

Marketing Development Strategy for Grapes of Hani Farm in Tangkerang Labuai Subdistrict Bukit Raya District Pekanbaru City

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Abstract. Hani Farm vineyard was one of the vineyards in Pekanbaru City which is well cultivated and had produced products for commercial purposes. The aim of this research was to analyze the business profile and formulate a strategy for developing grape cultivation at the Hani Farm Vineyard business in Tangkerang Labuai Village, Bukit Raya District, Pekanbaru City. The method used in this research was the survey method. This research was located in Tangkerang Labuai Village, Bukit Raya District, Pekanbaru City. The respondents for this research consisted of 1 business owner and 2 employees taken by census. The data analysis used was descriptive analysis and SWOT analysis. The Hani Farm Vineyard was able to produce approximately 105 kg of grapes per harvest season in March and August, so it can be calculated that in a year this business can produce 210 kg of grapes per kilo with the Trans variety as the variety that produced the most grapes every year. Based on the IFE and EFE Matrix, grape farming was in quadrant I. Using SWOT analysis, the strategy used was the SO strategy, where to be able to develop the business further, business actors must expand their marketing network in various forms, starting from online and offline, developing innovation to make processed products from grapes in order to reduce the decline in consumer interest, and increase partnerships between grape farmers, especially in the Pekanbaru area.

1. Introduction

Grapes are perennial plants that grow as climbing shrubs. Their cultivation has existed since 4000 BC in the Middle East. The spread of grapes has resulted in various names, such as 'grape' in Europe and America, 'Putao' in China, and 'anggur' in Indonesia. This plant has significant potential, both to meet domestic and international market needs, with high demand both locally and abroad. Additionally, grapes have considerable economic value. Economic growth also contributes to the increased demand for horticultural products. With diverse land characteristics, agroclimates, and a wide distribution of regions, Indonesia has great potential to develop horticulture, especially grape cultivation. (Prihatman, 2012).

Grape plants are a commodity that can provide added value. This means they can be consumed as fresh fruit or processed further into grape juice. Even if the fruit is nearing its expiration date, it can still be processed into beverages (Setiadi, 2007). In Riau, particularly in Pekanbaru, there are not many farmers who cultivate grape plants on a large scale due to difficulties in obtaining grape seeds and the relatively high cost of seeds. Therefore, this presents a good opportunity to cultivate grape plants in Riau. The main challenge in grape cultivation is producing ready-to-plant seedlings through generative propagation (seeds) because grape seeds experience dormancy. One way to ensure quick availability of seedlings is through vegetative

propagation (stem cuttings) to obtain quality seedlings that are ready for planting in a short time. If seedlings are available in sufficient quantities and grapes are successfully cultivated, the domestic demand for grapes can be met, and it could also increase the export of grapes abroad.

Pekanbaru is a city located in Riau Province that also produces grapes. Several districts in Pekanbaru produce grapes with high yields, including the districts of Tuah Madani, Payung Sekaki, Kulim, and Rumbai. Based on the data obtained, each district contributes to grape production for Riau Province in the year 2023 as big as 32 quintal (Tuahmadani), 12 quintal (Payung Sekaki), 12 quintal (Kulim), and 7 quintal (Rumbai). (BPS.2023).

The production of grapes in Pekanbaru is still very limited to meet consumer demand. To satisfy the demand for grapes, many farmers have started cultivating grape plants, including vineyard owners. Hani Farm which is located at Kelurahan Tangkerang Labuai Kecamatan Bukit Raya Kota Pekanbaru. The Hani Farm grape plantation has been operating for quite some time. The owner not only cultivates grape plants but also produces grape seedlings through vegetative propagation for commercial purposes. However, despite being in operation for a considerable time, this business still faces various challenges. Common issues include limited production, as grapes are seasonal fruits and are not always available when consumers need them. In addition to challenges related to cultivation, there are also several problems in marketing activities. One frequent issue in the sales of seedlings is that the available quantity is limited while demand is high. Moreover, with the online sales system for seedlings, there are significant risks associated with the grape seedlings. Shipping grape seedlings to other areas with packaging can lead to damage, which may result in the seedlings not growing well in the future.

Therefore, the research was conducted with the aim of analyzing appropriate development strategies for grape farmers, with the hope of improving business performance and expanding market reach. This approach was carried out through analytical calculations. SWOT, as well as matrices IFE and EFE, or by applying strategic management principles.

2. Research Methods

The location of this research was carried out in the sub-district Tangkerang Labuai subdistrict an Bukit Raya Pekanbaru City which were selected through a census, considering that the business locations have the potential for further development due to suitable weather conditions. Furthermore, from the many grape cultivation activities in the city of Pekanbaru, the researcher focused on studying the business Grape Hani Farm. The research activities were conducted on December 10, 2023, with the stages including the preparation of the research proposal, data collection, data processing, and data analysis.

The research population consists of the business owner and two employees of Hani Farm Grape Cultivation. The sampling technique used was a questionnaire as a tool to collect data from the farmers.

Internal and external factor analysis is conducted by identifying various strengths and weaknesses, as well as opportunities and threats in grape farming. The stages of this analysis will use the IFE and EFE matrices. The IFE matrix will present various indicators of strengths and weaknesses in grape farming, while the indicators of opportunities and threats will be presented in the EFE matrix EFE.

The stages in using the IFE matrix are as follows :

1. Write down the main internal factors of the company that have been identified.
2. Determine the weight value of each factor using the paired comparison method with scales 1, 2, and 3. Scale 1 shows that horizontal key factors are less important than vertical key factors, scale 2 shows that horizontal key factors are as important as vertical key factors and scale 3 shows that horizontal key factors are more important than vertical key factors. The weight of each internal factor is obtained using a formula.

$$\alpha_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Information :

α_i = Weight of the th factor-i

x_i = Factor score to -i

n = Number of data

i = 1,2,3, ... , n

3. Give a rating of 1 to 4 for each factor, namely 1 for major weaknesses, 2 for minor weaknesses, 3 for minor strengths, and 4 for major strengths. Strength factors should get a rating of 3 or 4, and weakness factors should get a rating of 1 or 2.
4. Multiply each weight by the rating to determine the weighted average of each internal factor.
5. Add up the weighted average of each factor to determine the company's internal factor score.

Table 1. Matrik Internal Facto Evaluation (IFE)

No	External Key Factors	Weight	Rating	Score
	<i>Strength</i>	A_i	$B_i = 1,2,3,4$	$A_i \times B_i$
1				
2				
3				
	<i>Weakness</i>			
1				
2				
3				
	Total	$\sum A_i = 1,00$		$\sum (A_i \times B_i)$

The stages in using the EFE matrix are as follows:

1. Write down the main external factors of the company that have been identified.
2. Determine the weight value of each factor using the paired comparison method with scales 1, 2 and 3. Scale 1 indicates that horizontal key factors are less important than vertical key factors, scale 2 indicates that horizontal key factors are as important as vertical key factors and scale 3 indicates that Horizontal key factors are more important than vertical key factors. The weight of each external factor is obtained using a formula.

$$\alpha_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Information:

α_i = Factor weight to -i

x_i = Skor factor ke-i

n = Number of data

i = 1,2,3, ... , n

3. Give a rating of 1 to 4 for each factor according to the company's ability to respond to these external factors, namely a score of 4 = superior company response, a score of 3 = company response above average, value 2 = average company response, and value 1 = bad company response.
4. Multiply each weight by the rating to determine the weighted average of each external factor.
5. Add up the weighted average of each factor to determine the company's external factor score.

Table 2. Matrik Eksternal Factor Evaluation (EFE)

No	External Key Factors	Weight	Rating	Score
	Opportunities	Ai	Bi = 1,2,3,4	Ai x Bi
1				
2				
3				
	Threats			
1				
2				
3				
	Total	$\sum Ai = 1,00$		$\sum (Ai \times Bi)$

Analysis of alternative development strategies is the next stage to formulate several alternative strategies for the Hani Farm grape farming business. The analysis used is a SWOT analysis by combining internal and external factors that have been previously identified in the SWOT matrix. The stages in the SWOT analysis are as follows:

1. Write down the company's external opportunities and threats.
2. Write down the company's internal strengths and weaknesses.
3. Combine internal strengths with external opportunities and formulate the strategy into the S-O strategy cell.
4. Combine internal weaknesses with external opportunities and formulate the strategy into the W-O strategy cell.
5. Combine internal strengths with external threats and formulate the strategy into the S-T strategy cell.
6. Combine internal weaknesses with external threats and formulate the strategy into the W-T strategy cell

The SWOT matrix model is presented in Figure 1. Analysis carried out using the SWOT matrix will produce 4 possible strategies, namely (Dyson, 2003; Mooney, 2001), that is:

1. SO Strategy, a strategy for using strengths by taking advantage of opportunities.
2. WO strategy, namely a strategy to direct minimizing weaknesses by taking advantage of opportunities.
3. ST Strategy, is a strategy for optimizing strength in overcoming threats.
4. WT strategy, namely a strategy to minimize weaknesses and avoid threats.

Internal	Strenght (S) Determine 5-10 internal strength factors	Weekness (W) Determine 5-10 internal weakness factors
Eksternal		
Opportunities (O) Determine 5-10 external opportunity factors	Strategi S-O Create strategies that use strengths to take advantage of opportunities	Strategi W-O Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T) Determine 5-10 external threat factors	Strategi S-T Create strategies that use your strengths to overcome threats	Strategi W-T Create strategies that minimize weaknesses and avoid threats.

Picture 1. Model Matriks SWOT (David, 2009)

3. Results and Discussion

3.1 Identification of Hani Farm Grapes

Hani Farm grape plants can bear fruit after 7-12 days after planting, Usually it bears fruit in March and August with a production yield of 210 kg per year, and The most superior variety is the Trans variety.

3.2 Identify Hani Farm Grape Seeds

The main sources of seeds come from Japan and Ukraine, Plant propagation is done vegetatively, and The varieties available are: : Trans, Everest, Ninel, Gospi, Kademik, Dubob Skyping, Taldun, By Konur, dan Lendis.



Picture 2. Hani Farm Grape Shape

3.3 Factor Internal / IFE

Based on the results of the research survey, the internal factors in grape farming can be seen in the Table 3. Wine business strength factor Hani Farm in the Village Tangkerang Labuai Subdistrict Bukit Raya Pekanbaru City. Each of them will be explained as follows:

1. Have quality fruit and seeds that are suitable on the market.
This factor is a strength in the Hani Farm wine business because quality grape seeds are directly imported from Ukraine and Japan. The use of superior seeds is also one of the strengths of the wine business. This can also be proven from the high production of Hani Farm grapes, where the average grape production is 105 kg per harvest season in March and August.
2. The selling price and quality of the grapes are appropriate
For sales, the price of grapes at Hani Farm is adjusted to market prices with quality that is no less good than export grapes. So this is a good opportunity for business actors to be able to meet the supply of grapes in the local market.
3. Wide collaboration network.
Due to the extensive network of cooperation in the Hani Farm wine business to sell wine products, business actors are not too burdened because consumers directly buy wine products at the business location, in fact most of the wine products have been ordered by consumers who are interested in the wine at Hani Farm
4. Establish partnerships between fellow grape farmer groups
Hani Farm business actors collaborate with fellow grape farmer groups in the city of Pekanbaru through online communities on social media such as Facebook and WhatsApp so that business actors can establish partnerships with other farmer groups and have the potential to be able to develop the same business.
5. Able to compete with imported products
The wine products produced in this business are classified as high quality and almost the same quality as export wines in terms of taste and size so that the products produced in the Hani Farm wine business can be said to be able to compete with export wines.

6. Strategic garden location
 As for the location of the Hani Farm wine business, it is located in the middle of the city and is busy with residents so that access to buying and selling products can be easily reached by local people and throughout the area.
7. The superior varieties planted (Trans) are able to compete in the market.
 The superior variety in the Hani Farm wine business is the Trans variety because the fruit produced is larger with a sweet taste so it is the favorite of the public when buying grapes at the business location.

Table 3. Workmanship Matriks Internal/IFE

Internal Factors	Weight	Ratings	Weighted Average
Strength			
1. Have quality fruit and seeds that are suitable on the market.	0,16	4	0,64
2. The selling price and quality of the grapes are appropriate	0,08	3	0,24
3. Wide collaboration network	0,08	3	0,24
4. Establishing partnerships between fellow grape farmer groups	0,05	2	0,1
5. Able to compete with imported products	0,08	3	0,24
6. Strategic garden location	0,08	3	0,24
7. The superior varieties planted (Trans) are able to compete in the market	0,16	4	0,64
	0,69		2,34
Weakness			
1. The available technology has not been used optimally	0,05	2	0,1
2. Still using less attractive packaging	0,05	2	0,1
3. The price of initial seeds per stem is still very expensive	0,08	3	0,24
4. Minimal availability of wine every month	0,05	2	0,1
5. They don't have a business license so it's difficult to get subsidies from the government	0,08	3	0,24
6. Not yet maximizing offline promotions so it is not widely known	0,08	3	0,24
7. The limited availability of land owned by grape farmers.	0,08	3	0,24
Total	1,00	40	3,6

Weakness factors in the Hani Farm wine business in Tangkerang Labuai Village, Bukit Raya District, Pekanbaru City include:

1. Available technology has not been used optimally
 Hani Farm wine businesses still use simple technology such as water hoses, hand sprayers and baskets to transport grapes
2. Still using less attractive packaging
 Business actors have not yet updated their packaging and still use plastic to wrap their products
3. The price of initial seeds per stem is still very expensive
 A very large amount of capital is needed to meet the initial seed needs because the seeds are imported directly from foreign countries so extra initial capital is needed to be able to start the Hani Farm grape seed business.

4. Minimal availability of wine every month.
Because the fertilization system for grapes only lasts during March and August, farmers have difficulty meeting market demand for grapes outside the harvest season.
5. Don't have a business license so it's difficult to get subsidies from the government.
In the Hani Farm wine business, business actors still do not have a business permit.
6. Offline promotions have not been maximized so they are not widely known.
Most of the customers from the Hani Farm wine business come from social media and business actors have not yet intensified offline promotions.
7. The limited availability of land owned by grape farmers.
Business locations require large areas of land to be able to expand the scale of the business and are currently quite constrained by land availability.

The results of the analysis of strength and weakness factors in grape farming using the IFE matrix in table 3 show that the strengths of Hani Farm's grape business are superior to the weakness factors. Strength factors have a total weight of 0.69, while weakness factors have a total weight of 1.00. The average rating for strength factors is 3 and one factor has a rating of 2. Meanwhile, weakness factors also have an average rating of 3 and three for factor rating 2.

3.4 Matriks Factor Eksternal/ EFE

The external factors in the wine business in Tangkerang Labuai Village, Bukit Raya District, Pekanbaru City can be seen in the EFE matrix or Table 4. The wine business opportunity factors can be explained as follows:

1. Has the potential to be developed
The Hani Farm wine business has great prospects for further development because has a lot of interest and during the harvest season has the potential to meet the needs of the local wine market.
2. Availability of very potential market share
Due to the high passion of Pekanbaru people for grapes, this product has the potential to always be in demand in the local market.
3. There is minimal public interest in starting grape cultivation
Because special skills are required to be able to cultivate grapes, most people often decide to buy grapes directly on the market. This is a good opportunity for wine business people who already have expertise in cultivating grapes
4. Can be developed into agrotourism
Business actors are committed to turning their wine business into agro-tourism to attract more consumers and have the potential to generate maximum profits.
5. Increasing farmer income through selling grape seeds.
Not only focusing on selling grapes, business actors also focus on selling seeds so as to increase sources of income and increase the potential so that later this plant can be developed further, especially in the city of Pekanbaru.
6. Able to provide employment opportunities
Because it takes a lot of labor to cultivate grapes, this business also has the potential to open up employment opportunities in the community so that it can reduce the unemployment rate in an area.
7. During the dry season grape production increases.
Grape plants are very suitable for the dry season and in accordance with the weather conditions in Pekanbaru which tend to be hot, Hani Farm's grape production can produce maximum fruit during the harvest season.

The results of the analysis of opportunity and threat factors in the wine business using the EFE matrix in Table 4 show that the development opportunities for the Hani Farm wine business are quite high compared to the threat factors. The opportunity factor has a weight of 0.53, while the threat factor has a total weight of 1.00. The average rating for opportunity factors is 3, three factors are rated 4. Meanwhile, threat factors are rated 3, two factors are rated 4. The total weighted value of the opportunity and threat factors is 4.59, meaning that the wine

business being run has a response large enough to take advantage of existing opportunities and minimize threat factors, SWOT analysis will produce strategies obtained by combining various internal and external factors in a diagram and matrix.

Table 4. Working on the External Factor Matrix/EFE

Exteral Factors	Weight	Ratings	Weighted Average
Opportunity			
1. Has potential to be developed	0,11	4	0,44
2. Availability of very potential market share	0,05	3	0,15
3. There is minimal public interest in starting grape cultivation	0,05	3	0,15
4. Can be developed into agrotourism	0,11	4	0,44
5. Increasing farmer income through selling grape seeds.	0,11	4	0,44
6. Able to provide employment opportunities	0,05	3	0,15
7. During the dry season grape production increases	0,05	3	0,15
Total	0,53		1,92
Threat			
1. Starting to increase competitors for grape cultivation in Pekanbaru	0,05	3	0,15
2. There is still a lack of public trust in local wine products	0,05	3	0,15
3. There are pest and disease attacks that occur in vineyards	0,11	4	0,44
4. There is competition in grape sales during the harvest season	0,05	3	0,15
5. Not yet able to meet market demand, this could result in fewer customers.	0,05	3	0,15
6. Many imported wines dominate the market	0,11	4	0,44
7. Not yet able to produce grapes optimally in the rainy season.	0,05	3	0,15
	1,00	47	2,67

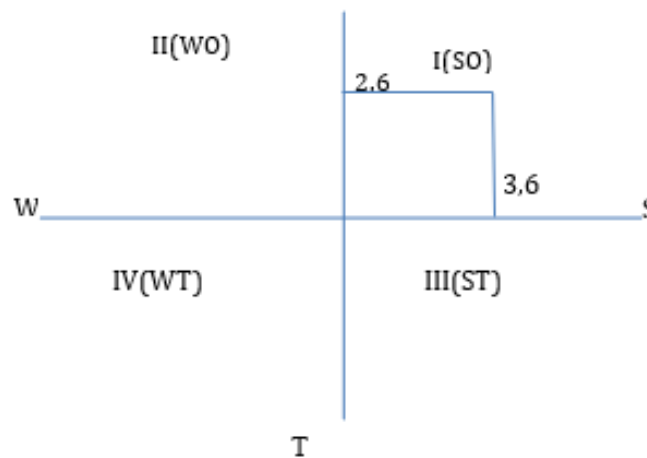
3.5 Kuadran Analisis SWOT

Based on the IFE and EFE matrices, the difference between the weights of strengths and weaknesses is 3.6. Furthermore, the difference between the weights of opportunities and threats obtained a value of 2.67. So in the SWOT Quadrant the Hani Farm Vineyard business is in Quadrant 1 with the prioritized strategy being the SO strategy. The following is a picture of the SWOT Quadrant which shows the business position of Hani Farm Vineyards.

From the SWOT diagram above, it shows that the Hani Farm Wine farming business is located in the first quadrant with conditions that have deficiencies in taking advantage of opportunities and can also implement aggressive strategies because the company's conditions support this aggressive policy.

Based on the results of the SWOT analysis above, there are several strategies that can be implemented in the Hani Farm Grape Farming Business, namely as follows:

1. Expanding the marketing network by utilizing various media to meet the availability of a very large market share. (S3,O2)
2. Develop innovations to reduce the decline in consumer interest in wine by adding agrotourism in vineyards and also harvesting grape seedlings that have been cut. (S7,O4,5)
3. Increasing partnerships between grape farmers, especially in the Pekanbaru area, which is also useful for increasing employment opportunities. (S4,O6)
4. Increasing grape cultivation by applying increasingly sophisticated technology to attract public interest in cultivating grapes. (W12,6,O3)
5. Increase the partnership network to jointly meet market demand which is still very broad. (W7,O2)
6. Develop grape seeds that are resistant to pest and disease attacks by increasing superior varieties (Trans). (S1,T3)
7. Try various ways to produce grapes that remain quality in any season by carrying out various stem cutting experiments. (S7,T7)



Picture 3. Hani Farm Vineyard Business SWOT Quadrant

3.6 Matriks SWOT

<p>IFE</p> <p>EFE</p>	<p>Strengths (s)</p> <ol style="list-style-type: none"> 1. have quality fruit and seeds that are suitable for the market 2. The selling price and quality of the grapes are appropriate 3. extensive collaboration network 4. Establish partnerships between fellow grape farmer groups 5. Able to compete with imported products 6. strategic garden location 7. The superior varieties planted (Trans) are able to compete in the market 	<p>Weakness (w)</p> <ol style="list-style-type: none"> 1. Available technology has not been used optimally 2. Still using less attractive packaging 3. The price of initial seeds per stem is very expensive 4. minimal availability of wine every month 5. Don't have a business license so it's difficult to get subsidies from the government 6. Has not maximized offline promotions so it is not widely known 7. the minimal availability of land owned by the farmer.
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<p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. has the potential to be developed 2. availability of a very potential market share 3. lack of public interest in starting grape cultivation 4. Can be developed into agrotourism 5. increase farmer income through selling grape seeds 6. able to provide employment opportunities 7. During the dry season grape production increases 	<p>Strategi S-O</p> <ol style="list-style-type: none"> 1. Expand the marketing network in various forms ranging from online to offline. (S3, O2) 2. Develop innovations to make processed grapes to reduce the decline in consumer interest (S7, O4, 5) 3. Increase partnerships between grape farmers, especially in the Pekanbaru area (S4, O6) 	<p>Strategi W-O</p> <ol style="list-style-type: none"> 1. Increase plant cultivation using increasingly sophisticated technology (W1,2,6;O3) 2. Increase the partnership network to meet market demand that has not been able to be maximized (W7, O2). 3. Attract the interest of visitors using agrotourism in accordance with the latest trend developments (W6, O4)
<p>Threats /Ancaman (T)</p> <ol style="list-style-type: none"> 1. Starting to increase competitors for grape cultivation in Pekanbaru 2. There is still a lack of public trust in local grape products 3. There are pest and disease attacks that occur in the vineyard 4. There is competition for grape sales during the harvest season 5. not yet able to meet market demand 6. The large number of imported wines that dominate the market 7. Not yet able to produce wine maximum during the rainy season 	<p>Strategi S-T</p> <ol style="list-style-type: none"> 1. Develop grape seeds that are resistant to pest and disease attacks (S1, T3) 2. Try various ways to be able to produce quality wine products regardless of the season (S7, T7). 3. Increase creativity so that you can attract public trust in local wine products (S5; T2) 	<p>Strategi W-T</p> <ol style="list-style-type: none"> 1. Maintain and develop markets that have been controlled (W6; T5, T6) 2. Utilize the availability of existing land so that it can later be used as a place for grape cultivation so that it can meet market demand (W7; T5). 3. Upgrade the packaging to make it more unique so that it can attract consumer interest so that it can dominate the market (W2; T6)

4. Conclusions

Based on the research discussion above, the following conclusions are obtained:

1. Strength factors in the wine business consist of having quality fruit and seeds that are suitable for the market, suitable selling prices and quality of grapes, extensive cooperation networks, establishing partnerships between fellow grape farmer groups, being able to compete with imported products, location of the plantation strategic, and the superior varieties planted (Trans) are able to compete in the market. Weakness factors consist of the available technology not being used optimally, still using less attractive packaging, the price of initial seeds per stem is very expensive, minimal availability of grapes every month, not having a business license so it is difficult to get subsidies from the government, not yet maximizing offline promotions so not widely known, and the limited availability of land owned by these farmers. Opportunity factors consist of having the potential to be developed, the availability of a very potential market share, the lack of public interest in starting grape

- cultivation, it can be developed into agrotourism, increasing farmers' income through selling grape seeds, being able to provide employment opportunities
2. During the dry season grape production increases. Threat factors consist of the increasing number of competitors in grape cultivation in Pekanbaru, the lack of public trust in local grape products, pest and disease attacks occurring in vineyards, competition for grape sales during the main harvest, not being able to meet market demand, the large number of imported grapes dominating on the market, has not been able to produce grapes optimally during the rainy season
 3. The main strategy that can be applied to the Hani Farm wine business in the future based on the SWOT diagram analysis is the SO strategy where to be able to develop the business further business actors must expand the marketing network in various forms starting from online and offline, developing innovations to make fruit preparations grapes to reduce the decline in consumer interest, and increase partnerships between grape growers, especially in the Pekanbaru area.

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