

The Analyzes Of Scalogram, Performance-Importance And Hierarchy Process For Grand Strategy Of The Agro-Industry Development In Southeast Sulawesi

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ABSTRACT : *One condition to be met for structural transformation from agriculture industry to manufacture industry is the relationship between agriculture sector and industrial sector. The most suitable relationship is the processing of agriculture products into agro-industry development. The objective of research is to (1) Measuring the carrying capacity of each district / city in the Province of South East Sulawesi. (2) Identify the level of the gap between the attributes of public service performance has been done by the government through the relevant agencies to assist the development of the potential of agro-industry with the perception of importance will be required attributes. (3) Knowing the needs of agro-industry in the Southeast Sulawesi. (4) Compiling Grand Strategy Agro-Industry Development In Southeast Sulawesi, as the implications of the research results. Some analysis methods are used: (1) to measure the supportability of districts/cities, the analysis tool is scalogram, (2) To identify the extent of the gap between the performance attributes of public service with the perception of the level of importance of attributes that will be required to use gap analysis tools namely Performance-Importance Analysis(PIA). (3) to know the needs of agro-industry in region of Southeast Sulawesi, the analysis is Analysis Hierarchy Process (AHP). These some analysis device have produced some outputs such as (1) the rank of regional supportability, (2) the level gap between public service performance attributes that have been made by the government through the relevant agencies to assist the development of agro-industry with the perception of potential interest rate will be required attributes. (3) the needs of agro-industry in the Southeast Sulawesi. Based on the analysis drafted Grand Strategy of the Agro-Industry Development In Southeast Sulawesi, as the implications of the research results.*

KEY WORD : *supportability of districts, performance-importance attributes, hierarchy process, agro-industry, grand strategy*

I. INTRODUCTION

Background : The agricultural sector contributes the most dominant of the total Gross Domestic Product (GDP) of Southeast Sulawesi province within the last five years. This sector contributed an average of 67 % of the total ranges GDP. However, the high contribution of the agricultural sector is not matched with the high level of social welfare, it is seen from the low GDP per capita Southeast Sulawesi Province . GDP per capita Southeast Sulawesi Province in 2009 was still below 5 million rupiah is Rp.4.593.4400 so still considered a relatively underdeveloped area. The condition was explained that the value -added agricultural commodities Southeast Sulawesi is still relatively low, which in turn will decrease the real income of farmers which lead to increased poverty. Looking at the above conditions , it would require an industrial development strategy that is able to increase the linkages between sectors potential in Southeast Sulawesi, namely agricultural commodities, increase employment (employment linkage effect), and the creation of income for the community (income generation linkage effect). One strategy that most potential industrial development creates the effect of the above linkages are agroindustrial activity. For the main points of action plans agro-based industries in the medium term is intended to strengthen the value chain through the strengthening of the structure , diversification , increased value -added, quality improvement, and expansion of market share.Departing from the whole concept of thought that has been expressed above, it is relevant to raise an issue regarding the role of the agro-industry sector to the economy of Southeast Sulawesi. Through the concept of development of the agriculture-based industries, it is possible to be make Southeast Sulawesi as center of agricultural production and processing (agro-industry) of eastern Indonesia, so that the region will grow more rapidly in the future. Associated with that thought pattern, then this article titled: "The Analyzes of Scalogram, performance-importance and hierarchy process for grand strategy of the agro-industry development in southeast Sulawesi", with the intention that can become a reference in the master plan for the acceleration and expansion of Economic Development in South-East Sulawesi

II. RESEARCH OBJECTIVES

This study is expected to provide information about the area where the most potential to serve as a center for the development of agro-industry of agricultural products, it is necessary to research activities to be conducted include:

- [1] Measuring the carrying capacity of each district / city in the Province of South East Sulawesi.
- [2] Identify the level of the gap between the attributes of public service performance has been done by the government through the relevant agencies to assist the development of the potential of agro-industry with the perception of importance will be required attributes.
- [3] Knowing the needs of agro-industry in the Southeast Sulawesi.
- [4] Compiling Grand Strategy of the Agro-Industry Development In Southeast Sulawesi, as the implications of the research results

Conceptual Grounding

Definition of Agro-industry : Saragih (1999) saw it as a limitation agribusiness system intact and interrelated economic activities among all the subsystems upstream agribusiness, farm subsystem, subsystems downstream agribusiness, and subsystems of agribusiness support services. Each subsystem can be broken down as follows: *First*, up-stream agribusiness, which include off-farm activities, such as biotechnology, agrochemical industry (fertilizers, pesticides), agricultural tools and feed livestock. *Second*, on-farm agriculture, such as nursery/hatchery, fish farming; farms, plantations, agriculture. *Third*, down-stream agribusiness, which include processing production agribusiness and food-related industries such as non-food industries. *Fourth*, Subsystem support services, which includes activities that support the agribusiness sector, such as industrial processing/preservation, agro-tourism, trade/ services, transportation, and financial services. Industrialization strategy based agriculture (Agricultural Demand-Led Industrialization Strategy, ADLI) plays an important role in improving agricultural productivity through technological innovation and increased investment in improving rural people's income. This strategy is recommended for productive and institutionally linked to the overall economy, stimulation of food agriculture produces incentives food that strong (increase consumer demand for rural households) and incentive supply (increasing the food supply without increasing the price). These incentives are able to control the expansion of the industry. This strategy begins with the policies of the previous economic growth, the strategy of Import Substitution Industry (ISI) and the Export Promotion Industrial (EPI) (Mellor, 1986; Singer, 1979; Ranis, 1984; Adelman, 1984).

Regional Economic Development Strategy : Along with the passing of the era of regional autonomy has been since January 1, 2001, the opportunity of region to be creative in order to improve the implementation of local development based on the characteristics their possess greater. Thus, it is certain that the planning system in each region will tend to be different, but on the other hand, as has been mandated by the Act No. 32 Year 1999 on Regional Government and Act No. 33 of 2004 on Finacial Balance of the Central Government and the Regions, the area required to lift the economy of the region as compared to the era before the implementation of regional autonomy, such as reducing poverty, increasing employment opportunities, improving the overall welfare of the people and at the same time to reduce economic inequalities, both between groups communities and between regions. To realize this objective, it is necessary to have local economic development strategies. In this regard, according to Sjafrizal (2001), there are nine regional economic development strategies that can be used by the county. The nine regional economic development strategies are: strategy development based on local competitive advantage; Development commodity; Improved regional technological capabilities; Improving the quality of human resources area; regional entrepreneurial development; Development of an integrated economic region; Increased economic cooperation between the regions; Economic Development town, and rural economic development.

III. METHODS

Scope of Research : This research has the goal of formulating a grand principal agro-industry development strategy in an attempt to make Southeast Sulawesi as center of agricultural production and processing (agro-industry) of eastern Indonesia. For the preparation of the grand strategy required information precisely and quickly on any agricultural commodity potential for the development of agro-industry. System information carrying capacity of the area with the most potential as a center for the production and processing of agricultural products in Southeast Sulawesi.

Analysis Tools :The preparation of a grand strategy for the development of agro-industry in the Southeast Sulawesi in this paper only include the use of three analytical tools based on three activities performed, as follows: *First*, measure the carrying capacity of each district/ city in the Province of Southeast Sulawesi. The analytical tool used is scalogram, produces output power ratings capacity of the region. *Second*, look at the level

of the gap between the attributes of public service performance with the perception of importance will be required attributes. The analytical tool used is Gap Analysis (Performance-Important Analysis). *Third*, identify the needs of agro-industry in the Southeast Sulawesi. The analytical tool used was Analysis Hierarchy Process (AHP) The output of the three will be part of the recommendations for the preparation of the Grand Strategy expansion of agro-industry in the Southeast Sulawesi.

IV. RESULTS

Analysis Capability (Scalogram Analysis) : This analysis is used to identify the role of a district based on the district's ability to provide services to the public and economic actors. The more complete the service provided indicates that the district has a higher level. Based on results of the analysis, it can be seen and projected district that could be used as a growth center in the province of South East Sulawesi. Districts have facilities is complete by Muna.

Muna overall facility was ranked first. This means Muna become growth centers for surrounding counties. The District is ranked second is Konawe.

Gap Analysis (Performance-Importance Analysis) : Gap analysis is used to look at the level of the gap between the attributes of public service performance has been done by the government through the relevant agencies to assist the development of the potential of agro-industry with the perception of importance will be required attributes. Quadrant I is a performance attribute that needs to be maintained, since its implementation in accordance with the interests and expectations of entrepreneurs for development of agro-industry in the future. From the results of the quadrant analysis shows that the attributes of a total of 22 items, there are six attributes (27.27%) are in Quadrant I. Quadrant II shows attributes or factors that support the development of agro-industries in this quadrant are considered excessive in its execution, this is mainly due to business operators are not considered too important to the existence of these factors, but the implementation is done very well by the government, so it is very satisfying , but become more expensive and a waste. Four attributes (18.18%) who were there Quadrant II. Efforts to support the success factors lies in quadrant II will need to be allocated to support the factors that lie in quadrant III. Quadrant III illustrates the factors that should be the main priorities need attention and handling, considering the factors in Quadrant III are all factors were considered very important by the agro-industry entrepreneurs to the development of their businesses, but entrepreneurs agro-industry in the Southeast Sulawesi considers the level of government services and support is still inadequate to the development of agro-industry enterprises. There are eighth attributes (36.36%) can be found in Quadrant III. Quadrant IV shows attributes or factors that influence the development of agro-industry businesses are in this quadrant are considered still considered less important for agro-industry entrepreneurs, while the unusual quality of its execution or enough alone. Attributes that exist in this quadrant by four attributes (18.18%).

Analysis Hierarchy Process (AHP) : In an effort to determine the needs of agro-industry in the Southeast Sulawesi conducted by *Analysis Hierarchy Process (AHP)*. AHP is a method that structuring the problem, in the form of hierarchy and incorporate these considerations to produce a relative priority. AHP can also solve the problem with the principle of preparing hierarchy, the principle of setting priorities, and the principle of logical consistency in making a decision. The results of the calculation of determinants used for strategic policy in the agro-industry development efforts in Southeast Sulawesi by AHP with Excpert Choice program version 9.0, indicating that the aspects of investment constraints is a top priority that is equal to 45.75%, followed by aspects of investor consideration to the degree of interest of 37.50%, then aspects of the strategy and policies of 18.75%.

Aspects of Investment Constraints : From the aspect of investment constraints indicate that factors lack of clarity of authority between central and local has the value of the degree of interest of 21.88%. The second is the aspect of public service systems, inadequate infrastructure, and legal uncertainty, each having three aspects of the degree of interest of 15.63%. While the interests of the third degree is not conducive investment climate aspects in the amount of 12.50%. While there is no incentive for the fiscal aspects and high interest rates have a degree of interest only 9.36%.

Aspects of Investor Considerations : From the aspect of investor consideration above shows that the factor of infrastructure a top priority to be addressed, with the degree of interest of 36.36%. The second is the economic aspect, which has a degree of interest of 27.27%. While the degree of interest which is the next aspect of labor is equal to 12.50%, and the latter is a political aspect and defense and security of 13.64%. Facilities and infrastructure are the most desirable to be addressed is the energy and transport, each having the degree of interest of 33.33%. While the port has a degree of interest of 19.25% and the communications has a degree of interest of 14.29%.

The most desirable economic aspects to be addressed is the pattern of fiscal incentives, has a degree of interest of 30%. While the economic stability and the potential of natural resources each has a degree of interest by 25%, while for investment opportunities having degrees at 20% interest.

Aspects of the most desired workforce to be addressed is the high wage, 35.29% had a degree of interest. While the quality of human resources has a degree of interest of 29.41%, while for the aspect of availability of skilled kindergarten and each culture has a degree of interest of 23.53% and 11.76%. The aspects of Political and defense and security are the most desirable to be addressed is the aspect of good governance and aspects of policy consistency, both have the degree of interest of 28%. While aspects of good governance has a degree of interest by 24%, while for aspects of Political and Social Resilience has a degree of interest of 20%.

Strategy and Policy Aspects : From the aspects of the strategy and the policy indicates that the identification of potential factors and agro-industry investment opportunities is a top priority for immediate improvement, with the degree of interest of 38.10%. The second is the aspect of investment recovery, which has a degree of interest of 28.57%. While the degree of interest which is the next aspect of creating a conducive investment climate that is equal to 19.05%, and the latter is the aspect of improving and intensifying co-operation and investment promotion activities, amounting to 14.29%. Aspects and identification of potential investment opportunities for agro-industries most desirable be addressed is to improve services, 38.10% have a degree of interest. While mapping has the potential degree of interest of 31.58% and the degree of preparation of investment opportunities have the interests of 26.32%. Aspects of the preferred investment recovery to be addressed is to encourage the expansion of agro-industry, this aspect has a degree in 29.17% interest. While encouraging domestic and foreign investment each has a degree of interest by 25% and 12.50%, while for the aspect of finding business partners having the degree of interest of 20.83% and help overcome obstacles aspects of agro-industry business degrees have interest at 12.50%. Aspects of creating a conducive investment climate is most desirable to be addressed is the aspect of building infrastructure investment and ease of service and licensing, each of these aspects have the same degree of interest in the amount of 24.14%. While aspects of creating political stability has a degree of interest of 20.69%, while for the aspect of legal certainty and non-violent aspects of society each have a degree of interest of 17.24% and 13.79%. Aspects increase and intensify co-operation and investment promotion activities are most desirable to be addressed is the increasing promotion aspect, this aspect has the degree of interest of 43.75%. While aspects forming investment institutions have a degree of interest of 37.50%, while for the conduct of investment matchmaking aspects between small and large employers have a degree of interest of 18.75%.

Grand Strategy as Research Implications : In accordance with the problems in the nine agricultural sectors according to the above sub-sectors of agriculture, and design strategies based on these problems, the next step is to make strategic policies and programs that can be implemented by any relevant agency in Southeast Sulawesi Province. Policies and programs by sector field efforts can be seen in the table as follows.

Table 3.1. Grand Strategy of Agro-Industry Development

a. Sector	Strategic Policy
Agriculture	<ul style="list-style-type: none"> a. Increasing agricultural productivity is widely b. Integrated agricultural development through agribusiness c. Restructuring of the agricultural trade system starting from the planting process (availability of fertilizers, seeds and other), harvesting / production, and post-production (distribution / marketing) as well as with the marketing of fishery d. Improvement of agricultural infrastructure is widely e. Institutional strengthening of farmers and fishermen f. Development of technological innovation g. Improving the Welfare of Farmers and fishermen
Agriculture (Livestock Subsector)	<ul style="list-style-type: none"> a. Transforming livestock associations or business groups incorporated into the formal institutional b. Strengthening the mediation of the Animal Husbandry Department to small farmers (farm people) with the capital such as bank c. Implementation of a management model that is set on the roof of the upstream and downstream sectors
Agriculture (Forestry and Horticulture)	<ul style="list-style-type: none"> a. Program priorities in the development of community forests and plantations b. Transform the plantation business associations or groups incorporated into the formal institutional c. Development and capacity building of farmers through formal and informal education

Agriculture (food crops subsector)	<ol style="list-style-type: none">Provision of information services and business licensing and business consultancy in agriculture by the Department of AgricultureProviding business networks between farmer groups with the private sector or local government in cooperation between agribusiness orientationIntensification guidance to farmer groups, particularly in stimulating group activities
Agriculture (Fisheries and Marine Subsector)	<ol style="list-style-type: none">Development priorities Fish Landing Base (FLB) and the supporting infrastructure to help fishermen cope with the movement of productionOptimizing the presence of fish seed center, particularly with regard to infrastructure pools, sheds, equipment operation, and the parent fishImproved quality of production of fishery commodities export orientation

V. CONCLUSION

Strategic objectives of the above policy is intended to develop the processing industry of agricultural products in 4 (four) sub-sector identified the potential to be developed. The strategic policy of giving attention to the interests of agribusiness development as a whole, because conceptually agribusiness will be able to evolve if its associated subsystems are not mutually inseparable. This also implies that the agro-industry will be able to develop rapidly and expanded if there is full attention to the interrelated subsystems intact as a sector of economic activity that starts from upstream to downstream, as the view Saragih (1999) on the up stream agribusiness, which includes off-farm activities, and on-farm agribusiness, such as nursery / hatchery, aquaculture; farms, plantations, agriculture, as well as down-stream agribusiness, which includes processing activities agribusiness production, and most importantly also is a subsystem supporting services, such as industrial processing / preservation, agro-tourism, trade / services, transportation, and financial services / finance. In addition, through a strategy of economic development in agriculture above, can realize the reduction of poverty, increased employment opportunities, improvement of people's welfare as a whole and at the same time to reduce economic inequalities, both between communities and between regions, so that the area can be lifted economy in the era of regional autonomy. Strategic policy is in line with regional economic development strategies according Sjafrizal (2001) which can be used by the county, the development strategies based on the competitive advantage and commodity Development through Improved agricultural productivity is widely; Improved technological capabilities through the development of technological innovations; Improving the quality of human resources and the development of local entrepreneurship through institutional strengthening of farmers and fishermen; Development of an integrated economic region through an integrated agri-based agricultural development; Improved inter-regional economic cooperation through improvement of agricultural infrastructure is widely; and the development of rural economy through agricultural trade system Restructuring ranging from planting process (availability of fertilizers, seeds and other), harvesting / production, and post-production (distribution / marketing) as well as with the marketing of fisheries, thus Welfare Farmers and fishermen can be increased.

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