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A SWOT & SOAR Analysis of Factors Influencing the Development of Agriculture Sector and Eco- Agribusiness Entrepreneurship in Africa

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Abstract

Within the agricultural extension and advice framework as a whole, SWOT review makes it possible to analyze the different strengths, weaknesses, opportunities, and threats. SWOT is an analytical method that asks questions pertaining to any of the four words with the acronym in the first letter. Strengths contribute to benefits, fields of excellence, the related services available, and the organizations available. Weaknesses cover items to strengthen, bad results zones. Opportunities are open, whereas threats are challenges that compete with and impede performance and places to be avoided, allowing variables, optimistic patterns, and competitive advantages. The organizational environment of extension services and the metrics for assessing their efficacy, capacities, and efficiencies were analyzed in applying the SWOT methodology for the study. Carrying out a study using the SWOT method allows concentrating efforts in places of intensity and where the biggest prospects exist. in contrast to SWOT paradigm, The SOAR paradigm employs appreciative investigation to center the organization on what is proven to work, rather than organizational vulnerabilities or perceived risks that might not exist. SOAR analysis is an effective instrument for bringing together partners to understand the organization's potential and create a common view of the future. It takes less time and energy to improve on strengths than to aim to fix vulnerabilities. The methodology is more action-oriented than a SWOT research and is based on performance. In light of this, the current research discusses both the SWOT & SOAR analysis in relation to the factors affecting the development of the agriculture sector and ecological agribusiness entrepreneurship in Africa. In light of this, the researcher recommends the necessity of activating the use of SOAR analysis in analyzing the factors that affect the development of the agricultural sector, environmental agribusiness entrepreneurship, and so on. The researcher also recommends the necessity of increasing attention to farmers and the agricultural sector in Africa. Future researchers should also combine both the SWOT and SOAR analyzes.

Keywords: SWOT, SOAR, entrepreneurship, agriculture, analysis, Africa.

ملخص البحث

في إطار التوسع الزراعي والمشوره ككل, يتيح تحليل سوات مراجعة نقاط القوة والضعف والفرص والتهديدات المختلفة. تحليل سوات هي طريقة تحليلية تطرح اسئله تتعلق بأي من الكلمات الاربع واحتصارها بالحروف الاولي.

تساهم نقاط القوة في الفوائد ومجالات التميز والخدمات المتاحة ذات الصلة بالمنظمة, وتعطي نقاط الضعف العناصر المطلوب تعزيزها ومناطق النتائج السيئة. الفرص مفتوحه في حين ان التهديدات هي تحديات تتنافس مع الاداء وتعيقه في الاماكن التى يجب تجنبها مما يسمح بالمتغيرات والانماط المتفائله والمزايا التنافسية.

تم تحليل البيئة التنظيمية للخدمات الارشادية ومقاييس تقييم كفاءتها وقدرتها في تطبيق منهجية تحليل سوات,تسمح اجراء الدراسة بإستخدام طريقة سوات بتركيز الجهود في اماكن الشده وحيث توجد اكبر الاحتمالات, وعلي النقيض من ذلك يستخدم نموذج سور تحقيقا تقديريا لتركيز المنظمة علي مايثبت النجاح بدلا من نقاط الضعف التنظيمية او المخاطر المتصوره التي قد لا تكون موجوده. يعد تحليل سور اداه فعالة للجمع بين الشركاء لفهم قدرات المنظمة وخلق رؤية مستركة للمستقبل. يستغرق تحسين نقاط القوه وقتا وطاقة اقل من محاولة إصلاح نقاط الضعف, المنهجية أكثر توجها نحو العمل من تحليل سوات كما انها تعتمد علي الاداء.

في ضوء هذا, يناقش البحث الحالي كلا من تحليل سوات وسور فيما يتعلق بالعوامل التى تؤثر علي تنمية قطاع الزراعة وريادة الاعمال التجارية البيئية في افريقيا, وفي ضوء هذا يوصى الباحث بضرورة تفعيل إستخدام تحليل سور في تحليل العوامل التى تؤثر علي تنمية القطاع الزراعي وريادة الاعمال الزراعية البيئية وما إلي ذلك, كما يوصى الباحث بضرورة زيادة الاهتمام بالمزارعين والقطاع الزراعي في افريقيا كما يجب علي الباحثين المستقبليين ايضا الجمع بين تحليلي سوات وسور .

الكلمات المفتاحية: سوات, سور, ريادة الاعمال, الزراعة, تحليل, افريقيا .

Introduction

Agribusiness entrepreneurship is one of the newest research fields in the area of entrepreneurship (Mugonola & Baliddawa, 2014). Nevertheless, it has become one of the important supporting influences for rural economic growth since its introduction into the region. Klerkx & Leeuwis (2008) describes entrepreneurship as the personalized drive and ability to market the concept of the product, service, process, or business. However, Agribusiness entrepreneurship can simply be described as the management capacity to initiate innovation and operate either agriculture or other rural income-generating operations (Escalante & Turvey, 2006). An effective attitude towards innovation is needed for effective agribusiness entrepreneurship (Gielen et al., 2003).

The development and internalization of data and understanding from external sources is an essential skill in agricultural entrepreneurship. Conversely, agricultural enterprises, like other small and medium-sized enterprises, face some difficulties in this regard (Kurmanalina et al, 2020). Solving such market problems implies ingenuity in the creation of appropriate resources and skills in terms of tactics and conceptual emphasis, organization, identification of opportunities, building relationships, networking drive (Nwibo & Okorie, 2013).

In 1997, more than five investors worked together on an initiative by the National Wool Growers Association of South Africa to transfer farming expertise to emerging farmers (De Beer, 2009). The investors were government agencies, foreign NGOs, agricultural product associations, trust organizations for farmers, and research organizations (De Beer, 2009). Other similar multiple extension services partnerships include those of the South African Sugar Industry (Eweg, 2009), the North West Cooperative (NWK) (Janse Van Vuuren, 2009), the University of Limpopo's Centre for Rural Community Empowerment (Letsoalo & Mollel, 2009) and the Mngcunube Development Trust for livestock improvement scheme are several related multiple extension services collaborations (Jordaan, Sissons & Blaker, 2009).

In the studies of Kirsten et al (2010) and Liebenberg (2015), it is emphasized that many multinational corporations involved with plants, fertilizers, and agrochemicals as well as machinery have formed alliances with local businesses in the aftermath of democracy in South Africa and that they have in-house extension services for small-scale farmers.

Involvement of various agricultural higher roles or pluralistic extension programs has long been implemented at the national level in other neighboring countries like Malawi and Mozambique (Republic of Mozambique 2007).

The present situation calls for the innovation and communication of rural entrepreneurs, there is a drive for knowledge-based skills and information-based acquisition and training for innovation. At the same time, in the innovation environment, entrepreneurship plays an important role as innovation is seen as a method of establishing and maintaining successful ties within the system between various subsystems (Kurmanalina et al, 2020).

Research problem

In recent times, many problems have arisen in several countries around the world in the aspect of international degradation due to the successful cultivation of paddies without the adequate use of economic capital (Shafieyan, Homayounfar, & Fadaei, 2017). The improper utilization of fertilizers, in particular, nitrogen fertilizers (200-300 kg/ hectare); the potential for water contamination, in general, underground water, and the occasional introduction of these synthetics into drinking water supplies, has created several health problems for humans and other species, in general for fishes (Khalili et al., 2009). Some adverse consequences have been caused by the improper need for chemical chemicals, like resistant pests, reducing the influence of pesticides, species loss, and natural habitat degradation. Furthermore, the disappearance of organic substances and the enhanced need for fertilizer have been caused by burning farm leftovers. In addition, the rapid decomposition of organic substances and the depletion of soil humus have indirectly resulted from successive plowing (Nick Nezhad, 2008).

Regarding the aforementioned issues, regional disparities make sustainable development compulsory in order to prepare sufficiently for the current capacity and require expert evaluation and assessment. For the sustainable production of these goods, the identification and analysis of the factors influencing each commodity can be successful in favor of the desirable use of the resources provided, improving self-reliance and self-regulation of the agricultural ecosystem, reducing waste, as well as minimizing environmental, social and economic influences. The use of systems related to the assessment of agricultural capacities in each area is thus helpful in preventing several problems from occurring since the models are functional instruments that help to achieve a widespread understanding of reality (Singh & Dhillon, 2004; Shafieyan, Homayounfar, & Fadaei, 2017).

In several emerging nations in Africa, the agricultural sector is the major engine of the economy. The sector contributes greatly to the fight against poverty among the rural poor (Engotoit, Kituyi, & Moya, 2016). The agriculture industry, for instance, employs more than 65 percent of the workforce in Tanzania (BOT, 2018), contributes about 30% of export earnings, and its contribution to GDP rises to about 29.1% in 2016 (BOT, 2017) despite the slow pace of growth (Nade, 2017).

Farmers have become growing subjects in the field of entrepreneurship due to their significance, economic condition, and policy encouragement. Therefore, analyzing their ability to invent helps to strengthen entrepreneurial purpose. The entrepreneurial purpose is described as "people's self-recognized beliefs that they intend to set up (or grow) a business and plan to do so consciously in the future" (Thompson, 2009). Consequently, the entrepreneurial purpose of farmers is critical to forecasting entrepreneurial actions, which is the first step towards agricultural change (Tambwe, Chachage, & Mbise, 2020).

Based on that, the research problem can be represented by the following question:

- What is the difference between SWOT and SOAR analysis regarding factors affecting agriculture sector development and ecological agribusiness entrepreneurship in Africa?

Literature Review

SWOT analysis

The SWOT analysis is based on the assumption that a successful strategy maximizes strengths and possibilities while reducing vulnerabilities and risks (Dyson, 2004). In the event of proper implementation, this basic concept would have a huge influence on the selection and formulation of an effective approach (Pearce & Robinson, 2003). This strategy, which is used to a large extent in strategic growth, recognizes all factors affecting organizations' operating environments and represents strategies adapted to the current situation (Shrestha et al., 2004).

The study of strengths, vulnerabilities, opportunities, and risks (SWOT) is a significant method frequently used in business and academic circles to assess the competitive role of companies, programs, and projects (Helms & Nixon, 2010; Von Kodolitsch et al, 2015). in the work of Helms and Nixon (2010), where they investigated the usage of SWOT analytics in different market sectors, It was discovered during a 10-year period (2000 to 2010) that more than 32 peer-reviewed published papers used SWOT analyses as a research method. SWOT analysis is conducted to identify the strategic role of projects in the agricultural industry. The method has been used in many countries around the world to assess the agricultural industry's ability to fulfill potential food safety requirements (Padaria et al, 2013). SWOT analyses have been used by the World Bank's Agriculture Finance Support Facility division, among other instruments, to study the Bank's past agricultural lending results and to forecast future results (World Bank, 2015). Moreover, the research performed by the Food and Agriculture Organization (FAO) in Zimbabwe is closely related to the review in this article. This instrument was used to examine the status of a pluralistic scheme of agricultural extension (FAO, 2002). SWOT analysis was also used by Oladele et al (2009) to research the success of extension systems in specific areas in South Africa.

Determinants of Entrepreneurship

Instances of research using SWOT analysis for sustainable development include Falsolayman and Sadeghi (2013), Ghorbani et al. (2015), Javanmard and Mahmoudi (2008), Ommani (2011), and Reihanian et al. (2012). Vali Poor et al. (2013) used the SWOT analysis to devise strategies for effective agricultural production in Dogonbadan in another research. Sadeghi et al. (2011) developed advertisement techniques for pistachio exports in the Kerman Province Utilizing SWOT analysis. Sojasi Gheidari et al. (2011) suggested methods, using a combination of multivariate analysis (MCDM) and SWOT, for the growth of agricultural innovation in rural regions. Fakhimi Azar et al. (2011) developed a strategic plan using a hybrid of AHP and SWOT for the Jahad-e Agriculture Association of the Eastern Azerbaijan Province.

Smagulova et al. (2018) demonstrated that one of the main driving forces is the quest to be self-fulfilled and financially independent. Thus, to stop becoming unemployed, some investors have chosen to be entrepreneurs. This corroborates Saparaliyev et al. (2019), who concluded that Kazakhstan's innovative powers are relatively large, as the lack of employment and poverty leaves several individuals with only the option of developing projects. It has been established that a region that is densely populated has a strong preference for entrepreneurs who are drawn to the region in order to optimize returns from anticipated client patronage. Saiymova (2018) suggested that the rate of population growth has had a positive effect on the number of investors as population growth generates rising demand for goods and services, so urban areas attract businesses due to the presence of business infrastructure.

The study of Kurmanalina et al (2020) also recognized experience as a significant determinant of innovation because having experience as employees in another similar business has a beneficial effect on the quest of a person to be entrepreneurial on his own. The study described the proximity of agribusiness projects to the market to have had a beneficial impact on innovation between agribusiness investors in Kazakhstan as companies that are close to the market can easily obtain the requisite production inputs and dispose of output. This result was in full agreement with Smagulova et al. (2018), who argued that, given the low cost of inputs as a result of decreased shipping costs, companies close to the consumer have the benefit of improved productivity. According to Kurmanalina et al (2020), in the four main conditions of SO, WO, ST, and WT, Figure 1 describes the key factors influencing agribusiness entrepreneurship.

Table 1: Swot Analysis of Agribusiness Entrepreneurship (Kurmanalina et al., 2020).

Strengths	**Weaknesses**
Huge natural resources	Old aging of infrastructure facilities
Suitable geographical conditions	Complex export procedure
Availability of raw material	Lack of finance
Ability to exports	Lack of professional management
Strong traditional knowledge	Limited access to modern technologies
Additional employment generations	Insufficient veterinary and food safety
Large domestic demand	Dependence on climatic conditions
Opportunities	**Threats**
Increasing market span	Global competition
Value addition	Unorganized market
More employment generations	Bad trade practices
Proper utilization of natural resources	Price fluctuations:
	Huge cost of modern technologies

The goal of Kau, Mahlangu, & Maku (2019) was to conduct the study of Strength, Weaknesses, Opportunity, and Threats (SWOT) to generate insights into the critical policy directives to be taken into account when implementing the new policy. The findings showed that several extension agencies' involvement in the HVC served as a strength for the project. In recognition of weaknesses, the problem of non-implementation at the project level of the Collaboration Agreements and the lack of cooperation of the services given were seen as obstacles. In addition, pluralistic extension programs provide smallholder farmers with opportunities. More assets (employee numbers and financing) need to be mobilized in order for public extension officers to play the role of coordination in pluralistic extension service. Different extension agencies need to build a similar exit plan to ensure project performance.

SOAR Analysis

A study of the SOAR elements of Gotjawal in Sahn-Yang was carried out. SOAR analysis is a methodology in which strategic strategies are derived from individual organizations that reflect on existing strengths and possibilities and create a vision for potential internal goals and the implications they will bring. SWOT analysis has historically been commonly used to elicit strategic planning as a strategy. SWOT and SOAR templates are business administration techniques used to boost company performance as organizational frameworks (Gheibi et al., 2018).

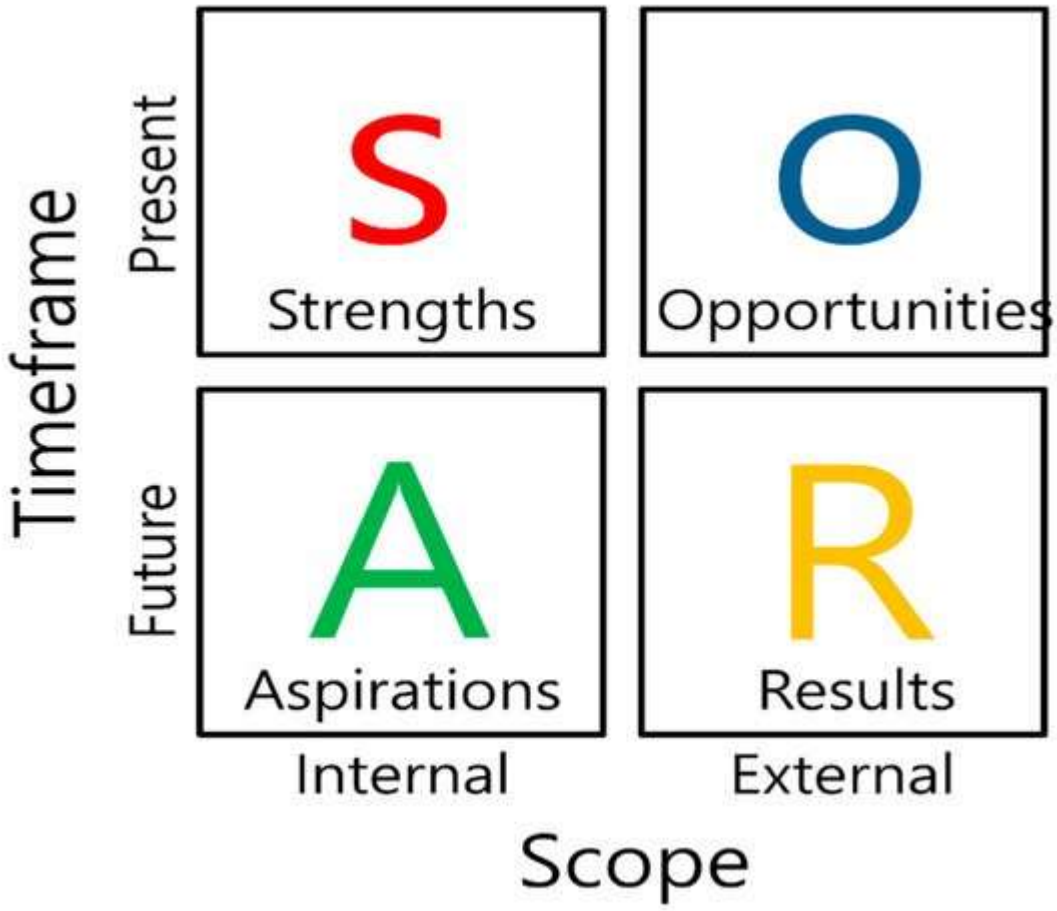

Figure 1: Strengths, Opportunities, Aspirations and Results (SOAR) Analysis Matrix.

SOAR has a disciplined plan to help a company recognize its strengths with an eye on what works best and what development opportunities are possible. Instead, it draws on its stakeholders' expectations and develops a strategy guided by outcomes (Khavarian-Garmsir & Zare, 2015).

By using a constructive guiding strategy, the SOAR model strengthens strategic planning and execution processes to examine strengths, opportunities, goals, and observable outcomes, envision the most preferred future, develop new strategies, plans, programs, designs, and frameworks, construct a healthy culture and enable corporate stakeholders to shift to a higher level of engagement (Khavarian-Garmsir & Zare, 2015). SOAR is known as a strength-based structure for strategic planning and management with a whole-system strategy (stakeholder) (Figure 2).

Figure 2: SOAR matrix.

Adapted from p. 388 in Stavros and Hinrichs (2009)

Discussion

For several, conventional approaches to strategic planning begin with an appraisal, followed by some visioning, then preparation, of various factors. A "SWOT", a detailed evaluation of internal strengths and weaknesses in addition to external opportunities and threats, is also included in the review process. SWOTs are credited for capturing both the positive characteristics (strengths and opportunities) and the negative ones (weaknesses and threats). In the expectation of gaining a "balanced" study of itself, in and out, organizations adopt this tactic. Nevertheless, organizations often do more harm than support by exploring vulnerabilities and threats (Rothwell, Stavros, Sullivan, & Sullivan, 2009). The variations between the two versions are underlined in Table 2.

Organizations are currently under growing pressure for higher innovation rates and faster performance. While the SWOT strategy will reveal strengths and limitations, SOAR improves the transformation from an "as is" study to a process of exploiting strengths and resources to co-create personal and organizational aspirations to gain measurable outcomes (Stavros & Hinrichs, 2007). The SOAR approach starts a discussion with a strategic inquiry and an appreciative intention, unlike a conventional SWOT review, which technically begins with strengths but usually dissolves into a debate about vulnerabilities and risks. The structure in Figure 2 is used to direct the discussions (Khavarian-Garmsir & Zare, 2015).

Table 2: Comparison of SWOT/SOAR.

Adapted from p. 7 in Khavarian-Garmsir & Zare, (2015).

SWOT analysis	SOAR approach
Analysis-oriented	Action-oriented
Weakness & threat-focused	Strength & opportunity-focused
Competition-focused—*Just be later*	Possibility-focused—*Be the best!*
Incremental improvement	Innovation & breakthroughs
Top-down	Engagement of all levels
Focus on analysis → planning	Focus on planning → implementation
Energy-depleting—*There are so many weaknesses and threats!*	Energy-creating—*We are good and can become great!*
Attention to gaps	Attention to results

Both methods have lately been used by many consulting companies or business advisory firms. SWOT analysis is an abbreviation for abilities, limitations, possibilities, and risks, while SOAR analysis is an abbreviation for strengths, possibilities, targets, and outcomes. As future points and external components can still be predicted, the SOAR model gives a broader spectrum of views than SWOT analysis (Silbert, & Silbert, 2007). For quantitative analysis, convergence is often feasible. Consequently, the purpose of the SOAR study is to include planning approaches for current curriculum viewpoints and prospective perspectives (Rashidi et al., 2018). This will not only help to get rid of the problem but also focus on the strengths and opportunities that eventually change the balance in favor of the strengths (Rashidi et al., 2018).

The SOAR analysis enhances strategic strategy and development procedures by trying to accomplish strengths, prospects, priorities, and measurable performance (Khavarian-Garmsir & Zare, 2015). It also helps to envision the most beneficial scenario, designing new plans, initiatives, systems, frameworks, building a competitive climate, and encouraging business partners to increase policy performance and implementation (Khavarian-Garmsir & Zare, 2015).

Conclusion

In recent years, several issues have arisen in the sense of international deterioration in many countries around the world owing to the effective production of paddies without sufficient use of economic resources. The agriculture sector is the key engine of the economy in several developing nations in Africa. The sector contributes tremendously to the fight against poverty among the rural poor. Because of their significance, economic status, and policy promotion, farmers are becoming rising subjects in the field of entrepreneurship. Analysis of their capacity to invent thus helps advance the purpose of entrepreneurship. The entrepreneurial intent is defined as "the self-recognized belief of people that they intend to establish (or grow) a business and plan to do so consciously in the future." Thus, in forecasting entrepreneurial behavior, the entrepreneurial target for farmers is critical, which is the first step towards agricultural reform.

Previous literature has shown that the factors affecting the development of the agricultural sector and environmental agri-business entrepreneurship in Africa can be analyzed by using several types of analysis such as SWOT & SOAR analyzes.

Several research organizations or business consultancy firms have used both approaches recently. SWOT analysis is an abbreviation for strengths, weaknesses, opportunities, and threats, while SOAR analysis is an abbreviation for strengths, opportunities, aspirations, and results. SOAR model provides a wider variety of viewpoints than SWOT analysis since potential points and external elements can still be expected. Integration is also possible for quantitative analysis. Consequently, SOAR research aims favorably at providing preparation methods for current viewpoints of the curriculum and future and perspectives. This would not only help to get rid of the problem but also to reflect on the strengths and possibilities that will ultimately shift the balance in favor of the strengths. By seeking to attain capabilities, prospects, goals, and observable outcomes, the SOAR analysis strengthens strategic planning and execution procedures. It also helps to imagine the most desirable future, designing new strategies, programs, procedures, structures, developing a favorable atmosphere, and empowering industry partners to enhance policy effectiveness and execution.

These two analyzes are among the best and most successful methods of analysis that can be used. SWOT analysis has received great popularity and attention by researchers and analysts, as we note that the majority of previous studies and research have relied on SWOT analysis. On the contrary, SOAR analysis has not gained the attention and popularity of researchers and analysts, as we find few researchers and analysts who have used or discussed SOAR analysis despite its importance and effectiveness.

In light of this, the **researcher recommends** the necessity of activating the use of SOAR analysis in analyzing the factors that affect the development of the agricultural sector, environmental agribusiness entrepreneurship, and so on. The researcher also recommends the necessity of increasing attention to farmers and the agricultural sector in Africa. Future researchers should also combine both the SWOT and SOAR analyzes.

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