



Rambutan Commodity Development Strategy as Regional Potential Product

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Abstract

The potential product of a region needs to be developed in order to improve the social welfare. Commonly, at harvest time, there is abundant horticulture commodity. Unluckily, the price of the commodity drops significantly. In other words, it costs extremely cheap. The purpose of research is analyzing the internal and external factors and determining an appropriate strategy for developing rambutan in Central Java, especially at Gunungpati District, Semarang, Central Java Province. The primary data of this research is obtained from 58 rambutan farmers that have been interviewed and have filled out the questionnaire forms. The secondary data is taken from the Central Bureau of Statistics, the monograph of the village and the internet by implementing the literature study method. Then, SWOT analysis is implemented for analyzing the data. The internal factors that become the strengths are fertilized land for rambutan to grow and the farmers' hereditary experiences in cultivating rambutan. Further, the lack of absorbing power of knowledge and technologies and the low existence of rambutan business are the weaknesses. Next, the external factor that becomes opportunity is the continuous increasing market demand, while the threat is the young generations having no interest in rambutan business. Finally, the stability (hold and maintain) strategy should be implemented for developing rambutan business

Keywords: development strategy, potential product, rambutan, SWOT, stability strategy

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INTRODUCTION

Development is a dynamic process to achieve public welfare both at the national and regional level. Various approaches in development are used to achieve the development goals, one of which is the sectoral development. The sectoral approach considers it necessary to approach a development through business activities that are grouped by types into sectors and sub-sectors. One of the business sectors in development is the agricultural sector (Adisasmita, 2005). In Indonesia it has a great role in supporting food compliance and providing job opportunities for the farmers' households (Sumastuti, 2011).

The agricultural sector development cannot be separated from the use of agricultural lands, which generally exist in rural areas. Speaking of agricultural lands, along with the increasing need for residential and industrial lands, there has been a land conversion, from agricultural to non-agricultural one. It is similar to what has been occurring in the regency / city in each province. Semarang as one of the cities in Central Java Province has 16 districts. The agricultural lands there are spread over at Gunungpati, Mijen, Tembalang, and Genuk Districts. As the core city in Central Java Province, from year to year the population growth of Semarang City continues to exceed the carrying capacity of the land. Consequently, the agricultural areas located in four districts are included in the urban expansion areas especially for residential lands. Gunungpati District that used to be a green belt area for Semarang City or as a buffer zone (Arifin, et al., 2013) slowly is also partly experiencing the land conversion. According to Dewi & Rudiarto (2014), Gunungpati has

experienced a land conversion, which is marked by the increasing of developed land at 28.02 ha, or 39.5% in the last 11 years and about 129 ha (24%) of residential land in the buffer zone. This causes the landslides in the residential lands.

Various efforts have been conducted to prevent the land conversion, one of which is that the City Government has determined Gunungpati District as an agro-tourism area. To solve the critical land in this area, since 2007 there has been the Land Conservation Program on Top Areas of Semarang and the Poverty Alleviation (PKLSAPK). This program has held the cultivation of various types of horticultural crops in Gunungpati District. The types of horticultural crops widely cultivated are many kinds of fruits such as durian, rambutan, jackfruit and water apple, while long beans and cayenne pepper are the horticultural commodity for most cultivated types of vegetables (Murwatiningsih, et al., 2013).

The fruit crop commodity mostly grown in Gunungpati District and also as the potential product is rambutan. The plant is cultivated by 17 of 26 farmer groups (65.4%) in that district and also as the potential product that has been analyzed by the Location Quotient / LQ (Margunani, et al., 2012). The analysis of potential products using LQ is also used by Alhempri, et al. (2014) in analyzing the potential products in several regencies in Riau Province. If the economic potential is well managed, the social welfare in Gunungpati District will be able to increase (Nihayah, 2012).

The numbers of rambutan crop in this area make this fruit production abundant in the harvest season, the price is very cheap and the unsold fruits will quickly be withered, broken and rotten. As a result, the

development goal to improve the social welfare is not achieved, especially for the farmers as the entrepreneurs. To increase the welfare, there should be the trade system and the integration of agribusiness that is profitable for the farmers. This is along with a research conducted by Hansen & Cranfield (2009), and Patrick (2004). Mather (1999) and Cahyadin & Nihayah (2014) added that the trade system must be effective and efficient, which means that this integration should be thoroughly ranging from the harvesting, the harvest processing, and the product marketing system so that there will be a chain of commodities, markets, territorial, and review of policies. Besides, the problems of efficiency, productivity, and quality and attention should become a priority in order to meet the market demand and the customer preference, and should be tailored to the potentials in each area (Sunaryanto, et al., 2014).

The demand for fruit and vegetable crops has increased very significantly. This is because there is an awareness about maintaining the health that will result in the increase of the horticultural product consumption. In 1990-1995, everyone's consumption of fruits reached 30 to 35 kilograms a year, in 2000-2009 about 40 to 45 kilograms a year and in 2010-2013 reached 50-55 kilograms a year. This is along with a research of Anggasari, et al. (2013), that there are still many consumers who consume local fruits because there are many more kinds of local fruits and because many consumers prefer local fruit flavors rather than the imported ones. The condition certainly opens up the great business opportunities for the horticultural commodities. Actually the potential of Indonesian horticultural commodities is still very large and very potential

to develop. Hagi, et al.'s reasearch (2012) found that many agro-industry products and horticultural commodities have so high comparative and competitive advantages that they can compete in the global market. However, the characteristics of horticultural commodities that are easily damaged and suffer great losses create the classic problem for the farmers and traders, which ultimately may lead to physical risks and prices for the horticultural agribusiness entrepreneurs and also the disruption of its demand and supply. This is along with the research result of Kasimin (2013), which stated that the horticultural production is influenced by the availability of production facilities and technologies, while the revenue is influenced by the sales price and marketing costs. A linkage of products appears to be low due to the low access of farmers to the production facilities, the high pests and diseases, and also the low selling price.

The farmer groups in Gunungpati District also experience the characteristic problem of horticultural products. Based on the interviews with farmer groups during the harvest season, from 15-17 rambutan trees, each group is able to produce approximately 25.5 to 30 quintal of rambutans. Of these numbers, the farmers sell them in bundles. There is no standard for the weight of a bundle. A quintal is usually made into a 100-150 bundles. The rambutan sale value takes the highest value only of Rp 2.500,00 a bundle. Because the sale value of rambutan is very low, so many owners complain because the sale value is not sufficient for the extraction and transportation costs. Finally the fruits are let to be dropped from the tree. The selling price during the harvest is relatively low even it cannot be sold at all

that makes the fruit wasted in vain (Nihayah & Margunani, 2013).

To gain an increase in the economic value of horticultural commodities can be done by developing the Research and Development (R & D) to seek a wide range and variety of food and beverages that can be created and developed from crops that are produced (Henriksen, et al., 2010). By increasing the additional value, it will hopefully be able to improve the farmers' welfare, so it will be able to reduce the level of poverty in the areas (Watanabe, et al., 2009).

Some researches relating to the processing of rambutan with additional value have been carried out, one of which is Hastuti, et al. (2013) that told about the production of candied dried rambutan with various concentration of lime solution and drying characteristics. The conclusion is as follows: the use of lime solution concentration has an effect on the increased water levels but no effect on the levels of vitamin C, and the drying characteristic differences have no impact on the water levels and high levels of vitamin C. The result of this research indicates that the rambutan processing into refined products does not reduce the vitamin content.

Ristiana & Sudartatik (2015) has made a study of rambutan refined products such as rambutan seed flour biscuits. The biscuits made from rambutan seed flour is given an extract of red cabbage for coloring. The result shows that there is an effect of adding levels of red cabbage extract to the consumer preference towards rambutan seed biscuits. Rambutan seed is essentially non-toxic and contains carbohydrates, protein and fat needed by the human body, and it can even be made into chips (Polanditya, 2007).

Based on the rambutan excellent potential of Gunungpati District and considering that rambutan processing is a prospective business to be develop to have economic additional value, it is important to conduct a research on the development strategy of rambutan in order to improve the farmers' welfare. The purposes of this research are: 1) To analyze the internal and external factors in the development of rambutan 2) To develop an appropriate development strategy of rambutan. The strategic development in a company/ business unit is useful in dealing with the external threats and seizing the opportunities that exist and seeing objectively the conditions of internal and external structured in the strategic planning (Rangkuti, 2009). This strategy study is conducted so that later it can be followed to make the rambutan refined products in accordance with the conditions, the capacity of the existing human resources and the facilities available in Gunungpati District.

RESEARCH METHODS

Types and Sources of Data

The data used in the research is the primary and secondary data. The primary data is obtained from the respondents by interview and questionnaire. The secondary one is obtained from the Central Bureau of Statistics, the monograph of the village and the internet. The research population is the whole rambutan horticultural farmers in Gunungpati District. The sampling technique uses a purposive sampling method by deliberately setting the research sample for certain considerations. Such considerations are the farmer groups that take the program of Japan Social Development Fund (JSDF) and that are not incorporated into the

program. The respondents chosen are 58 people and they are the chairmen of the groups representing the members of the farmers' groups. The research was conducted in rambutan harvest season in 2015.

Analytical Technique

The analysis applied is the qualitative descriptive analysis. A descriptive analysis is defined as the process of solving the problem that is investigated by describing the state of the subject and object of research at the present time based on the facts that appear or look like. The analysis tool used is the SWOT Analysis. SWOT Analysis is a systematic identification of various factors to formulate the development strategies. This analysis is a combination of internal and external factors. The internal factors contain the strengths and weaknesses, and the external factors contain the opportunities and threats.

RESULTS AND DISCUSSION

Respondents' Education

Viewed from the background of the respondents' education level, it appears that most have not so high educational background. It is important to note because the educational background is crucial to possibly have the up-grade knowledge and technology of processing rambutan and the development strategies that are more effective and efficient. The educational level will be positively correlated with the technology that will be applied to the processing of rambutans to have additional value. Hopefully the processing with additional value will be able to increase the farmers' income that can ultimately improve the welfare of farmers and farming entrepreneurs.

Table 1. Respondents based on the educational background

Level	Numbers (person)	%
Elementary School, Junior High School	44	75,9
Senior High School, Vocational High School	11	19,0
D3 or Academy	1	1,7
First Graduate	2	3,4
Total	58	100,00

Source: Primary Data processed

Table 1 shows that a number of 75.9% rambutan horticultural crop farming entrepreneurs only study in the Elementary School or Junior High School. The low education level of the respondents will affect the absorption of a given technology. By looking at the descriptive result of the respondents' education, later it will be able to apply the technology appropriate to the capability of absorption of knowledge about the technology. This condition indicates that the farming business management is more focused on technical skills acquired hereditary. Its technical capabilities increasingly becomes stronger along with the length period of working, managing the agriculture and plantation farming. This indicates that innovations are not mostly applied yet in relation to the technical capabilities of the members of farmer groups.

Based on the findings that the respondents' education level is still in the low category, further study of rambutan processing techniques to increase the additional value is adjusted to the educational level. This is conducted so that the absorption level of a given technology can be implemented and sustained. The refined products selected for the develop-

ment for instance is the creation of syrup from the juice of rambutan.

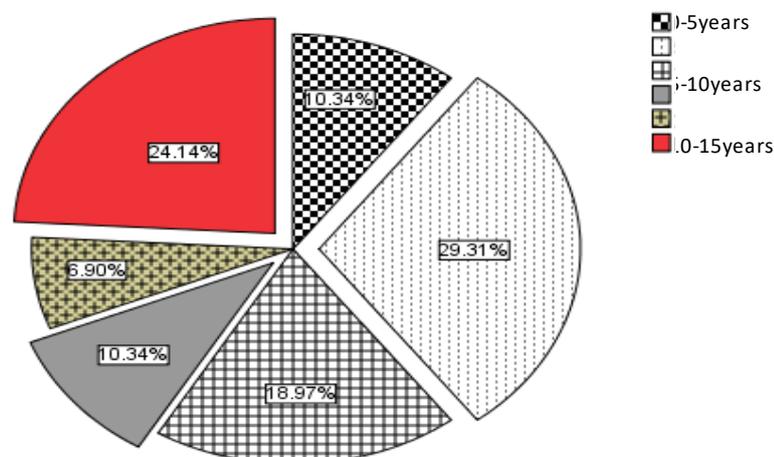
Business Experience

Figure 1 shows that there are more than 50% entrepreneurs that have experienced in managing the horticultural farming more than 10 years (60.35%). While 29.31% started between 6 and 10 years and only 10.34% less than 5 years of managing the business. This shows that the entrepreneurs in Gunungpati District is the older generation because most (60.35%) has been managing the business more than 10 years.

The number of farmers who manage the farming more than 10 years shows that most are very experienced in farming business. While the Land Conservation Program on Top Area of Semarang and the Poverty Alleviation (PKLSAPK) has succeeded in making the citizens in Gunungpati do their work as farmers. It seems that since this program has been implemented in 2006, there are 29.31% of people interested in working on agricultural land in Gunungpati District. PKLSAPK program received grant

support from the Japan Government through the Japan Social Development Fund (JSDF) through the World Bank for three years from 2005 to 2007. One of the activities is to utilize the land (a crooked land) owned by the government for productive crop planting by including the poor farmers and farm workers in the top areas of Semarang, one of which is in Gunungpati District.

For the type of annual fruit crops harvested once, rambutan is much cultivated by 17 of 26 farmer groups (65.4%) in Gunungpati District (Margunani, et al., 2012). Even in the fruit season, the rambutan yields are numerous and abundant. But unfortunately the selling price is relatively low because there is no effort to improve its economic value. The role of farmer groups / gapoktan is still weak. The farmer groups' low role actually becomes the problem that is generally experienced by the horticultural farmers along with the research (Tawakal, et al., 2013). This is the main problem to resolve in the empowerment program of the rambutan farmer groups in Gunungpati District.



Sources: Primary data is processed

Figure 1. Distribution of respondents based on the length of running the business as Farmers

Marketing Reach

Rambutan fruit is cultivated by the farmers who are the members in a group. There are 58.6% of respondents belonging to this group. The existence of farmers in the group are expected to be able to grow motivation, interaction and cooperation among the members of the group. Besides, the group will be able to empower the local potency and the economic resources owned, to strengthen the culture of entrepreneurship, to improve the access to markets and to forge a partnership with various stakeholders.

The research result shows that there are some markets as marketing reach of rambutan commodity such as local in nearby market, local in other markets but in one area of city and outside the city. Fifty eight respondents (43%) say that rambutans are only marketed locally, in nearby markets. While 21% of respondents say that they can be marketed at the local level in other markets in the city. Usually these products are sorted and sold in fruit stores (Figure 2).

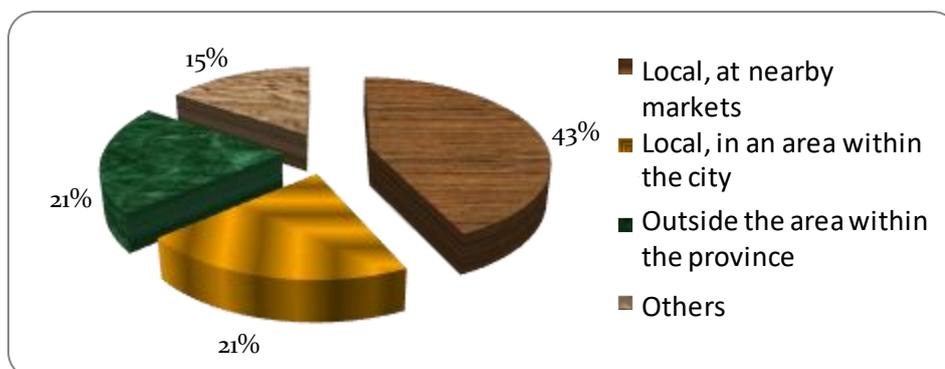
There are 21% of respondents who market the agricultural products outside the area within a province. This is conducted by the retailers who buy the yields and then sell them outside the city.

Motivation of Planting Rambutans

The farming cannot be regarded as only continuing the parents' business or living life. A habit to cultivate the farm crops then to develop them to be derivative products that generate the additional value indicates the seriousness that farmers make the agriculture as a source of income. Therefore, the indicators of entrepreneurial potential is an indication of whether the farm is able to be the job opportunity that can become the foundation of the family or not.

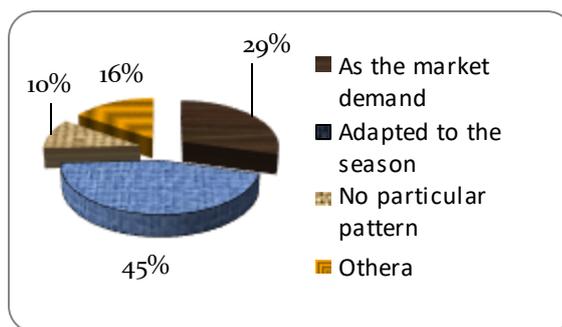
The entrepreneurial potential can be seen from how the farmers anticipate an increase in demand. Rambutan sustainability as the main component for making rambutan refined products can be found on the farmers' motivation to plant it. The result shows that the farmers' consideration to plant is not due to market demand but adjusted to the season (44.8%) (Figure 3).

While 29% of respondents say that their decision to plant is because it is adjusted to what commodities that can become the market demand. Ten percents of respondents say that planting does not depend on the season or the market demand, but it depends on their own needs.



Source: Primary data processed

Figure 2. Marketing Areas of Rambutan Commodities



Sources: Primary data processed

Figure 3. Farmers' Consideration to Cultivate Crops

This condition occurs in which farmers receive the seed, which is a support from JSDF. However, until now some have not produced it so that the reason of planting is to keep earning income. There is also 16% of respondents who say that besides the three reasons, they cultivate the agricultural crops because it has been growing and existing since they have domiciled in Gunungpati District Area.

Environmental Analysis

The environmental analysis is needed to identify the factors that become the

strengths, weakness, opportunities, and threats on the rambutan refined development in Gunungpati District. The next step is to conduct the Internal Factor Evaluation (IFE) and the External Factor Evaluation (EFE).

Internal Factor Evaluation (IFE)

The IFE evaluation is conducted to determine the strengths and weaknesses that affect the rambutan refined development in Gunungpati District. While the IFE evaluation result can be seen in Table 2.

Table 2. Internal Factor Evaluation

Internal Strategic Factors	Quality	Rating	Score	Ranking
Strengths				
A Arable land suitable with its soil type	0,13	4	0,50	1
B Farmers' hereditary experience	0,13	4	0,46	2
C Widely cultivated type of plants	0,07	3	0,21	4
D Shorter aged plants	0,10	3	0,31	3
Mean	0,42		1,48	
Weakness				
E Absorptive capacity of knowledge and technology	0,17	1	0,22	1
F Unoptimal land cultivation	0,12	1	0,12	3
G Insufficient infrastructure	0,11	1	0,11	5
H Unexisted or unoptimal business groups	0,06	2	0,13	2
I Yield quality	0,12	1	0,12	4
Mean	0,58		0,69	
Total	1,00		2,17	

Source: Primary data processed

Table 2 shows that the total of score mean for the strength factor is 1.48, while the score mean for weakness factor is 0.69. This shows that the development of rambutan horticultural commodities in Gunungpati District has greater strength factor rather than the weakness one. Such a condition is favorable for the city government's efforts to make Gunungpati an agro-tourism area.

The greatest strength owned is that the land condition is suitable to support the rambutan refined development. The arable land is suitable with the type of plants. This factor is strengthened by the hereditary experience of the farmers. However, actually the absorptive capacity of knowledge and technology has become the biggest weakness on the rambutan refined development in Gunungpati, followed by the business group that has not existed or is not running optimally and the land cultivation that is not optimal yet. The strength factors possessed by the farmers in Gunungpati in the form of large farms are along with the research of Sudantoko & Mariyono (2010), which

suggests that on average the dense populated villages in Indonesia have potential resources such as agricultural land but it needs to increase the agricultural productivity. The total score of IFE matrix of 2.17 shows that the rambutan horticultural commodity development from the internal analysis is in average condition. Such condition requires the farmers or farmer groups to optimize more strength to overcome their weaknesses.

External Factor Evaluation (EFE)

The EFE identification and evaluation is performed to determine the opportunities and threats that affect the development of rambutan horticultural commodities in Gunungpati. The rating will be given depend on the high or low response indicated by farmer groups towards the opportunities and threats that arise. Table 3 shows that the total of the mean score for the opportunity factor is 1.13, while the total of the mean score for the threat factor is 1.57. This suggests that the threat factor is greater than the opportunity one.

Table 3. External Factor Evaluation

External Strategic Factor	Quality	Rating	Score	Ranking
Opportunity				
A Increasing market demand	0,14	3	0,41	1
B Determination of Gunungpati District as an agro-tourism area	0,11	3	0,29	2
C Opening up opportunities in partnership with others	0,07	2	0,17	4
D Additional value increase through upgraded technology	0,10	3	0,26	3
Mean	0,42		1,13	
Threat				
E Land conversion	0,15	2	0,35	2
F Emergence of pests or plant diseases	0,11	3	0,33	3
G Local youth labor force will not work in this sector (prefer to wander)	0,15	3	0,45	1
H Weather changes	0,12	3	0,31	4
I Unbalanced market information	0,06	2	0,13	5
Mean	0,58		1,57	
Total	1,00		2,71	

Source: Primary data processed

Table 3 also shows that based on the EFE result, the development of rambutan horticultural commodities is in the average position with a total score of 2.71. This means that the members of farmer group should be able to optimize the existing opportunities to solve the threat. The EFE calculation result in Table 3 indicates that the continuing and increasing market demand become the main opportunity. Besides, the motivation of the members of farmer groups to continue developing the innovations to cultivate rambutan through the increased additional value is an opportunity to reach. This was triggered by the Provincial Government Program that prepares Gunungpati District as one of the agro-tourism city destinations. The biggest weakness faced is that the young local workforce is not willing to work in this sector. They prefer to go abroad or work in other sectors than developing business to produce the refined rambutan. This factor is a threat that must be anticipated because it can hinder the development.

Development strategy

Each total score obtained from the evaluation of the internal and external factors is mapped in a matrix, which is called the internal external matrix (Matrix IE), see figure 4.

This mapping is important for selecting the strategic alternatives in more details in facing the competition and changes to the development of refined rambutan. Based on Figure 4, the development strategy pursued is the stability (hold and maintain) strategy. The strategy applied to this position is the market penetration and product development. Strategies of market penetration and product development are adopted to increase the market share of rambutan that has existed in the market through the increased marketing efforts. This strategy needs to be conducted considering the limited rambutan marketing area. Besides, the marketing is only done by 'penebas' or the small sellers with a very simple manner without regarding to appearance and packaging of the sold goods. Therefore, the farmer groups can increase the sales by doing the sorting of goods and then imposing the different prices at different consumers. With more attractive packaging it is expected to gain a new market share. While the product development can be conducted by making the refined products from rambutan like syrup, rambutan seed crackers, sweets and so forth. It is expected that the market share will be created by increasing the economic value of rambutan.

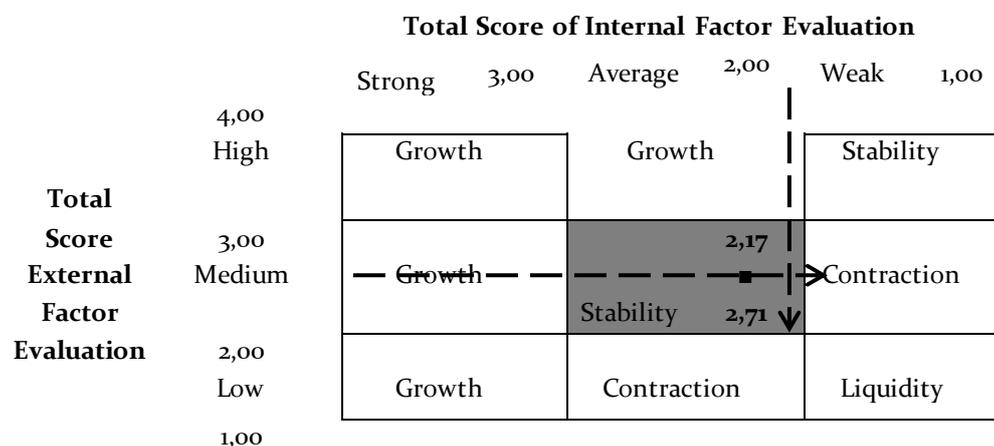


Figure 4. IE Matrix, Position of Rambutan Commodity Development

The research result of the strategy development of rambutan horticultural commodities that should be done in Gunungpati District is along with the previous researches conducted by Wyati Saddewisasi, et al. (2010), which reviewed the study of technology village pioneer potential as an economic empowerment media in Gunungpati District. The strategy that should be conducted for the economic empowerment in Gunungpati is: expanding the production facilities and technologies and building a cooperation with local authorities, the large-scaled entrepreneurs, and the academia. The result of this research is also along with the result of research conducted by Sunartomo (2014), which conducted a research in the area of horticulture centers in Jember Regency, East Java Province. In general, the technology used by the horticultural farmers are still low so that it needs to increase the technology that may be used in order to diversify the product.

The local government serves as a facilitator in terms of facilities and infrastructure, the large-scaled entrepreneurs serve as a foster father both in terms of capital, marketing, or technology. The academia could serve as a knowledge transfer based on the research results. The good relations among the local government, the entrepreneurs, and the academia are expected to improve the welfare of farmers or farmer groups in the Gunungpati District.

CONCLUSION

Based on the results and discussion, it can be concluded that the rambutan processing will be able to produce rambutan refined products that can be marketed and enjoyed outside the rambutan season so that it may increase the additional value. The

refined products that can be developed is the syrup from the juice and crackers from rambutan seed. The greatest strength owned by the rambutan farmer groups is the condition of land that is suitable for the cultivation of rambutan crops and the hereditary experience of the farmers. Absorptive capacity of knowledge and technology, unexisted or unoptimal business group, and unoptimal cultivation of land are the weakness. The continuous and increasing market demand becomes the main opportunities and also the motivation for the members of farmer grup to continue developing the refined rambutan. The threat that must be anticipated is that the youth labor force is not willing to work in the refined rambutan business. The appropriate development strategy is the stability (hold and maintain) strategy with a market penetration and product development.

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