

**AGRIBUSINESS CLINIC PLANNING STRATEGY IN JOMBANG REGENCY****Ririn Kurnia Suci\*, Sumarji, Supriyono, and Ahsin Daroini**

Agribusiness Study Program, Faculty of Agriculture, Universitas Islam Kadiri, Kediri, East Java, Indonesia

\*Correspondence Email: [rkurci@gmail.com](mailto:rkurci@gmail.com)

Submitted 17 January 2023; Approved 17 July 2023

**ABSTRACT**

Agribusiness clinics are institutions that act as suppliers of agricultural technology innovations so that they are more easily disseminated to farmers and business owners as end users. The concept of clinical agribusiness has been present in Jombang Regency in 2008 as part of Primatani. Currently, the Department of Agriculture has re-launched the agribusiness clinic as the main program in agricultural development in Jombang in 2022. The purpose of this research is to describe the transformation from the old agribusiness clinic concept to a new agribusiness clinic concept, find external and internal environmental support systems in implementing agribusiness clinics in Jombang, and knowing the right strategic planning in the implementation of agribusiness clinics in Jombang Regency. This research is ascriptive qualitative research (level of explanation). Data analysis used is qualitative analysis to describe the transformation of the old concept of agribusiness clinic to new a concept. Analysis of EFE, IFE, SWOT matrix, IE matrix, and QSPM to determine external and internal environmental system support for clinical agribusiness implementation in Jombang and to find out the right agribusiness planning strategy clinic activities in Jombang. The results of this study are the agribusiness clinic in Jombang has undergone a transformation from the old concept in 2008 to a new concept in 2022. The new concept is the development of the old concept which has undergone adjustments due to changes affecting the agricultural sector. The main external environment support system in the implementation of agribusiness clinics in Jombang Regency the need for healthy and quality agricultural products is increasing. While the main support system of the internal environment is the existence of an extension institution at the district level, namely UPT Implementing Agricultural Extension, and efforts to increase the capacity of farmers and extension workers. The right planning strategy for implementing an agribusiness clinic in Jombang is an Strategy which means utilizing strengths to gain opportunities, namely through strengthening the duties and functions of BPP as the center for implementing agribusiness clinics.

**Keywords:** *planning strategy, agribusiness clinic, QSPM***BACKGROUND**

The Agribusiness clinic is a service facility that organizes and provides services in the form of consulting services related to activities in the agricultural system from upstream to downstream sectors. It is hoped that the agribusiness clinic will improve the function of the extension system as stipulated in Law Number 16 of 2006, namely seeking easy access for key actors and business actors to sources of information, technology, and other resources so that they can develop their businesses (Patel et al., 2020).

The existence of an agribusiness clinic has actually existed in Jombang Regency, namely the Pilot and Acceleration Program for Agricultural Technology Innovation (Primatani) was implemented in Karanganyar Village, Bawang District in 2008. The Jombang Regency Agriculture Office is trying to bring back the concept of agribusiness clinics as a flagship program in development agriculture in Jombang Regency in 2022. This agribusiness clinic will be opened in every sub-district BPP to be precise in 21 sub-district locations in Jombang Regency.

To increase the role of the agricultural sector in supporting community empowerment with character and competitiveness. It is hoped that the agribusiness clinic will create a closer relationship between the main actors (farmers) and business actors with extension workers and other officers involved. Therefore, the implementation pattern prioritizes participatory principles by emphasizing good communication processes (Sakib et al., 2021). That communication patterns in agricultural extension have changed towards participatory and dialogic communication patterns that are expected to be better able to meet the needs of farmers (Naab et al., 2019).

The concept of the current agribusiness clinic with the concept that existed in 2008 certainly has differences. The new agribusiness clinic must adapt to the development of phenomena and problems of farmers. The development of these problems is the conversion of agricultural land, global climate change, increasingly sophisticated technological disruptions in the era of the industrial revolution 4.0, and regeneration of agricultural land. These challenges will be answered by using strategies that need to be planned properly. The strategy is prepared by taking into account several things as follows (Ostaev et al., 2019):

1. Agricultural policy and development goals.
2. Identifying farmer categories.
3. Formulation of extension strategies for the application of technology.
4. Selection of extension methods applied.

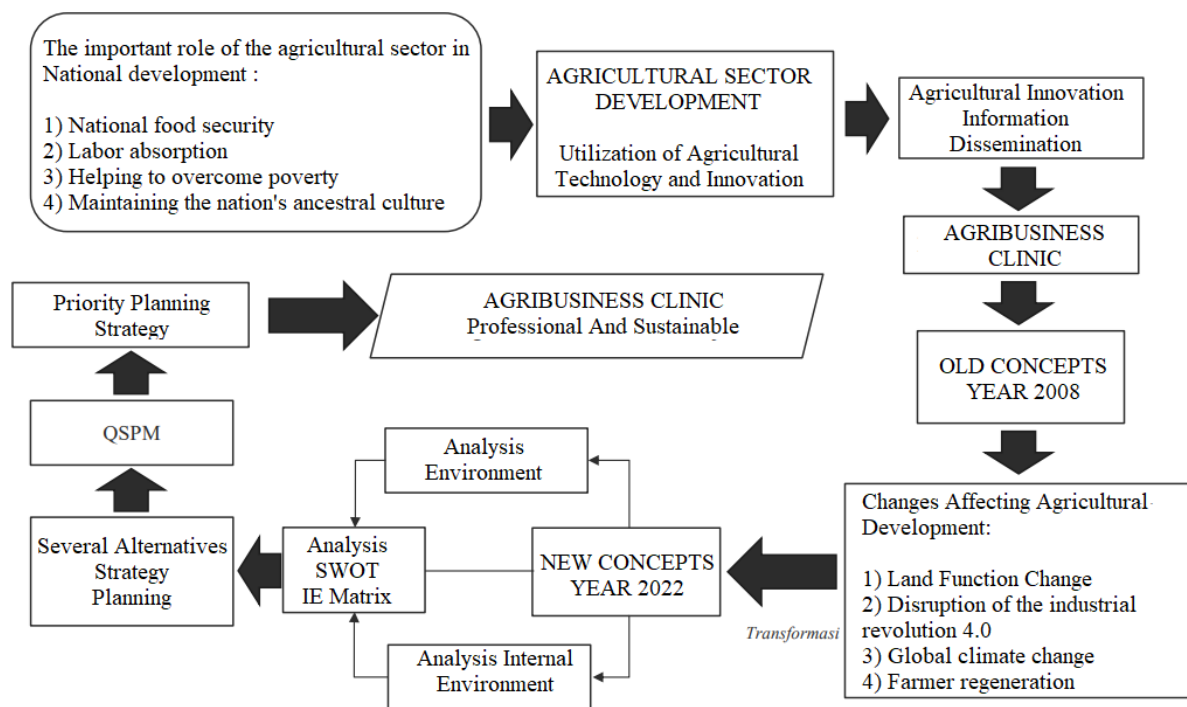
The hope of developing this planning strategy is to create an agribusiness clinic that can run professionally and sustainably. The aims of this study were to describe the transformation of the old agribusiness clinical concept into a new agribusiness clinical concept, to determine the carrying capacity of the external and internal environment in the implementation of an agribusiness clinic in Jombang Regency, and to determine the planning strategy that appropriates in the implementation of agribusiness clinics in Jombang Regency.

## **RESEARCH METHODS**

According to the level of explanation, this research is included in the descriptive research. The purpose of this research is to accurately describe the characteristics of an individual, condition, symptom or certain group or to determine the frequency or spread of a symptom (Lari et al., 2019). Data collection was carried out in this study using four methods, interview, observation, documentation, and Forum Group Discussion (FGD). The object of this research is the implementation of an agribusiness clinic in Jombang Regency. The subjects of this study were informants who were directly involved in the implementation of the agribusiness clinic in Jombang Regency. Data analysis used in this research is:

1. Qualitative analysis, is used to analyze the data obtained in a descriptive qualitative research. The data is then analyzed with an interactive model that is carried out continuously, repeatedly and continuously during the research period. The three main components in this qualitative data analysis are data reduction, data presentation and conclusion/verification.

2. Analysis using the EFE, IFE, SWOT and IE matrices is intended to determine the carrying capacity of the external and internal environment from the implementation of agribusiness clinics in Jombang Regency. While the QSPM analysis is used to find out the right planning strategy for agribusiness clinical activities in Jombang Regency.



**Figure 1.** Clinical Planning Strategic Thinking Framework Agribusiness in Jombang Regency  
Source: Data Processed (2022)

**RESULT AND DISCUSSION**

**Agribusiness Clinic Concept in Jombang Regency**

Agribusiness clinic is an institution that acts as a supplier of agricultural technology innovations and to bring agricultural technology sources closer to users. Through this agribusiness clinic, it is hoped that information on technological innovations can be conveyed to users and can be implemented immediately (Singh, 2022). The existence of an agribusiness clinic in Jombang Regency is nothing new. In 2008, to be precise the second year of Primatani implementation in Karanganyar Village, Bareng District, Jombang Regency, an agribusiness clinic was established as part of the Primatani program.

**Table 1.** Agribusiness Clinic Transformation in Jombang Regency

Comparative Elements	Old Concept Agribusiness Clinic	New Concept Agribusiness Clinic
Dissemination Pattern	Horizontal	Participatory horizontal
Implementation concept		
1. Execution Location	Only in one village (1 unit)	Available in <i>Balai Penyuluhan Pertanian</i> throughout Jombang Regency (21 units)
2. Officer	AIAT, agricultural extension workers, representatives of farmers	Extension officers, POPT officers and assignments from related agencies
3. Theory	Contents: Sub-sectors of food crops, plantations and livestock Shape: Print	Contents: Sub-sectors of food crops, plantations, livestock and fisheries (more developed) Form: Print and Audio Visual
4. Media	Offline	Offline and Online
5. Facility	1. Demonstration plots 2. Product displays	1. Demonstration plots 2. Product display 3. Extension equipment
6. Service	Type: Consulting Implementation: Face to face (offline)	Type: Consultation, recommendation, facilitation, mediation/ complaint, counseling and initial treatment Implementation: A combination of face-to-face (offline) and online

Source: Data Processed (2022)

The table above shows that the concept of the new agribusiness clinic is the development of the old concept which has undergone adjustments due to changes affecting the agricultural sector. This change encourages the further development of the dissemination process and the concept of implementing an agribusiness clinic which is now being launched again in Jombang Regency.

### External and Internal Environment of Agribusiness Clinic Implementation in Jombang Regency

Based on previous research studies and the results of data collection at the research location, it is known that several factors in the external environment influence the activities of agribusiness clinics in Jombang district. These factors are then classified into opportunities and threats in the implementation of agribusiness clinics.

#### **Opportunities**

1. The agro-ecosystem suitability of most areas in Jombang Regency for general agricultural activities.

Most of the land in Jombang Regency is used in agriculture (85.44%) in the form of paddy fields (41.81%) and not paddy fields (43.63%). Jombang Regency has a moderate climate which is very suitable for food crops and plantations. The suitability of this agro-ecosystem supports agricultural

activities in general in Jombang Regency, as evidenced by the fact that 18.53% of the workforce in this district work in agriculture. The agricultural sector here broadly includes the sub-sectors of food crops, horticulture, plantations, livestock and fisheries.

2. The wider the internet network

The internet is used as a means of connecting, communicating and to access various kinds of information widely. Through the internet, distance and time constraints can be overcome. Apart from that, with the internet, its users can gain knowledge about various topics. The internet network in Jombang Regency is getting wider from year to year, data from BPS shows the number of villages receiving internet signals is getting wider. This can be an opportunity for the development of a wider agribusiness clinic and keep up with the times.

3. The flow of agricultural information is getting easier and smoother

The wider social activities affect the rate of exchange of information, as well as what happens in agriculture. This information can be obtained in person or online by utilizing technology. The activeness of farmers or business actors in seeking information will further enhance the role of the agribusiness clinic as a means of sharing and consulting about the correctness of the information obtained.

4. The development of social media as a means of sharing and publishing agricultural activities

Social media as a means of sharing information is an opportunity for the growing role of agribusiness clinics. Agricultural human resources, be it farmers, business actors and extension workers themselves, can use social media as a means of promoting agricultural products in order to increase their sales. With the development of social media, there will be opportunities that can be exploited in the implementation of agribusiness clinics. Publication and outreach activities for the existence of agribusiness clinics can be carried out more and more because of social media. The wider the existence of this clinic is known by farmers, business actors and the wider community, the more opportunities this clinic will have to be accessed and utilized, so that this clinic can exist in a sustainable manner.

5. Research in agriculture continues to grow

The need for research in the field of agriculture is generally necessary for the development of technology that always adapts to natural developments and the times. Even though the policies governing the patterns of research, development, study, application and innovation have changed, research activities will not stop being carried out. This situation is actually an opportunity for the development of agribusiness clinics so that they can have more attractiveness and can run professionally and sustainably.

6. The need for food continues to increase along with the rate of population growth

Population growth which continues to increase from year to year will require an increase in food needs. Therefore there is no other reason than to make the agricultural sector a part of the national development priority program. In its development, it takes the role of extension workers as agents to convey information on technological innovations in agriculture. Agribusiness clinical activities that support efforts to increase agricultural production will be urgently needed to assist farmers and business actors in the agricultural sector in overcoming farming problems such as the effects of climate change, rising agricultural production costs, slow agricultural regeneration, marketing and so on.

7. The increasing need for healthy and quality agricultural products

Along with the awareness of healthy living, the trend of the need for healthy agricultural products as food ingredients also continues to increase. Knowledge about the importance of maintaining the body's immunity through nutritious and balanced food intake continues to be encouraged and has become a good habit for certain groups of people. This condition will certainly affect the need for information related to agriculture as a process of producing agricultural products with technology that minimizes the use of chemical inputs that trigger residues that are not good for health. The information transfer process can be played by the agribusiness clinic as a meeting place between extension workers, farmers, business actors and other general public who need this information.

8. The growing industrial sector that uses raw materials from agricultural products

The use of agricultural products as industrial raw materials has been around for a long time. This industry is included in the category of Agricultural Products Industry (IHP). Agricultural products used can be in the form of food crops, plantations, fisheries, forest products and animal husbandry. In its development, these industries certainly experience several obstacles, the solution of which involves several related parties. The role of the agribusiness clinic is needed as a facilitator connecting farmers with business actors.

9. The availability of agricultural infrastructure and facilities is getting better

Based on field observations and secondary data collection, the condition of agricultural infrastructure in Jombang Regency continues to increase. Agricultural infrastructure that can be proposed for development and rehabilitation programs include Farming Business Roads (JUT), Farming Tertiary Irrigation Networks (JITUT), Village Irrigation Networks (JIDES), shallow wells and deep wells. These proposals can be addressed to the Ministry of Agriculture, Provincial and District Agriculture Services and can also be submitted through the Village Fund Budget (ADD). In addition to infrastructure, the availability of agricultural facilities is also relatively easy to obtain, although there are still some accompanying problems. Agricultural facilities include production input facilities such as seeds, seeds, fertilizers and pesticides as well as agricultural machinery tools. In addition, capital is also a means of production, whose current situation is indeed more advanced than in the past few years. Farmers and business actors in the agricultural sector can access business capital through regular channels and the People's Business Credit (KUR) channel. Many banking institutions are now also found at the unit level in sub-districts, so farmers and business actors who are mostly still in villages do not need to reach them far. Facilitation of capital can involve an agribusiness clinic as a meeting place for people or groups engaged in agriculture.

10. Broader access to marketing of agricultural products

The downstream sector is often a problem in agribusiness systems, but with the development of technology and the development of supporting infrastructure up to the village level, the marketing sector is also growing. The flow of market information has become smoother and can be accepted by farmers even in remote areas, although there are still obstacles. The existence of business actors in the field of marketing can spur the synergy of agribusiness activities. Farmers as the main actors really need information related to marketing that can be provided at the agribusiness clinic. Besides that, motivation for the spirit of entrepreneurship can also be built through the services available at the agribusiness clinic.

11. The growing development of educational institutions in the district. Jombang (universities and vocational schools) which provide learning programs in agriculture

Agriculture has become an interesting field of study because of its much-needed existence and continues to grow so that it attracts a lot of interest from the younger generation to be pursued in official educational institutions. In Jombang Regency itself there are 2 tertiary institutions and 1 vocational high school which makes agriculture a concentration of learning.

#### 12. The increasing number of millennial farmers

Agricultural regeneration is relatively slow. However, the presence of the younger generation working in agriculture will continue to grow. This younger generation is known as the millennial farmer. The existence of these millennial farmers has not been fully touched by the attention of the relevant agencies, but their existence will be a good opportunity for the continuation of agribusiness clinic activities, because millennial farmers will need direction, guidance and empowerment in their development, one of which is in this agribusiness clinic.

### ***Threat***

#### 1. Improper government policies

Implementation of agricultural activities will not be separated from the determination of policies by the government. The policy is determined based on the needs of the policy objectives. Policy determination should be carried out with good and precise planning so that in practice it will achieve the expected goals. Mistakes in policy formulation will affect the implementation of the existing system, waste budgets, mistarget and trigger legal violations. Some examples of inaccurate policies include fertilizer subsidy policies, agricultural machinery assistance, fixing of floor prices and roof prices of agricultural products and many other policies which at the field level have caused polemics. Policies aimed at supporting agricultural development eventually reversed direction to make it even more difficult to position the policy targets. Therefore, the inaccurate policy must be reviewed and re-formulated replacement policies with appropriate procedures.

#### 2. Relatively slow farmer regeneration

Slow agricultural regeneration will affect the sustainability of the farming profession. Based on the results of observations at the research location, farmers who do not have the next generation will sell their land or still own the land but the process is carried out by other farmers (mreman system).

#### 3. There is a change in the function of agricultural land to other sectors outside agriculture (industry, trade and residential sectors)

The needs that accompany population growth and the development of a country are certainly not only the agricultural sector. There are industrial, trade, infrastructure and settlement sectors which are also required to develop as a driving force for a country's economy. In its development, these sectors must be facilitated with sufficient land. This condition has caused several areas in Jombang Regency to have changed their function from the agricultural sector to the sectors mentioned above. With the transfer of these functions, of course, will reduce the total area of agricultural land.

#### 4. There is a shift from the farming profession to other professions in other economic sectors, namely in the service and industrial sectors

In addition to changing the function of the land, the number of farmers who continue to decrease due to the transition of professions is also a threat to the sustainability of agricultural activities in general. The driving factor that plays an important role is the low income in agriculture.

### *Strengths*

1. Adequate *Balai Penyuluhan Pertanian* building conditions  
Data obtained from field observations related to the condition of existing *Balai Penyuluhan Pertanian* buildings in Jombang Regency, namely 71% of BPPs have adequate buildings and the remaining 29% require repairs. Of the 21 BPPs in Jombang Regency, there are 17 BPPs that already have their own buildings, while 4 *Balai Penyuluhan Pertanian* are still attached to the building area of the sub-district office.
2. There is an extension institution at the district level, namely the *Unit Pelayanan Terpadu* Implementing Agricultural Extension in Jombang Regency.  
The existence of the *Unit Pelayanan Terpadu* as the implementing unit for extension activities at the district level plays a very important role in improving the performance and capacity of extension workers. *Unit Pelayanan Terpadu* routinely monitors and evaluates extension activities within a period of three months. This activity aims not only to regulate the work administration of extension workers, but also to provide motivation so that extension workers always carry out their duties and functions properly.
3. There are efforts to increase the capacity of farmers and extension workers  
The capacity of agricultural human resources must be continuously improved to support the performance of agribusiness clinic activities because agricultural activities themselves continue to grow. This capacity building can be in the form of technical assistance, training, workshops, demonstration plots and so on. So far in Jombang Regency, these activities have often been carried out. This can be seen from the documentation of some activities including extension training, farmer group field school activities, implementation of independent demonstration plots and online extension training initiated by the Jombang District Agriculture Office.
4. There is a well-organized farmer organization  
Farmer institutions in Jombang Regency include farmer groups, farmer groups, farmer women's groups (KWT), food storage groups, livestock groups, fish farming groups, and so on. All of these institutions have been established by Decree of the Regent. This shows that the Jombang District Government is very concerned about the interests of farmers through group empowerment. This condition is a strength factor for the implementation of agribusiness clinics in Jombang Regency.
5. Farmers' enthusiasm for more advanced, independent and modern agricultural development activities.  
The development of information technology becomes a situation that cannot be avoided. Likewise in agriculture in Jombang district. The flow of agricultural information which is increasingly easy to obtain due to the disruption of digitalization has given rise to farmers who have high enthusiasm for more modern agricultural activities. Farmers with high enthusiasm are typically a driving force for the growth of agribusiness clinics in Jombang district. High enthusiasm will encourage someone to know more and the existence of an agribusiness clinic will be the right place for various agricultural technology innovations.
6. The existence of an MoU (agreement) between the Jombang District Agriculture Service and agricultural research centers and universities in Jombang District in the implementation of agribusiness clinics.  
Implementation of agribusiness clinics cannot stand alone and requires the involvement of other parties. Clinical activities are closely related to the process of disseminating technological innovations, so that in practice it requires a relationship with the source, in this case, research



centers and academics. The Jombang Regency Agriculture Office has made an agreement with research centers in East Java and universities in Jombang Regency. This agreement is a strength factor in the implementation of agribusiness clinics. Through this agreement will improve the quality of service to farmers, business actors and the general public who access the agribusiness clinic.

### **Weakness**

1. The location of the BPP (Agricultural Extension Center) is less strategic  
Determining the location of the agribusiness clinic in *Balai Penyuluhan Pertanian* turned out to cause problems related to the location of Balai Penyuluhan Pertanian, not all of which were in strategic locations. The strategic location of this location is mainly seen from the relative distance to the entire area that is being assisted by extension workers. Several informants conveyed the long distance factor as the cause of farmers' reluctance to come to the agribusiness clinic.
2. Insufficient extension demonstration facilities available at *Balai Penyuluhan Pertanian* properly  
Agribusiness clinical activities require demonstrations as a tool for dissemination of educational material. If the demonstration facilities are still not sufficient, then this is a weak factor in implementing agribusiness clinics. The demonstration facilities include educational media such as leaflets, magazines, post tests, booklets, data boards. In addition, there is a demonstration that is rarely fulfilled but its existence is very important, namely the demonstration plots around the BPP. This land is very important for pilot land for the application of technology by extension workers and not all BPPs in Jombang Regency own this land.
3. The number of extension workers is still lacking  
Extension workers nationally are still very lacking, as well as in Jombang district. The number of PNS and first aid extension workers in Jombang Regency is 125 people with a total of 306 villages. Based on this comparison, an extension worker handles 2-3 assisted villages. This still does not meet the target of the agricultural extension revitalization policy, namely one village is held by one extension worker. Of course, this situation has not been able to optimize the performance of extension agents, especially now that an extension worker is also with work as an administrator for several systems supporting agricultural activities, for example those related to subsidized distribution and Agricultural Extension System. Therefore, the lack of extension workers is a weak factor for agribusiness clinic activities in Jombang district.
4. The abilities of extension workers are not evenly distributed and still need to be improved  
The existence of extension workers in Jombang Regency is quite diverse, in terms of age, level of education, experience and expertise. This is of course a problem that becomes a weakness of the implementation of agribusiness clinics if a solution is not immediately sought. Technological developments encourage the creation of systems aimed at helping with work, it often becomes a new problem because not all extension workers can operate the system. In addition, the interpersonal skills of extension workers are also important things that not all extension agents have mastered.
5. Lack of activity budget to support the implementation of agribusiness clinics  
The budget for an activity is an important factor, just like the fuel used by a car to move. Insufficient budget will affect the activities of the agribusiness clinic, even though the reason for implementing it is the task and function of the extension workers themselves. The use of the budget is needed to fulfill facilities such as clinical demonstrations, clinical materials, implementation of

demonstration plots and other supporting equipment. This budget problem will be a factor that weakens the implementation of agribusiness clinics in Jombang district.

6. Access to dissemination of technological innovations resulting from research in agriculture is not yet optimal.

The results of research and studies of agricultural technology by researchers are not all able to quickly reach their users. Several procedures need to be followed, especially since in 2022 there has been a change in policy regarding the auspices of researchers nationally. Researchers in the agricultural sector who were previously under the auspices of the Balitbang Ministry of Agriculture, based on RI Presidential Decree No. 78 of 2022 must move under the auspices of the National Research and Innovation Agency (BRIN).

7. The ability of farmers to use information technology equipment is still lacking

The development of information technology in agriculture opens opportunities for easier and faster access to agricultural information. The use of modern digital tools such as mobile phones and computers allows farmers and business people to get the desired information quickly and anywhere. However, based on field observations and interviews with informants, it shows that not all farmers have been able to take advantage of this opportunity, especially for older farmers. This is of course a weak factor in the development of agribusiness clinics in Jombang Regency, because it is possible that the application of technology in agribusiness clinics will not be accessible to all farmers and other targets.

### **Formulation of Agribusiness Clinic Planning Strategy in Jombang Regency**

In order to implement the set vision, agricultural clinical activities in the Jombang Regency need a good planning strategy. The formulation of the strategy is carried out in accordance with the design of the strategy formulation based on theoretical studies (Singh, 2022).

#### ***The Input Stage***

This stage is the stage of entering and classifying internal and external factors. Internal factors are classified into strengths and weaknesses, while external factors are classified into opportunities and threats. The results of this stage are in the form of an EFE (External Factors Evaluation) matrix and an IFE (Internal Factors Evaluation) matrix.

1. **EFE (Eksternal Factors Evaluation) Matrix.** Based on the results of data collection activities carried out at the research location, the external factors that influence the activities of the agribusiness clinic in Jombang Regency consist of opportunities and threats. Some of these factors have been presented in table 2.

**Table 2.** EFE Matrix Agribusiness Clinic in Jombang Regency

No	Factor	Weight	Rating	Score
<b>Opportunities</b>				
1	The agro-ecosystem suitability of most areas in Jombang Regency for general agricultural activities	0.06	4	0.25
2	The wider the internet network	0.06	4	0.25
3	Access to agricultural information that is getting easier and smoother	0.06	4	0.24
4	The development of social media as a means of sharing and publishing agricultural activities	0.06	4	0.24
5	Research in agriculture will continue to grow	0.06	3	0.19
6	The need for food continues to increase along with the rate of population growth	0.06	4	0.25
7	The increasing need for healthy and quality agricultural products	0.07	4	0.27
8	The growing industrial sector that uses raw materials from agricultural products	0.06	4	0.24
9	The availability of agricultural infrastructure and facilities is getting better	0.06	3	0.18
10	Broader access to marketing of agricultural products	0.06	3	0.18
11	The growing development of educational institutions in Jombang Regency (universities and vocational schools) which provide learning programs in agriculture	0.06	2	0.11
12	The increasing number of millennial farmers	0.06	2	0.11
<b>Threats</b>				
1	Inappropriate government policies	0.06	3	0.19
2	Relatively slow farmer regeneration	0.07	2	0.14
3	There is a change in the function of agricultural land	0.07	1	0.07
4	There is a change in the profession of a farmer	0.07	2	0.13
<b>TOTAL</b>		<b>1.00</b>		<b>3.06</b>

Source: Data Processed (2022)

The number of external factors that were identified in this study were 16 factors, consisting of 12 factors as opportunities and 4 factors as threats. In table 2 above, it can be seen that the opportunity factor that has the highest score is the increasing need for healthy and quality agricultural products of 0.27 while the threat factor that has the highest score of 0.19 is an inappropriate government policy.

**2. IFE (Internal Factors Evaluation) Matrixs.** The internal factors in this study became the strengths and weaknesses of the implementation of agribusiness clinical activities in Jombang District. These factors were then given weights and ratings according to the questionnaires that had been filled in by the research informants. The results of the data processing are presented in table 3.

**Table 3.** IFE Matrix Agribusiness Clinic in Jombang Regency

No	Factor	Weight	Rating	Score
<b>Strenghts</b>				
1	Adequate BPP building conditions	0.09	3	0.27
2	There is an extension institution at the district level, namely the UPT Implementing Agricultural Extension	0.09	4	0.37
3	There are efforts to increase the capacity of farmers and extension workers	0.09	4	0.37
4	There is an organized farmer organization	0.08	4	0.33
5	Farmers' enthusiasm for more advanced, independent and modern agricultural development activities	0.08	3	0.24
6	The existence of an MoU (agreement) between the Department of Agriculture Kab. Jombang with the Research Center and Higher Education in Jombang in the implementation of an agribusiness clinic	0.08	3	0.25
<b>Weaknesses</b>				
1	The location of BPP is less strategic	0.07	1	0.07
2	Insufficient extension demonstration facilities available at BPP properly	0.08	1	0.08
3	The number of extension workers is still lacking	0.06	1	0.06
4	The abilities of extension workers are not evenly distributed and still need to be improved	0.08	1	0.08
5	Lack of activity budget to support the implementation of agribusiness clinics	0.07	1	0.07
6	Access to dissemination of technological innovations resulting from research in agriculture is not yet optimal	0.07	2	0.13
7	The ability of farmers to use information technology equipment is still lacking	0.06	2	0.12
<b>TOTAL</b>		<b>1.00</b>		<b>2.43</b>

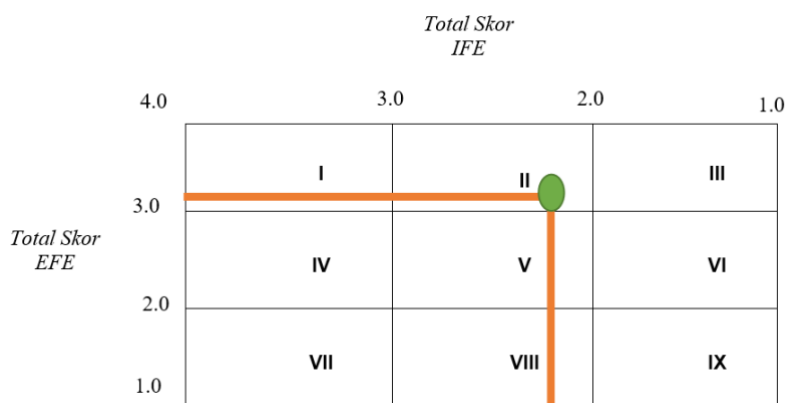
Source: Data Processed (2022)

Based on table 3, it can be seen that there are 13 internal environmental factors that influence the implementation of agribusiness clinics in Jombang Regency, consisting of 6 strengths and 7 weaknesses. On the strength factor, the existence of district level extension institutions, such as the UPT implementing Agricultural Extension, and initiatives to boost the ability of farmers and extension workers both receive high scores, both with the same value of 0.37. On the strength factor, the higher the score obtained in the IFE calculation indicates the stronger the effect on the implementation of

the agribusiness clinic. This is different from the weakness factor, where the lower the IFE score, the stronger the effect of this factor on the implementation of activities and vice versa. Therefore, in table 4.25 above, it can be seen that the factor that has the lowest value, namely 0.06, is the number of extension workers who still lack the strongest influence on the implementation of activities.

**The Matching Stage**

In this second stage is the stage of matching between external factors and internal factors that influence the activities of agribusiness clinics in Jombang Regency. In this study, researchers used two matching techniques, namely the SWOT Matrix and the IE Matrix.



**Figure 2.** Total IFE Score  
Source: Data Processed (2022)

In Figure 1 it can be seen that the total IFE and EFE scores meet in quadrant II which illustrates that the agribusiness clinical activity is in the Grow and Build stage. At this stage, the strategy that can be implemented is a growth strategy through horizontal integration. This strategy can be implemented by expanding the location of the agribusiness clinic and improving the services provided both in quantity and quality. The two strategies have been implemented by planning their implementation in each *Balai Penyuluhan Pertanian* at the sub-district level. The types of services are also more numerous and varied, although the quality still needs to be improved.

In determining the position of the agribusiness clinic in Jombang Regency based on the SWOT and IE matrices, the choice of strategy that can be taken is from a growth strategy that considers the use of strength factors to seize existing opportunities. There are five draft strategies that become policy alternatives, namely:

1. Realizing the role of the agribusiness clinic in increasing the capacity of farmers and extension workers by utilizing information technology
2. Development of farmer institutions into Farmer Economic Institutions by the agribusiness clinic
3. Strengthening the duties and functions of BPP as a center for implementing agribusiness clinics
4. Utilizing social media as a means of outreach and publication of agribusiness clinical activities.
5. Special guidance for millennial farmers by the agribusiness clinic

**The Decision Stage**

The last stage is the decision-making stage. At this stage, the method used is QSPM (Quantitative Strategy Planning Matrix) analysis. The purpose of this QSPM analysis is to find out the best strategy that can be applied from several alternative strategies that have been produced in

stage II. In the SWOT matrix, 12 alternative strategies have been developed related to the implementation of agribusiness clinics in Jombang district. Then through the IE matrix it is known that the position of the implementation of the agribusiness clinic in Jombang Regency is in the Grow and build position so that the five most feasible options strategies are selected to be implemented. From the choice of these strategies, a strategic priority order has been selected based on the interest in its relationship with the existing internal and external environment.

**Table 4.** QSPM Analysis Results of Agribusiness Clinics in Jombang Regency

No	Alternative Strategy	TAS	Information
1	Strengthening the duties and functions of BPP as a center for implementing agribusiness clinics	7.12	I
2	Realizing the role of agribusiness clinics in increasing the capacity of farmers and extension workers by utilizing information technology	6.05	II
3	Special coaching for millennial farmers by the agribusiness clinic	5.27	III
4	Development of farmer institutions into Farmer Economic Institutions (KEP) by agribusiness clinics	5.12	IV
5	Utilizing social media as a means of outreach and publication of agribusiness clinical activities	4.45	V

Source: Data Processed (2022)

Based on the results of the QSPM analysis above, the strategy that has the highest total interest score (TAS/Total Attractiveness Score) is the strategy of strengthening the tasks and functions of the BPP as the center for implementing agribusiness clinics with a TAS of 7.12. This strategy is formulated by utilizing the internal environment in the form of strengths to take advantage of opportunities. All strength factors (internal environment) that are owned from the implementation of agribusiness clinics are able to support this strategy.

While the external environment that becomes an opportunity for the successful implementation of this strategy is the suitability of the agro-ecosystems of most areas in Jombang Regency for general agricultural activities (O1), easier and smoother access to agricultural information (O3), the development of social media as a means of sharing and publication of activities agriculture (O4), research in agriculture will continue to develop (O5) and the development of educational institutions in Jombang district (universities and vocational schools) that provide learning programs in agriculture (O11). The implementation plan for strengthening the duties and functions of BPP as a center for implementing agribusiness clinics is as follows:

1. Optimizing the preparation of extension programs
2. Ensuring the availability of complete data and information at BPP
3. Expanding the information network
4. Provide demonstration plots in each BPP
5. Seeking training in agriculture
6. Provide a budget
7. Evaluate activities

## CONCLUSION AND SUGGESTION

This study has explained about the preparation of agribusiness clinical planning strategies in Jombang Regency. Based on the results of the research and discussion conducted, several conclusions are compiled as follows:

1. The agribusiness clinic in Jombang Regency has undergone a transformation from the old concept in 2008 to a new concept in 2022. The elements that are undergoing transformation are the dissemination pattern and the implementation concept which includes the implementation location, agribusiness clinic staff, materials and media, the facilities provided and the type of service.
2. The carrying capacity of the main external environment in the implementation of agribusiness clinics in Jombang Regency is the increasing need for healthy and quality agricultural products. While the carrying capacity of the internal environment which is closely related is the existence of extension institutions at the district level, namely the UPT Implementing Agricultural Extension and efforts to increase the capacity of farmers and extension workers
3. The right planning strategy for implementing an agribusiness clinic in Jombang Regency is the SO (Strengths-Opportunities) strategy, which means utilizing strengths to seize opportunities through strengthening the duties and functions of *Balai Penyuluhan Pertanian* is the center for implementing agribusiness clinics.

## REFERENCES

- Lari, P., Rose, A., Ernst, J. V, Kelly, D. P., & DeLuca, V. W. (2019). Action research. *Technology and Engineering Teacher*, 79(2), 23–27.
- Mac Naughton, G. (2020). Action research. In *Doing early childhood research* (pp. 208–223). Routledge.
- Naab, F. Z., Abubakari, Z., & Ahmed, A. (2019). The role of climate services in agricultural productivity in Ghana: The perspectives of farmers and institutions. *Climate Services*, 13, 24–32.
- Ostaev, G. Y., Markovina, E. V, Gorbushina, N. V, Mukhina, I. A., Timoshkina, E. V, Mironova, M. V, & Kravchenko, N. A. (2019). Agricultural business planning management: development, motivation, strategy and decision making. *Indo American Journal of Pharmaceutical Sciences*, 6(5), 10960–10967.
- Patel, P. K., Patel, C. R., Chaitra, G. B., & Patil, C. (2020). Performance of Agriclincs and Agribusiness Centers Scheme in India–A Case of Gujarat. *Int. J. Curr. Microbiol. App. Sci*, 9(2), 1541–1549.
- Sakib, M. H., Afrad, M. S. I., Harun-Al-Rashid, A., & Kausar, A. K. M. G. (2021). Agribusiness in South Asia: Current Status, Obstacles, and Policy Options. In *Opportunities and Strategic Use of Agribusiness Information Systems* (pp. 73–92). IGI Global.
- Singh, N. (2022). Role Of Banks In Successful Implementation Of Agriclincs And Agribusiness Centre Scheme. *IJNRD-International Journal of Novel Research and Development (IJNRD)*, 7(5), 34–47.