



STRATEGY ANALYSIS OF COOPERATIVE-BASED SEAWEED BUSINESS DEVELOPMENT IN TAKALAR DISTRICT

Asri¹, Rego Devila², Hamran^{3*}

¹Dinas Koperasi, UKM, dan Perdagangan Kab. Takalar, Indonesia

^{2,3}Universitas Patempo, Indonesia

Email: asri_kodong@yahoo.com¹, regodevila1@gmail.com², hamran1992@gmail.com^{1*}

Abstract

The purpose of this study was to analyze the role of cooperative institutions in terms of capital, human resource development (HR), seaweed business management, and marketing for seaweed business development in the Takalar Regency. This research is qualitative research with data collection techniques through observation, interviews, and documentation. The results of the research based on the SWOT analysis show that the cooperative-based seaweed business development strategy in Takalar Regency can be done by looking at potential as strengths and opportunities, in addition to obstacles as weaknesses and threats. Its strengths are: fast production management, a very large area of land, the existence of group organization by cooperatives, and the quality of the seaweed produced is very good; The opportunities (opportunities) are: high demand for seaweed, cooperatives maintaining good relations with the seaweed processing industry and a positive image of seaweed from Takalar Regency. While the weaknesses (weaknesses), namely: lack of capital in business development, production results are not optimal and it is difficult for seaweed farmers to get quality seeds; and threats, namely: fluctuating prices and other areas that have the potential to produce seaweed with good quality.

Keywords: *Seaweed Business Development; The Role of Cooperatives.*

INTRODUCTION

Law number 17 of 2012 concerning cooperatives in article 4 states that cooperatives aim to improve the welfare of members in particular and society in general, as well as being an inseparable part of a democratic and just national economic order. As a world maritime country, the development of seaweed in Indonesia has the potential and strategic role to improve people's welfare. Indonesian seaweed production can provide the largest contribution to the fisheries sector. Seaweeds developed in Indonesia include *Gracilaria* sp, *Cotton* sp, and *Spinsum* sp. *Gracilaria* sp is a seaweed commodity that is widely cultivated to meet export needs and meet industrial needs (Nurcomariah et al, 2018:63).

Seaweed is an important fishery commodity that has a fairly high economic value and enormous benefits for human life, apart from being a food ingredient, it is also a raw material in the manufacture of medicines and cosmetics so the need for seaweed utilization is increasing both for domestic consumption. as well as for export requests. (Anwar, Asni 2013:103).

Seeing this phenomenon, it is necessary to have people-based economic activities that are in direct contact with fishing communities or coastal communities. Economic activities that can easily adapt their roles to the needs of fishing communities or coastal communities are cooperatives. Cooperatives become a reliable economic activity because they are directly related to goods or products as well as services related to coastal communities and aim for mutual prosperity. Empowerment of cooperative activities is closely related to efforts to mobilize cooperatives by utilizing and using the resources owned by cooperative members established by members to meet the economy of members and the community. (Retna, Winny in Kusumo, Yulia: 2017:10).

Takalar is one of the regencies in South Sulawesi known as the cooperative district. Based on data from the Department of Cooperatives, UKM, and Trade Kab. Takalar, there were 372 cooperative units, consisting of 5 types of cooperatives, namely producer, marketing, consumer, service, and savings and loan cooperatives. Which is divided into 19 cooperative groups, where one of the cooperative groups is an agricultural cooperative that fosters farmer groups, including one of them is a seaweed farmer.

The empowerment of seaweed farmers carried out by cooperatives in Takalar Regency has not been maximized. This can be seen from the number of cooperatives that foster seaweed farmers that do not cover all sub-districts located on the coast of Takalar Regency, where there are still several sub-districts on the coast of Takalar Regency where groups of seaweed farmers have not received guidance from cooperatives.

Another thing that can be seen that there is still a lack of cooperative development for seaweed farmers in Takalar Regency is that there are still many needs for seaweed farmers that they cannot get in cooperatives. Whereas the cooperative is a means for seaweed farmers as members of the cooperative to obtain services in the development of their business activities.

Some of the problems that are often faced by seaweed farmers in developing their business activities are: (1) in terms of capital, seaweed farmers often need a large capital to develop their business activities but they do not get it in cooperatives; (2) human resource development, where seaweed farmers need training on proper seaweed business management so that they can increase their income in their seaweed business activities; (3) Management of seaweed business, that farmers need assistance from extension workers and cooperatives regarding good seaweed cultivation management techniques, to increase the yield and quality of the seaweed produced; (4) marketing the results of seaweed cultivation management is often an obstacle for seaweed farmers, so they need the help of cooperatives to facilitate marketing activities for their seaweed cultivation to consumers. Therefore, the role of cooperatives in guiding seaweed farmers is highly expected to carry out a strategy for empowering seaweed farmers in Takalar Regency.

In addition, the role of local governments is also highly expected in providing support for the strategies carried out by cooperatives in the context of empowering seaweed farmers as members of cooperatives. So with the support of the local government and the use of reliable strategies by cooperatives in empowering seaweed farmers in Takalar Regency, it is hoped that economic development in Takalar Regency, especially for seaweed farmers can run to improve their welfare. This is to the functions and objectives of cooperatives according to Law number 17 of 2012 concerning cooperatives which states that cooperatives function to build the economic potential and capabilities of members in particular and society in general to realize the welfare of a just, advanced and prosperous society based on Pancasila and the 1945 Constitution.

LIBRARY OVERVIEW

Strategy Management

Hunger and Thomas L Wheelan in David (2009:15) suggest strategic management is a series of managerial decisions and actions that determine the company's performance in the long term.

Another opinion was expressed by Hawawi in Akdon (2016:10) that strategic management is a process or series of decision-making activities that are fundamental and comprehensive, accompanied by the determination of how to implement them, which are made by top management and implemented by all levels within an organization, to achieve the goal.

From the above understanding, it can be concluded that strategic management is a managerial effort to develop the company's strengths to exploit emerging business opportunities to achieve the company's goals that have been set by the mission that has been determined. adaptation to the business environment.

SWOT Analysis

According to Rangkuti (2016:18), SWOT analysis is the identification of various factors systematically to formulate company goals. This analysis is based on the logic that can maximize Strengths and Opportunities, but simultaneously minimize Weaknesses and Threats. According to Kotler (2001: 51) SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a way to observe the external and internal marketing environment.

Basic Concepts of Cooperatives

Cooperatives for some people are a joint effort based on kinship. Law number 17 of 2012 explains that Cooperatives are legal entities established by individuals or cooperative legal entities, with the separation of the wealth of its members as capital for running a business, which fulfills shared aspirations and needs in the economic, social, and cultural fields by Cooperative values and principles. While the cooperative is everything that concerns the life of the cooperative.

Fay and Soetjipto (2015:20) explain that a cooperative is an association to do business together which consists of those who are weak and are always endeavored with the spirit of not thinking of themselves in such a way so that each can carry out his obligations as members and receive rewards in proportion to his own. their use to the organization. Meanwhile, Joesron (Sutantya, Rahardja 2005:14) argues that a cooperative is an institution designed to provide services for its members who are also the owners of the cooperative.

Based on the various definitions of cooperatives above, it can be seen that the various elements contained therein are the same, namely:

- a. Is a gathering of people

- b. Is a form of business that is social with an economic motive
- c. Have a common interest in economic activities that lead to the formation of various forms and types of cooperatives
- d. Not for the benefit of the cooperative, but for the interests and welfare of its members
- e. Run together with the spirit of togetherness, cooperation, and kinship.

The Purpose of Indonesian Cooperatives

The purpose of Indonesian cooperatives is clearly illustrated in law number 17 of 2012 article 4 which has been explained in the introductory chapter, namely that cooperatives aim to improve the welfare of members in particular and society in general, as well as an inseparable part of a democratic and just national economic order.

From the explanation above, it can be concluded that both micro and macro cooperatives need to be managed professionally to achieve high efficiency. Because without efficiency, cooperatives can't make profits and without profits, cooperatives cannot prosper for their members.

Indonesian Cooperative Principles

Cooperatives are business entities that are unique as a joint movement to help themselves and rely on common strengths. In its activities, Indonesian cooperatives are based on cooperative principles as stated in Law No. 17 of 2012 Article 6, namely:

- a. Cooperative membership is voluntary and open;
- b. Supervision by Members is carried out democratically;
- c. Members actively participate in the economic activities of the Cooperative;
- d. Cooperative is a self-supporting business entity that is autonomous and independent;
- e. Cooperatives provide education and training for Members, Supervisors, Management, and employees, as well as provide information to the public about the identity, activities, and benefits of Cooperatives;
- f. Cooperatives serve their members excellently and strengthen the Cooperative Movement, by working together through a network of activities at the local, national, regional, and international levels; and
- g. Cooperatives work for the sustainable development of the environment and its people through policies agreed upon by the Members.

METHOD

Types and Locations of Research

This type of research is qualitative research, and the research method used is the descriptive research method. The data collection process was carried out using surveys, observations, and

interviews using questionnaires. The location of this research is in Takalar Regency, which is located in two sub-districts, namely Manggarabombang District and Sanrobone District.

Population and Sample

The population in this study were all groups of agricultural cooperatives that foster seaweed farmers in Takalar Regency, totaling 10 cooperatives divided into two sub-districts, namely Manggarabombang District with as many as 7 cooperatives and Sanrobone District with as many as 3 cooperatives, by taking samples of cooperatives that foster seaweed farmers, namely KSU Tunas Seaweed and KUD Turikale Jaya in Manggarabombang District, and Makkio Dalle cooperative in Sanrobone District using a purposive sampling technique.

Variables and Research Design

To find out the strategy of developing a cooperative-based seaweed business in Takalar Regency, the variables in this study are internal factors, namely strengths and weaknesses, and external factors, namely opportunities and threats, both in terms of capital, development of Human Resources (HR), management of seaweed and in terms of marketing.

Variable Operational Definition

The operational definitions of variables in this study are as follows:

1. Internal factors, namely the strengths and weaknesses of the seaweed business development strategy in Takalar Regency as measured by weight, rating, and score.
2. External factors, namely opportunities and threats in the cooperative-based seaweed farmer business development strategy in Takalar Regency as measured by weight, rating, and score.

Types and Sources of Data

The data used in this study consisted of primary data and secondary data. Primary data was obtained from cooperatives and seaweed farmers, while secondary data was obtained from the Central Statistics Agency (BPS) of Takalar Regency, and the Office of UMKM Cooperatives of Takalar Regency.

Data Collection Techniques

This research is qualitative, so the data can be obtained by the method of observation, interviews, documentation, and questionnaires or questionnaires.

Data Analysis Method

Data analysis in this study used the SWOT analysis technique. SWOT analysis is used to analyze the strengths, weaknesses, opportunities, and threats to foster and develop a seaweed business by cooperatives and local governments.

RESULTS AND DISCUSSION

Seaweed business development strategy in Takalar Kabupaten

1. Capital Strategy

Running a business certainly requires several ways to get a source of capital as a driver and develop the business being run. Capital is needed by farmers in seaweed cultivation, to finance various needs for cultivation such as (a) Purchase of cultivation facilities and infrastructure, purchase of seeds, and labor costs. (b) Purchase of machines for drying, sorting, and packing seaweed (c) Establishment of seaweed processing business.

The local government of Takalar Regency is expected to form a seaweed business cooperative which is managed by the seaweed business actors themselves and becomes a joint business. This cooperative is a multi-purpose cooperative that can serve all the needs of its members, from selling and buying seaweed to savings and loans.

2. HR Development Strategy

Human resource empowerment aims to increase the quantity, quality, and continuity of seaweed farmers through the implementation of counseling and training on cultivation techniques to produce quality products. Community empowerment through the educational process to change the mindset of the people who initially considered seaweed farming a business that had no economic prospects, even though if managed properly seaweed cultivation could become a prospective new source of income for fishing communities. Existing policies, regulations, and systems also need to be reviewed to facilitate the interests of the government.

3. Seaweed Management Strategy

Management of seaweed cultivation includes Guidance carried out consisting of several stages of seaweed cultivation activities in Sanrobone and Manngarabombang Districts including cultivation methods, procurement, selection of seeds, planting, maintenance, harvesting, and post-harvest.

4. Marketing Strategy

Marketing is a very basic aspect of achieving business profits. If the production is large but does not have a target market then the production will not be able to be sold. Cooperatives are expected to be able to develop more profitable input and output markets and improve production and marketing efficiency.

The market is very important for business continuity. If the market's ability to absorb production is high enough then it will not be a problem and farmers can sell their products at the right price and get high profits. On the other hand, if the market is unable to absorb production due to declining demand.

DISCUSSION

This study was conducted to determine the strategy for developing seaweed-based cooperatives in Takalar Regency, both in terms of capital, human resource development, seaweed business management, and marketing. This research is qualitative research using the SWOT analysis technique as an analytical tool.

SWOT analysis is an analysis used in compiling strategic factors based on strengths, weaknesses, opportunities, and threats.

1. SWOT Analysis

South Sulawesi as one of the provinces that has a large enough seaweed potential causes strong competition between other seaweed-producing areas in South Sulawesi. where competition between regencies in South Sulawesi can be a serious threat faced by seaweed farmers in Takalar Regency. From the results of the interview, it was found that the seaweed of the Takalar Regency was unable to compete with the seaweed of the Bantaeng Regency and Luwu Regency.

Based on the results of descriptive analysis, obtained as many as 7 (seven) main internal factors that can be a strength (strength) as much as 4 (four) and weaknesses (weakness) as 3 (three) in the strategy of empowering seaweed farmers based on cooperatives in Takalar Regency which can be seen in table 1 as fol.

Table 1

Evaluation of the internal factors of the seaweed business development strategy based cooperatives in Takalar District

NO	PARAMETER KEY	INDICATOR	S/W
1	Fast production management	The seaweed cultivation system is one of the commodities that has a short period, which is an average of two months from preparation to harvesting.	S1
2	Very large land	The potential for seaweed cultivation in the Districts of Sanrobone and Manngarabombang is still very wide	S2
3	Supported by group organization by cooperatives	Seaweed farmers are generally members of cooperatives with the number of farmers who become members of cooperatives as many as 55 people who are divided into three cooperatives.	S3
4	The quality of the seaweed produced is very good	The quality of the seaweed produced is a seaweed that has potential market access	S4
5	Lack of capital in business development	Lack of capital by seaweed farmers in the form of money can cause production results to be not	W1

		optimal and it is difficult to get quality seeds	
6	Production results are not optimal	The quality of the seeds is low, and the number of stretches used is still small, generally, farmers only use between 16 – 20 stretches by producing as much as 14,792 kg of wet seaweed, which when dried can produce 1,286 kg of dry seaweed.	W2
7	It's hard to get quality seaweed seeds	In general, they still use self-harvested seaweed seeds that are still not free from disease (there are spots, peeling off easily, and the color is not bright)	W3

Source: Primary data analysis after processing, 2016

Information : Number 1 to 4 = Strength (S), Number 5 to 7 = Weakness (W)

In addition to internal factors based on descriptive analysis, obtained as many as 5 (five) main external factors that can become opportunities (opportunities) as much as 3 (three) and threats (threats) as much as 2 (two) in the strategy of developing seaweed business based on cooperatives in Takalar Regency. which can be seen in table 2 as follows:

Table 2

Evaluation of the external factors of the seaweed business development strategy based cooperatives in Takalar District

NO	KEY PARAMETERS	INDIKATOR	S/W
1	High demand for seaweed	The large demand for seaweed by the seaweed processing industry will be exported to China, the Philippines, and South Korea	O1
2	The cooperative maintains good relations with the seaweed processing industry The cooperative maintains good relations with the seaweed processing industry The cooperative maintains good relations with the seaweed processing industry	There is a partnership pattern built by the cooperative with the seaweed processing industry	O2
3	Positive image of seaweed from Takalar Regency	Seaweed from Takalar Regency is famous for seaweed which has a high water content (25%) and has met the level of impurities that have been required by the manufacturer.	O3
4	Fluctuating prices	There are price fluctuations that are influenced by supply and demand, and follow the dollar exchange rate where if the price of dried seaweed is below 11,000, farmers will experience losses. In general, the price of wet seaweed is Rp. 900 per kg and the price of dry seaweed is Rp. 12,000 per kg.	T1
5	Another area that has the potential to produce seaweed with good quality.	Many other areas have quite large seaweed potential in South Sulawesi	T2

Source: Primary data analysis after processing, 2016

Information : Numbers 1 to 3 = Opportunities (O), Number 5 to 7 = Threats / Threats (T)

2. SWOT Matrix

a. Assessment of Internal and External Factors

To measure the internal and external factors of the cooperative-based seaweed business development strategy in Takalar Regency, an internal factor analysis summary (IFAS) matrix model and an external factor analysis summary (EFAS) matrix were used.

Based on IFAS analysis, the total value of internal factors obtained is 2.64. This illustrates that the development of a cooperative-based seaweed business in Takalar Regency can provide a positive response, where the state of internal strength can overcome internal problems.

Table 3. Assessment of Internal Factor Analysis Summary (IFAS)

Internal Factors	Weigh	Rating	Score
Strength (Kekuatan)			
1) Fast production management	0,20	2	0,40
2) Very large land	0,22	3	0,66
3) Supported by group organization by cooperatives	0,20	3,5	0,70
4) The quality of the seaweed produced is very good.	0,20	3	0,60
Total Strength			2,36
Weakness (kelemahan)			
1) Lack of capital in business development	0,07	1,5	0,11
1) Production results are not optimal	0,06	2	0,12
2) Difficult to get quality seeds	0,05	1	0,05
Total Weakness			0,28
Total Internal Factor	1,00		2,64

Source: Primary data analysis after processing, 2016

Description: 1 = Very Weak. 2 = Slightly Weak, 3 = Strong, 4 = Very Strong

On the external factor or EFAS, the total value obtained is 2.83 which illustrates that the empowerment of seaweed farmers in Takalar Regency can provide a positive response. Existing external opportunities can be exploited by minimizing existing threats.

Table 4. Assessment of External Factor Analysis Summary (EFAS)

External Factors	Weigh	Rating	Score
Opportunity			
Marketing potential:			
1) High demand for seaweed	0,25	3,5	0,88
2) The cooperative maintains good relations with the seaweed processing industry	0,25	3	0,75
3) Positive image of seaweed from Takalar Regency	0,20	3	0,60
Total Opportunity			2,23
Threath			
1) Fluctuating prices	0,15	2	0,30
2) Other areas that have the potential to produce seaweed with good quality.	0,15	2	0,30

Total Threat			0,60
Total External Factors	1,00		2,83

Source: Primary data analysis after processing, 2016

Description: 1 = Very Weak. 2 = Slightly Weak, 3 = Strong, 4 = Very Strong

b. Formulation of Cooperative-Based Seaweed Business Development Strategy in Takalar Kabupaten

1) Strength

- a) Fast production management
- b) Very large land
- c) Supported by the existence of group organization by cooperatives
- d) The quality of the seaweed produced is very good.

2) Weaknesses

- a) Capital in business development
- b) Production results are not optimal
- c) Difficult to get quality seeds

3) Opportunity Marketing potential:

- a) High demand for seaweed
- b) The cooperative maintains good relations with the seaweed processing industry
- c) Positive image of seaweed from Takalar Regency

4) Threat

- a) Fluctuating prices
- b) Other areas that have the potential to produce seaweed with good quality. The SWOT matrix is described in table 5. as follows:

Table 5. SWOT Matrix for Cooperative-Based Seaweed Business Development in the District

IFAS	Kekuatan (Strength) 1) Fast production management 2) Very large land 3) Supported by group organization by cooperatives 4) The quality of the seaweed produced is very good.	Kelemahan (Weakness) 1) Lack of capital in business development 2) Production results are not optimal 3) Difficult to get quality seeds
EFAS (Opportunity) Marketing potential: 1) High demand for seaweed 2) The cooperative maintains good relations with the seaweed	Strategi SO 1) Expanding land in the management of seaweed cultivation, so that the demand for seaweed from the seaweed processing industry can be met 2) Increase cooperation in groups within cooperatives, so that the	Strategi WO 1) Improve the implementation of training activities on quality seaweed management, to improve the quality of human resources for seaweed farmers. 2) Increase the number of loans

processing industry 3) Positive image of seaweed from Takalar Regency	good name of the cooperative in the eyes of the seaweed processing industry can be maintained 3) Increase cooperation in groups to maintain and improve the quality of seaweed production.	to groups/seaweed farmers, so that seaweed farmers can develop their business to maximize their seaweed production.
(Threat) 1) Fluctuating prices 2) Other areas that have the potential to produce seaweed with good quality.	Strategi ST 1) Increase cooperation in groups through training to maintain the quality of seaweed production. Thus, it can compete with other regions that also have good production quality. 2) Increase cooperative cooperation with the seaweed processing industry, so that fluctuating prices can be overcome.	Strategi WT 1) Provision of loan capital for seaweed groups/farmers in the context of developing their business activities. 2) Providing training by cooperatives to seaweed groups/farmers to maximize production and quality of seaweed, so that they can compete with seaweed farmers in other districts.

Source: Primary data analysis after processing, 2016

CONCLUSIONS

The strategy for developing a cooperative-based seaweed business in Takalar Regency can be done by looking at the potential as strengths and opportunities, in addition to obstacles as weaknesses and threats. Its strengths are: fast production management, a very large area of land, the existence of group organization by cooperatives, and the quality of the seaweed produced is very good; The opportunities (opportunities) are: high demand for seaweed, cooperatives maintaining good relations with the seaweed processing industry and a positive image of seaweed from Takalar Regency. While the weaknesses (weaknesses), namely: lack of capital in business development, production results are not optimal and it is difficult for seaweed farmers to get quality seeds; and threats, namely: fluctuating prices and other areas that have the potential to produce seaweed with good quality.

The strategy for developing a cooperative-based seaweed business in Takalar Regency is carried out through (1) improving cooperative institutions and increasing cooperative cooperation with the seaweed processing industry; (2) Provision of loan capital for seaweed farmers in the context of business development; (3) Providing training by cooperatives to seaweed farmers to improve the quality of human resources in maximizing production and quality of seaweed, and (4) expand the land in the management of seaweed cultivation.

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