried out in May 2025 until it is completed.

2.2. Research Methods

The method used in this study is a case study method to obtain more in-depth information related to business units that have the potential to be developed in the farmer corporation PT Agro Pegagan Mandiri. in-depth information collection was carried out with data collection procedures over a certain period. The procedures carried out in this study are observation and interview of key informants directly as a means of data collection, Focuss Group Discussion and in depth interview, literature study to find data/information through both written and electronic documents, photos and images that can support the writing process, and analyze the data and information that has been collected [6].

2.3. Sample Withdrawal Method

Sample withdrawal in this study used the purposive sampling technique with certain considerations. This technique is carried out if the researcher has certain considerations in determining the sample which is considered to be able to provide maximum data [7]. The sample in this study is farmers who work for corporate administrators with sample of 27 farmers.

2.4. Data Collection Methods

The data collected in this study are in the form of primary data and secondary data. Primary data refer to data collected directly by researchers from the research object or respondents through direct data collection methods such as interviews, observations, and questionnaires [8]. In this study, primary data related to strengths, weaknesses, opportunities and threats to farmer corporations were obtained by Focus group discussion (FGD) with the corporate management of PT Agro Pegagan Mandiri.

2.5. Data Analysis Methods

In this research , SWOT analysis was used to formulate a strategy in the development of the farmer corporation of PT Agro Pegagan Mandiri in Ogan Ilir Regency by compiling strategic factors in the development of the Corporation. Ratings on internal and external strategy factors can be seen in Table 1.

Table 1 Internal and External Factor Ratings

Rating	Categories	Internal Factors	External Factors
4	Strongly agree	Strength	Opportunities
3	Agree	Strength	Opportunities
2	Neutral	Strength	Opportunities
1	Disagree	Strength	Opportunities
-4	Disagree	Disadvantages	Threats
-3	Neutral	Disadvantages	Threats
-2	Agree	Disadvantages	Threats
-1	Strongly agree	Disadvantages	Threats

Based on Table 1. Rating for the chance factor is positive (the odds are getting bigger is rated +4, but if the odds are small, they are rated +1). Assigning a threat rating is the opposite, For example, if the threat value is very large, the rating is -1. On the other hand, if the threat value is small, the rating is -4.

Table 2 Matrix Internal Factor Analysis Summary (IFAS)

Internal Strategic Factors	Weight	Rating	Score
<i>Strength</i>			
1.			
<i>Weaknesses</i>			
1.			
Total			

Table 3 Matrix External Factor Analysis Summary (EFAS)

External Strategic Factors	Weight	Rating	Score
<i>Opportunities</i>			
1.			
<i>Threath</i>			
1.			
Total			

The weighting of the IFAS and EFAS matrices ranged from 1 (very important) to 0.0 (not important). After that, multiply the weight by the rating to obtain the weighting factor. The result is in the form of a weighting score for each factor whose value varies from 4.0 to 1.0. Then the right development strategy scheme for farmer corporations can be seen through the position of the SWOT analysis matrix formed from the results of the IFAS and EFAS matrices that have been known before. The SWOT analysis position matrix can be seen in figure 1.

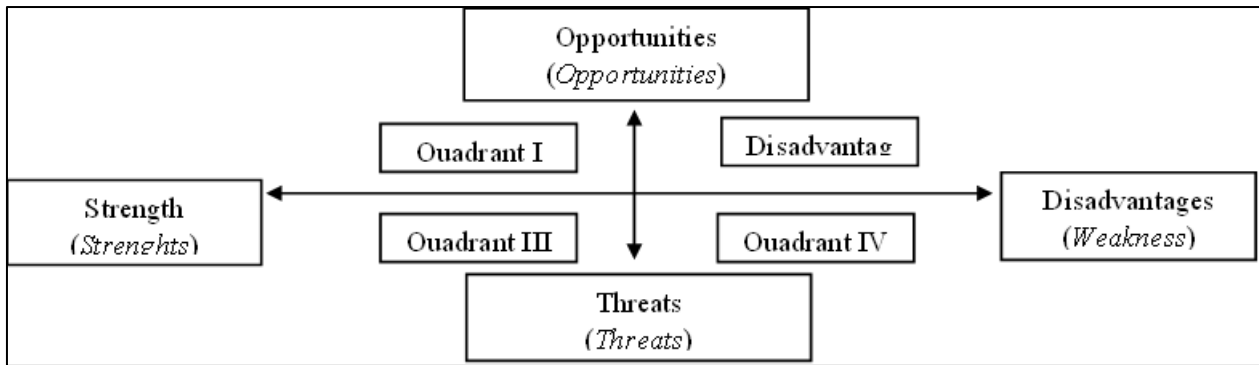


Figure 1 Mapping the Position of Farmer Corporate Strategy

From the SWOT analysis position matrix above, it should be remembered that the horizontal axis (X) shows the strengths and weaknesses that exist in the farmer corporation, while the vertical axis (Y) shows the opportunities and threats that exist in the farmer corporation. With the information that has been given, it will be possible to draw the conclusion that : if the opportunity is greater than the threat in the farmer corporation then the value of the y-axis is > 0 , and vice versa if the threat is greater than the opportunity in the farmer corporation then the value of $y < 0$, if the strength is greater than the weakness in the farmer corporation then the value of the x axis is > 0 and vice versa if the weakness is greater than the opportunities in the farmer corporation then the value of $x < 0$. With Quadrant I shows that farmer corporations are in the S-O position, Quadrant II shows that farmer corporations are in the S-T position, Quadrant III shows that farmer corporations are in the O-W position, Quadrant IV shows that the farmer corporation is in the W-T position.

3. Results and discussion

3.1. Corporate Profile of PT Agro Pegagan Mandiri

PT Agro Pegagan Mandiri is a business entity in the form of a Limited Liability Company (PT) established based on Notary Deed Number 03 dated January 19, 2024 by Notary Yuhendra Tedy, S.H. The company has obtained approval from the Ministry of Law and Human Rights of the Republic of Indonesia with Decree Number 0005338.AH.01.01.YEAR 2024, and has a Taxpayer Identification Number (NPWP) 02.059.695.3-312.000 and a Business Identification Number (NIB) 2401240115116. The company's ownership is in a legal company structure in accordance with the provisions of the law.

PT Agro Pegagan Mandiri is a farmer corporation located in Rantau Panjang Ulu Village, Rantau Panjang District, Ogan Ilir Regency, South Sumatra Province. The location of the company's offices and activities in the region is not only an administrative location, but also a strategy to bring services closer to farmers, farmer groups, and other agricultural business actors. This happens because the location of Rantau Panjang Ulu Village is strategic with easy access for farmers.

PT Agro Pegagan Mandiri's assisted areas include Rantau Panjang and South Pamulutan Districts which have superior rice commodities. Through targeted coaching, PT Agro Pegagan Mandiri seeks to establish a closer relationship with farmers as the main partner in the development of agricultural corporation-based businesses. This approach is expected to be able to strengthen the structure of community farming so that it does not only rely on individual efforts but develops towards a more solid and competitive institution.

3.2. Respondent Characteristics

The characteristics of the respondents in this study are the managers of agriculture-based business units and assisted farmers located in the food production center area of the work area of PT Agro Pegagan Mandiri, Ogan Ilir Regency. Respondent characteristics were identified to provide an overview of the demographic and socioeconomic conditions of respondents. The characteristics of the respondents in this study were classified based on gender, age, arable land area, farming experience and the number of family members owned by the respondents.

Table 4 Characteristics of Farmers Members of PT Agro Pegagan Mandiri

Variable	Number (People)	Percentage (%)
Gender		
Male	27	90
Women	3	10
Age (Years)		
30-35	4	13
36-40	5	17
41-54	12	40
55-60	9	30
Cultivated Land Area (Ha)		
0,5-2	26	87
3-4	4	13
Farming Experience (Years)		
5-15	6	20
16-25	9	30
26-35	7	23
36-45	8	27
Number of Family Members (People)		
0-2	22	73
3-4	8	27

3.2.1. Gender

The majority of respondents in this study had a male gender of 27 farmers with a percentage of 90%, while respondents who had a female gender were only 3 farmers with a percentage of 10%. This shows that the male group is more dominant in strengthening the food production center area in Ogan Ilir Regency which has a role as rice farming managers, corporate administrators of PT Agro Pegagan Mandiri and managers of rice milling business units and UPJA. Meanwhile, women have a role in the corporate management of PT Agro Pegagan Mandiri and the management of the business unit for the provision of rice production facilities. That the perspective of gender dominance is influenced by traditional norms and the division of roles in agrarian society [9].

3.2.2. Age

The age characteristics of the respondents in this study were in the production age with a range of 15-64 years. The majority of respondents were in the main productive age category (25-54 years) with a range of 41-54 years as many as 12 farmers with a percentage of 40%, the age range of 36-40 years as many as 5 people with a percentage of 17% and other age ranges at the age range of 30-35 years as many as 4 people with a percentage of 13%. Meanwhile, respondents who are in the final productive age category are in the range of 55-64 years as many as 9 people with a percentage of 30%. This shows that the majority of farmers and business actors are in the main productive age category (25-54 years) which has the characteristics of high economic productivity, job stability, and a dominant role in regional economic growth that is able to support the progress of the food production center area in Ogan Ilir Regency [10].

3.2.3. Cultivated Land Area

The characteristics of the arable land area cultivated by the respondents in this study were in the range of 0.5-2 Ha as many as 26 people with a percentage of 87%. Meanwhile, the lowest cultivated land area is in the range of 3-4 hectares as many as 4 people with a percentage of 13%. This shows that all respondents in this study have rice fields that they

cultivate themselves even though some farmers have businesses that provide saprodi, UPJA or rice mills. The results of observations in the field show that the majority of farmers who have a cultivated land area of > 1 hectare are farmers who are corporate administrators of PT Agro Pegagan Mandiri or have other businesses outside of rice farming.

3.2.4. Farming Experience

The characteristics of farming experience possessed by the respondents in this study are seen from the length of time farmers have been farming rice in units of years. The majority of respondents have 16-25 years of farming experience as many as 9 people with a percentage of 30%. Meanwhile, the lowest farming experience is in the range of 5-15 years as many as 6 people with a percentage of 20%. The length of farmers' experience in farming shows that farmers have the ability and expertise to carry out rice farming activities, so that they tend to influence the decisions made by farmers in their farming. Through experience, farmers have the ability to produce good production and the ability to overcome problems in farming so that they are able to increase rice production in the food production center area in Ogan Ilir Regency.

3.2.5. Number of Family Members

The characteristics of the number of family members in this study are seen in the number of family members who live in 1 house with the head of household and are able to contribute to running rice farming. Based on the results of observations, it was found that the majority of respondents' family members were in the range of 0-2 people as many as 22 farmers with a percentage of 73%. These findings show that all farmers have family members who are able to help in running rice farming as additional labor in rice farming so that they can reduce costs in managing rice farming such as fertilization and pesticide application [11].

3.3. SWOT Analysis

In this study, SWOT analysis was used to formulate a farmer corporate development strategy of PT Agro Pegagan Mandiri which was compiled based on the results of the analysis of internal and external factors as a result of observations and FGD with corporate management. SWOT analysis aims to identify the strategic position of the corporation as well as formulate the development direction that best suits the actual conditions of the business unit managed. In addition, the formulation of the strategy also considers the results of the backward linkage analysis and the results of the non-financial and financial feasibility analysis of each business unit in the farmer corporation of PT Agro Pegagan Mandiri to formulate the flow of corporate business development for the next 5 years. The indicators on internal and external factors in the SWOT analysis are as follows:

Table 5 Indicators on Internal and External Factors SWOT

Internal Factors	
Strength	Disadvantages
The institution of farmer corporations has legality in the form of PT. Collective-Based Business Management System The Scale of the Economy Formed from Farmer Consolidation Sharing of Roles, Risks and Benefits of Joint Business Units	Limited Corporate Management Capacity High Investment Needs Coordination Between Business Units Is Not Optimal Weak Business Administration System
External Factors	
Opportunities	Threats
Government Program and Policy Support Market Demand for Quality Rice Increases Partnership Opportunities with Financial Institutions and Off-Takers Utilization of Production and Post-Harvest Technology Assistance	Fluctuations in Grain and Rice Prices Climate Change Risks and Production Uncertainty Competition with Large-Scale Business Actors Increase in Business Unit Operating Costs

3.3.1. Strength Factor in Farmer Corporations

The farmer corporation PT Agro Pegagan Mandiri has the internal institutional strength of the farmer corporation which already has legality in the form of a limited liability company (PT) that provides legal certainty in business management, asset control, and cooperation with external parties. This legality increases the credibility of corporations in accessing financing, government programs, and business partnerships.

A business management system in a collective-based farmer corporation with the sharing of roles, risks and benefits between business units together that involves local farmers and agricultural entrepreneurs to actively participate in decision-making and sharing of business benefits. This system encourages cost efficiency and equitable distribution of profits between members which has an impact on increasing the economic scale formed from farmer consolidation provides competitive advantages because business activities can be carried out in larger volumes in the procurement of production facilities, utilization of equipment, and marketing of products so as to reduce business operational costs.

3.3.2. Weaknesses in Farmer Corporations

PT Agro Pegagan Mandiri's farmer corporation has internal weaknesses in management and entrepreneurial capacity that are still limited which can hinder business planning, control, and development. In addition, the investment capital required is high, especially in rice milling units and UPJA, which is an obstacle in business capacity development. This limited capital causes corporations to not be able to take advantage of market opportunities optimally.

Another weakness is in the coordination between business units that is not optimal, showing that operational integration still needs to be improved. This condition can reduce efficiency and increase internal transaction costs. In addition, the weak business recording and control system has an impact on low accountability and difficulties in evaluating financial performance that hinder corporate access to formal financing.

3.3.3. Opportunities Factor in Farmer Corporations

PT Agro Pegagan Mandiri's farmer corporation has external opportunities in the form of program and government policy support for the development of farmer corporations through the Food Production Center / *Food Estate* program pioneered by the South Sumatra Provincial Food Crops and Horticulture Office. This program is an opportunity that can be used to strengthen the institutional capacity and business units of corporations.

The increasing market demand for quality rice opens up opportunities for the development of rice milling units as a high-value-added downstream sector. This opportunity is in line with the results of the backward linkage analysis which places rice milling as a leading sector. In addition, partnership opportunities with financial institutions and *off-takers* provide access to capital and market certainty. This partnership can reduce business risks and improve the professionalism of corporate management. The partnership also opens up opportunities in the use of production and post-harvest technology to improve product efficiency and quality which is important for the development of UPJA business units and rice milling.

3.3.4. Threat Factors in Farmer Corporations

The farmer corporation PT Agro Pegagan Mandiri has an external threat in the form of fluctuations in grain and rice prices that can affect farmers' income and the stability of business units. In addition, climate risks cause production uncertainty to become a threat due to climate change which has an impact on the availability of raw materials for rice milling business units.

Another external threat comes from business competition with business actors that have a larger scale that has the potential to reduce corporate competitiveness, especially if business management and efficiency are not optimal. This can be exacerbated by an increase in business unit operational costs such as rice production inputs, fuel and labor which can reduce the profit margin of business units in farmer corporations.

3.3.5. Internal Factor Evaluation (IFE) Analysis

IFE matrix analysis is used to evaluate the key strengths and weaknesses in farmer corporations, as well as provide a basis for identifying and evaluating the relationships between these functions [12][13]. The results of the IFE matrix analysis are presented in Table 6.

Table 6 IFE Matrix Analysis

Internal Strategy Factors		Weight	Rating	Score
<i>Strength</i>				
1	The institution of farmer corporations has legality in the form of PT.	0.128	4.00	0.513
2	Collective-Based Business Management System	0.103	3.00	0.308
3	Economic Scale Formed from Farmer Consolidation	0.103	3.00	0.308
4	Sharing of Roles, Risks and Benefits of Joint Business Units	0.106	3.00	0.317
Strength Score				1.446
<i>Weaknesses</i>				
1	Limited Corporate Management Capacity	0.144	3.00	0.433
2	High Investment Needs	0.125	1.00	0.125
3	Coordination Between Business Units Is Not Optimal	0.141	4.00	0.564
4	Weak Business Administration System	0.151	3.00	0.452
Weaknesses Score				1.574
Differences				-0.128

Based on the results of the IFE matrix analysis, it shows that the weakness score in the corporation is greater than the strength score with a difference of 0.128. This finding reflects the position of farmer corporations internally in a condition that needs to be improved.

The main strength factor for farmer corporations is the institutional legality of the corporation in the form of PT. with a weighted score of 0.513. Meanwhile, the main weakness factor for farmer corporations is the need for investment to support high corporate business units with a weighted score of 0.125.

3.3.6. External Factor Evaluation (EFE) Analysis

EFE matrix analysis is used to evaluate external factors by identifying various opportunities and threats that may affect farmer corporations in the future According to [13]. The results of the analysis of the EFE matrix of farmer corporations can be seen in the following table:

Table 7 EFE Matrix Analysis

External Strategy Factors		Weight	Rating	Score
<i>Opportunities</i>				
1	Government Program and Policy Support	0.150	4.00	0.598
2	Market Demand for Quality Rice Increases	0.146	3.00	0.437
3	Partnership Opportunities with Financial Institutions and Off-Takers	0.142	3.00	0.425
4	Utilization of Production and Post-Harvest Technology Assistance	0.146	4.00	0.583
<i>Opportunities</i>				2.043
<i>Threat</i>				
1	Fluctuations in Grain and Rice Prices	0.15	1.00	0.146
2	Climate Change Risks and Production Uncertainty	0.14	2.00	0.283
3	Competition with Large-Scale Business Actors	0.14	2.00	0.276

4	Increase in Business Unit Operating Costs	0.14	3.00	0.413
Threat				1.118
Differences				0.925

Based on the results of the EFE matrix analysis, it shows that the opportunity score in corporations is greater than the threat score with a difference of 0.925. These findings reflect that farmer corporations have a supportive external environment in the development of farmer corporations, so that future threats can be managed properly.

The main opportunity factor for farmer corporations is the support of government programs and policies with a weighted score of 0.598. Meanwhile, the main threat factor for farmer corporations is fluctuations in grain and rice prices with a weighted score of 0.146.

3.3.7. IE Matrix Analysis (Internal-External)

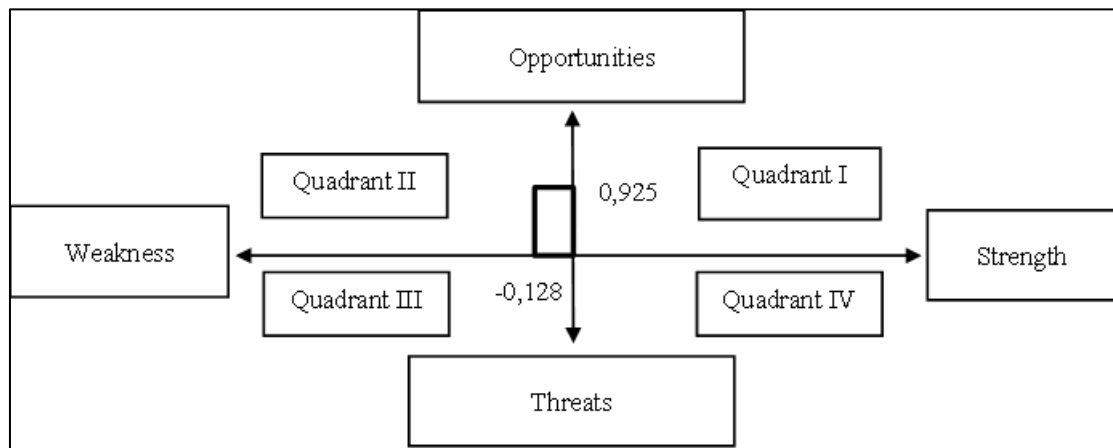


Figure 2 SWOT Graph of Farmer Corporation Development

Internal-external matrix analysis is used to determine the position of farmer corporations on the SWOT chart by paying attention to the x-axis derived from the IFE matrix analysis and the y-axis derived from the EFE matrix [14]. Based on the analysis of the IFE matrix, a weighted score of -0.128 is the value on the x-axis. Meanwhile, the analysis of the EFE matrix showed a weighted score of 0.925 which became the value on the y-axis. From the two axis points, it was found that the position of the corporation was in quadrant II. Based on the SWOT graph, it can be seen that the position of farmer corporations is in quadrant II which is recommended to implement a *Weakness-Opportunities (W-O)* strategy that utilizes external opportunities to overcome internal weaknesses [15].

3.3.8. Farmer Corporation Alternative Strategy Matrix

The business development strategy of farmer corporations has alternatives to be applied to various scenarios for the position of farmer corporations in the future [16]. The alternative strategy consists of four indicator compositions, namely *Strength-Opportunities (S-O)*, *Weakness-Opportunities (W-O)*, *Strength-Threats (S-T)* and *Weakness-Threats (W-T)* [17]. The alternative strategies that can be applied are as follows:

The *Strength-Opportunities (S-O)* strategy is directed at utilizing internal strengths to take advantage of external opportunities by optimizing upstream-downstream integration to meet the demand for quality rice and utilizing the legality of farmer corporations to obtain support and assistance from government programs as well as establishing partnerships with *off-takers* and financial institutions.

The *Weakness-Opportunities (W-O)* strategy is focused on utilizing external opportunities to overcome internal weaknesses by increasing management capacity through assistance to farmer corporations through government programs, utilizing financing and partnerships to overcome capital limitations, and applying technology to improve the efficiency of business units. The results of the SWOT analysis show that the W-O strategy is the most appropriate strategy to apply because it is in accordance with the current circumstances and position of farmer corporations.

The *Strength-Threats* (S-T) strategy utilizes internal strength to deal with threats by utilizing economies of scale and business integration to reduce price fluctuations and increase competitiveness for large business actors.

The *Weakness-Threats* (W-T) strategy is focused on improving the governance of business units in corporations, operational cost efficiency, and strengthening institutions and internal coordination to minimize weaknesses and avoid threats.

4. Conclusion

The SWOT analysis indicates that the farmer corporation PT Agro Pegagan Mandiri possesses significant internal strengths, particularly in its organized institutional structure, integrated agribusiness business units, and collective operational scale, which enhance efficiency and strengthen farmers' bargaining position. These strengths provide a solid foundation for the sustainable development of the agribusiness system. However, several internal weaknesses remain, including limited managerial capacity, capital constraints, and suboptimal coordination among business units. At the same time, external opportunities such as government support programs, increasing demand for rice, and potential business partnerships offer prospects for further development. Therefore, strategic efforts should focus on leveraging existing strengths to capitalize on opportunities while improving managerial capacity and business integration to mitigate potential external threats.

Compliance with ethical standards

Disclosure of Conflict of interest

No conflict of interest to be disclosed.

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