



# SWOT Analysis of Strategies for Agricultural Entrepreneurs Empowerment

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Received: 28 December 2016,

Accepted: 08 August 2017

## Abstract

The purpose of this study was to identify strategies for agricultural entrepreneurs empowerment in Javanrod, Salasebabajani, Ravansar and Paveh counties of Kermanshah Province. The structural impact obtained was based on different qualitative techniques and was analysed based on the SWOT model. The finding suggested that the most effective strengths were: adoption of social responsibilities increasing with weighted score "0.305", knowledge, attitudes and values increasing in the agricultural entrepreneurs with weighted score "0.300"; the most effective weaknesses were: lack of enough capital with weighted score "0.260", lack of entrepreneurial culture with weighted score "0.208"; the most effective opportunities were: supporting ideas and projects with weighted score "0.330", entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions) with weighted score "0.315", and the most effective threats were: lack of economic security "0.265" and suitable market lack for products "0.250". The results suggested that by aggressive strategies such as training and entrepreneurial skills development and technical, knowing the sources of ideas, using new technologies, increasing access to training and funds, access to commercial networks, creating exhibitions and conferences application; adaptive strategy promoting use of banking facilities; contingency strategies such as reducing the threat of being able to create diverse career opportunities, reducing administrative bureaucracy, difficulty in getting a licence and infrastructure to create suitable market production; defence strategy including reduction of threats such as economic insecurity can be used as background empowerment entrepreneurs for agricultural entrepreneurs empowerment.

### Keywords:

agricultural entrepreneurs, empowerment, strategies, SWOT analysis

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## INTRODUCTION

Agricultural sectors providing food, raw materials and investment needed for economic development are particularly important, because provide 75% of the food needs of the population, 25% of GDP, 23% of employment and a significant part of non-oil exports. It is the role and impact of capable human resources that plays a crucial role in achieving the goals and ideals of Vision 1404 and sustainable development. The role of capable farmers entrepreneurs is important in achieving these goals, especially in resistance economy. Yet, empowerment is the missing link that feeling “activists of agriculture”, in those through formal organization by informal techniques, increased conjunction with self-efficiency that needed gain for worthy place in entrepreneurship. The current position of Iran in entrepreneurship, according to the capacities and on ten index of business, is not in suitable condition. Accordingly, Iran is flourishing business, between 144 countries rated 93 and between 20 countries in the region has the sixteenth position in report 2012-2013. Therefore, the belief that empowerment of agricultural entrepreneurs strengthening and prosperity of abilities, capacities and talents of this forces has been activated and bring significant economic development in the agricultural sector; one of the fundamental strategies is to check the appropriate fields to empower them. That necessarily improves their intelligence and provides realistic understanding of their capacity and capacity. This aimed to propose strategies on the agricultural entrepreneurs empowerment. According to [Chang et al. \(2010\)](#) and [Stewart et al. \(2010\)](#) identification of the dimensions of empowerment gives a clear image to planning and increases the efficiency of human resources and avoids waste of human resources. In identification of the dimensions of empowerment, has not been done and the gap felt in the agricultural entrepreneurship research. Therefore, to achieve the wanted level and position in entrepreneurship, especially in the agricultural sector, it is essential to analyse effective structures, empowerment agricultural entrepreneurs and with identification and analysis of strengths, weaknesses, opportunities and threats. Possibility

of designing and codification of efficient and applied strategies to provide for those involved in relevant sectors and to determine the perfect platform to upgrade independence of social and economic for agricultural entrepreneurs.

If creativity and innovation in agriculture is integrated with skill and managerial capabilities and performance the agricultural entrepreneurship are grown significantly. Empowerment by changing knowledge, attitudes, emotions and values skills performing activities leading to development. [Ketchum & Trist \(1992\)](#) believes that empowerment is a key reason in reducing rural poverty. [Richardson \(2006\)](#) admitted that empower villagers with behavioural characteristics such as having a positive outlook on work, high self-confidence, determination and follow-up actions, the capacity to adapt with the changing environment, initiative at work group, willingness to learn and absorb new information, trying to seize the opportunity, believing in the absence of impossible, innovation, originality and creativity, willingness to diversify, feel progress towards their work, counting himself as one of the groups, the capacity to use skills and their capacities and risk taking to develop rural areas more quickly. [Storey \(2007\)](#) argues that to bring motivation and job satisfaction by empowerment and promotion knowledge leads to that villagers gain more confidence. He also quoted from Daniel Denison statement that empowerment enabling progress such as work-shy and reducing the lead to migration. In this context [Haverkort & Engel \(2006\)](#) argues the mobility and creativity of rural to bear sits by empowerment and creates a new stimulus for rural development and [Sivayojanathan \(2003\)](#) believe that the most important factors of empowerment, is to have knowledge, power management, coordination and participation with others that increases with education.

[Aqhlmand and Akbari \(2005\)](#) argues that empowerment are overcoming barriers to growth, encouraging commitment to the goals, encouraging risk-taking, creativity and innovation, enabling people to solve the problem, increase accountability and remove the fear. In other words, they believe the empowerment is end to anything that causes stunted growth, freedom, confidence,

cooperation. Blanchard et al. (2002) believes that empowerment means to empower people, to improve their sense of self-esteem, overcome on inability or helplessness and creative your enthusiasm activity and internal motives they mobilize to do our duty. World Bank (2002), knows empowerment as expansion of assets and powers of people to participate in bargaining, influence, control and establish effective institutions to enable them in life. Abbot and Wales (2001) argues that empowerment pave its own or others way for trying to achieve individual goals. Malhotra et al. (2002) stated that empowerment have been describing to strengthen to reach the target, increasing the capacity to complete the demands, the capacity to organize, promote confidence and to exercise their rights to free choice and control over resources. Mafi (2006) knows empowerment as a process in which individuals, groups and communities aware of the current state of their lives and try to change this situation to better condition, proper planning, and organization. From the experts view, empowerment has a variety dimensions, including social, economic, mental and psychological that will be described below.

### **Social empowerment**

Shaditalab (2004) defined social empowerment by variables of attitudes change toward people, participation in social affairs, integration and willing to participate in public spaces. This empowerment are included increased participation in social activities means active participation in groups and social community and group activities (Shakori, 2008) enjoyment of the legal ownership rights and antidiscrimination of the labour market and remove traditional beliefs (Ketabi et al., 2003) and equality in society (Gholipour et al., 2008).

### **Economic empowerment**

Economic empowerment include acquisition or increase income, capacity to repay loans and the power of the saving (Shakori, 2008) and financial independence (Ketabi et al., 2003).

### **Mental empowerment**

Psychological empowerment are included self-

esteem increased such issues as (feel success in life, having high capacity, sense satisfaction of being, a sense of vitality and usefulness of the work, the ability to help others if you experience problems), independent thinking such issues as (people trust most in their decision, express ideas and opinions, participate in family discussion) feel the power of such issues as (belief in the ability to change fate, belief in the capacity to influence events in society, believing in the capacity to remove poverty and needy) and increased self-effectiveness such issues as (feel we can improve your and family future, believe solve the problem with trying on the face of it, self-efficacy in dealing with the problem, the capacity to stay calm in dealing with problems and can use the skills to handle life) (Shakori, 2008) increased dared to reach the target, increasing the capacity to carry out wants, be able to organize and improve self-esteem (Malhotra et al., 2002) and gaining the power to think, to develop a sense of self-worth and Belief in your ability to make favourable changes (Gholipour et al., 2008).

### **Psychological empowerment**

Researchers and scholars made features that are allowed for capable people which on the basis the individual features can be commented on capacity or inability. Conger and Kanungo (1988) sense personal efficacy knows index individual empowerment. Yue Fook et al. (2011) stated Psychological Empowerment suggests with words such as: self-actualization, charisma, self-confidence, empowerment or synergy. Tohidi and Jabbari (2012) with emphasis on the multi-dimensional empowerment stated five dimensions: sense of meaningful, sense of competence, sense of choice, sense of being effective and sense of trust that will be explained as follows:

### **Sense of meaningful**

Appelbaum and Hongger (1998) believes that meaningful is the opportunity to know that people feel important and follow valuable job objectives; they feel that they are moving on the road is that worth the time and energy. Mooghli et al. (2009) argue that strong people have a sense of meaningful they have value for

the purpose or objectives which employed. The ideals and standards are the same, as what is done. Activity in their value system is important, they are accurate about what they produce, and they believe it. Abdollahi (2005) meaningful, as the value of a career goals and person's intrinsic interest in the job. Spreitzer (2007) also meaningful knows the balance between work needs and beliefs, values and behaviour's.

### Sense of competence (self-efficacy)

Abdollahi (2005) argues that competence is the degree which a person can do the job tasks with skill and success. Mooghli et al (2009) also believes that strong people have a sense of self-efficacy, and believes that they have powers and expertise necessary for a successful the successful accomplishment of their work. Empower people not only feel competence, but feel confident that they can do so with efficiency. Bandura (1997) also knows competence as a personal belief that a person feels capacity to perform their assigned duties successfully and there are three conditions for the individual's sense of self-efficacy: the belief in the capacity to perform work, believe the effort needed to apply capacity and lack of no external barrier that they were prevented from doing the job.

### Sense of choice (Autonomy)

Thomas and Velthouse (1990) believes that choice right means freedom and independence to decide the activities necessary to perform job duties. Breeding (2008) also believes that empowerment is facilitated when people learn to self-determination behavior. Self-determination is actively engaged in work and the belief that depends individual performance can lead to success. Mooghli et al. (2009) argue that when people rather than force to participate, voluntarily engage in their duties, they feel having a choice in their work. Research shows that this feeling is accompanied with less work alienation in environment, greater job satisfaction, higher levels of performance, greater entrepreneurship and creativity, higher levels of job involvement and less work pressure. According to Gagne and Deci (2005) this sense include action which is

associated with sense of freedom and experience. Dickson and Lorenz (2009) also believes sense of choice related to the efforts of individuals and groups to increase control over the quality and personal satisfaction.

Gibbs (2009) also believes the right choice because of their participation in the programs and support in various fields, causing organizational goals, human resources and priorities to connect to each other.

### Sense of being effective

Spreitzer (2007) believes, the impact or accepting personal outcome is the degree to which a person may be affected the result of strategic, administrative and operational jobs. According to Mooghli et al. (2009) empowering people believe they can influence the work environment or results to bring about change. They believe obstacles can be managed, in fact they are feeling active control. Wetten and Cameron (1998) Believe this depends on the ability to recognize areas of influence as much as the same amount of capacity to manage and change the external environment in order to increase its domination. According to Moye et al. (2005) A sense of effectiveness, is feelings that one would be influence strategic, managerial strategies, outcomes and job results and Dickson and Lorenz (2009) argued that sense of being effective is to be given an individual.

### Sense of trust

Mishra and Spreitzer (1999) know this sense as trust between subordinates and elites that related to the interest and competence, openness and trust in another.

Given that Iran's position in entrepreneurship by the existing capacity and competences, is not ideal.

This study, structural analysis affecting the of agricultural entrepreneurs to empowerment identify opportunities and threats as both external factors and the strengths and weaknesses as internal factors was performed analysis, validation and engagement with them offered strategies to increase those Agricultural entrepreneurial abilities and capacities (Figure 1).

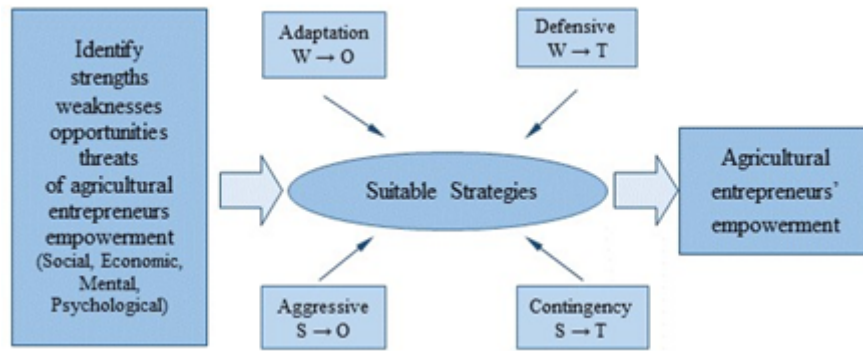


Figure 1. Conceptual framework of the research

The general objective was identify strategies to agricultural entrepreneurs empowerment.

This was followed with specific goals to achieve the aim:

1. Identify the strengths and weaknesses of agricultural entrepreneurs empowerment;
2. Identify opportunities and threats of agricultural entrepreneurs empowerment;
3. Assess the validity and importance of each internal and external structures of agricultural entrepreneurs empowerment and
4. Provide suitable strategies for agricultural entrepreneurs empowerment.

## MATERIALS AND METHODS

In this study mix research method, the combination of qualitative and quantitative techniques applied. Access to agricultural entrepreneurs views and collect data for seven weeks, by the research team (specializing in the extension and development of agriculture) was performed using different qualitative techniques; according to the nature of observational and interview, this advantage was, the strengths, weaknesses, opportunities and threats, once checked, and the effects each of them was seen interacting with each other. Data from observations and interviews analysed, using SWOT model, then based on the above analysis, a questionnaire was given to determine the weight and rating of the entrepreneurship experts and finally the matrix of strengths, weaknesses, opportunities and threats in four different states: SO, WO, ST, WT were considered to provide adaptation, defensive, aggressive and contingency strategies.

The Study population was agricultural entrepreneurs

in Javanrod, Salasebabajani, Ravansar and Paveh counties of Kermanshah province. Theoretical sampling continued until, theoretical saturation which 45 people of agricultural entrepreneurs, with repeated structures, were included.

Identification and analysis of strengths, weaknesses, opportunities and threats was performed by focus group interviews, and observation. According to data from the qualitative phase questionnaire was designed to determine the validity of structural affecting the agricultural entrepreneurs empowerment, with the coefficient of importance Rate 1 to 5, were used.

## RESULTS

Based on the findings, demographic data showed the average age of agricultural entrepreneurs in this study was 33 years old, the oldest 69 years old and the youngest 18 years old. %73.3 were male and the rest of them were female. In regard to level of education mode was middle schools. %82.2 have an experience of participation in the working group and %17.8 had no experience of participation in the working group (Table 1).

To achieve the strengths and weaknesses of agricultural entrepreneurs empowerment (internal structures), based on the documentary, observation and interviews, viewpoints and perspectives of agricultural entrepreneurs, based on the Strategic SWOT, was detected an effective structures including the strengths and weaknesses major agricultural entrepreneurs empowerment (Table 2).

To identify opportunities and threats agricultural entrepreneurs empowerment (external structures),

Table 1  
Demographic Characteristics of Agricultural Entrepreneurs

Item		Frequency	Percent	Mode
Age (years)	<20	3	6.7	33
	20-30	7	15.6	
	30-40	19	42.2	
	40-50	11	24.4	
	50>	5	11.1	
Gender	Male	33	73.3	Male
	Female	12	26.7	
Level of Education	Illiterate	1	2.2	Middle schools
	Elementary Schools	7	15.6	
	Middle Schools	15	33.3	
	High Schools	12	26.7	
Experience of Participation	Above	10	22.2	Experience of Participation
	Experience of Participation	37	82.2	
	No Experience of Participation	8	17.8	

according to the documentary, observation and interviews, viewpoints and perspectives of agricultural entrepreneurs, were identified as it shown in Table 3, Structures external, opportunities and threats affecting major agricultural entrepreneurs empowerment.

In the next step, a questionnaire was prepared, which according to this, the validity of any structure, with the coefficient of importance rate 1 to 5, were evaluated (Tables 4 and 5). And finally, the weight of each structure was calculated and by determining the weight validity of each construct, and allows quantitative comparisons strengths and weaknesses, oppor-

tunities with threats were provided. According to the internal structure evaluation matrix, the credibility of weight, it was determined the most effective strengths: adoption of social responsibilities increasing with weighted score "0.305", knowledge, attitudes and values increasing in the agricultural entrepreneurs "0.300", power increasing "0.300", social capital reinforcement "0.290", positive vision increasing to agricultural entrepreneurship "0.232", self-confidence increasing "0.228" and self-esteem increasing "0.220". The most effective weaknesses include: lack of enough capital with weighted score "0.260", lack of entrepreneurial

Table 2  
Matrix of Strengths and Weaknesses of Agricultural Entrepreneurs Empowerment (Internal Structures)

Strengths	Weaknesses
S1: Family support increasing	W1: Lack of entrepreneurial culture
S2: Local support increasing	W2: Lack of risk
S3: Social capital reinforcement	W3: Lack of enough capital
S4: Self-Esteem increasing	W4: Lack of skill
S5: Social responsibilities increasing	W5: Poor decision-making power
S6: Knowledge, attitudes and values increasing	W6: Lack of quality of collective life
S7: Positive vision increasing to agricultural entrepreneurship	
S8: Self-Confidence increasing	
S9: Compliance with conditions and living conditions	
S10: Having Facilities	
S11: Feel of progress and Promotion	
S12: Increasing the diversity of life	
S13: Welfare increasing	
S14: Power increasing	

Table 3  
Matrix of Strengths and Weaknesses of Agricultural Entrepreneurs Empowerment (Internal Structures)

Opportunities	Threats
O1: Technical skills trading credit (the capacity to organize, completing tasks and administration)	T1: Lack of useful skills training
O2: Entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions)	T2: Impossibility to create diverse job opportunities
O3: Ideas gain sources trading	T3: Appropriate market lack for products
O4: Supporting ideas and projects	T4: Lack of needed facilities
O5: Low-interest loans	T5: Lack of economic security
O6: Educational programming suitable government	T6: Legal obstacles
O7: Government and university cooperation	T7: Office bureaucracy
O8: Access to business networks	T8: difficulty of authorization process
O9: Access to needed resources, especially financial and training resources	
O10: Create Applications exhibitions and conferences	
O11: The use of new technologies rather than traditional	
O12: Being of ICT infrastructure	

Table 4  
Internal Structures Evaluation

Strengths	Rating	Weight	Weighted score
Social responsibilities increasing	5	0.061	0.305
Knowledge, attitudes and values increasing	5	0.060	0.300
Social capital reinforcement	5	0.060	0.300
Power increasing	5	0.058	0.290
Positive vision increasing to agricultural entrepreneurship	4	0.058	0.232
Self-Confidence increasing	4	0.057	0.228
Self-Esteem increasing	4	0.055	0.220
Family support increasing	3	0.054	0.162
local support increasing	3	0.054	0.162
Compliance with conditions and living conditions	3	0.053	0.159
Feel of progress and Promotion	2	0.053	0.106
Increasing the diversity of life	2	0.053	0.106
Welfare increasing	1	0.050	0.050
Having Facilities	1	0.050	0.050
<b>Total</b>		0.722	2.670
Weaknesses	Rating	Weight	Weighted score
lack of enough capital	5	0.052	0.260
lack of entrepreneurial culture	4	0.052	0.208
lack of quality of collective life	4	0.045	0.180
lack of skill	3	0.044	0.132
Lack of risk	3	0.044	0.132
Poor decision power	3	0.041	0.123
<b>Total</b>		0.278	1.035
<b>Total weighted score</b>		1	3.705

culture "0.208", lack of quality of collective life "0.180", and lack of skill "0.132". According to the survey evaluation matrix of structures external (opportunities and threats) by the

credit weight, it was determined the most effective empowerment facing opportunities agricultural entrepreneurs: supporting ideas and projects "0.330", entrepreneurial skills trading

Table 5  
External Structures Evaluation

Opportunities	Rating	Weight	Weighted score
Supporting ideas and projects	5	0.066	0.330
Entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions)	5	0.063	0.315
Technical skills trading (the capacity to organize, completing tasks and administration)	5	0.062	0.310
Being of ICT infrastructure	5	0.060	0.300
Access to business networks	4	0.059	0.256
Ideas gain sources trading	4	0.057	0.248
Educational programming suitable government	4	0.056	0.224
Government and university cooperation	3	0.055	0.165
Access to needed resources, especially financial and training resources	3	0.053	0.159
Create Applications exhibitions and conferences	3	0.052	0.156
The use of new technologies rather than traditional	2	0.051	0.102
Low-interest loans	2	0.049	0.102
<b>Total</b>		0.683	2.667
Threats	Rating	Weight	Weighted score
Lack of economic security	5	0.053	0.265
Suitable market lack for products	5	0.050	0.250
Difficulty of authorization process	5	0.047	0.235
Lack of needed facilities	4	0.045	0.180
Lack of useful skills training	4	0.043	0.172
Legal obstacles	4	0.041	0.164
Impossibility to create diverse job opportunities	3	0.038	0.114
Office bureaucracy	3	0.036	0.108
<b>Total</b>		0.317	1.488
<b>Total weighted score</b>		1	4.155

(the capacity to identify opportunities, problems and solutions) "0.315", technical skills trading (the capacity to organize, completing tasks and administration) "0.310", ICT infrastructure existence "0.300" and access to business networks "0.256", and the most effective threats, include: lack of economic security with weighted score "0.265", suitable market lack for products "0.250", difficulty of authorization process "0.235", lack of needed facilities "0.180" and lack of useful skills training "0.172".

To prioritize strengths, weaknesses, opportunities and threats agricultural entrepreneurs empowerment, were shown (Figure 3).

In the next step, adaptation, defensive, aggressive and contingency strategies were presented, which the planning, development and implementation of these strategies can be practical suggestions for planners and policy makers (Table 6).

## DISCUSSION AND CONCLUSIONS

Empowerment is a process which human are beings empower of organizing itself and using by self-confident of your capacities and talents to free choice and control resources. In the empowerment process, people were strengthened ventured out to reach the target and benefiting the capacity to complete their wants. Therefore, it is necessary with a general understanding of the role of agricultural entrepreneurship in the economy of rural communities and their needs as effective members in the process of rural development and agricultural producers consider and implement strategies to empower them.

The final goal of research will be presented strategies which the planning, development and implementation of these strategies can be practical suggestions for planners and policy makers (Table 6).

In line with the first aggressive strategy, Kumar



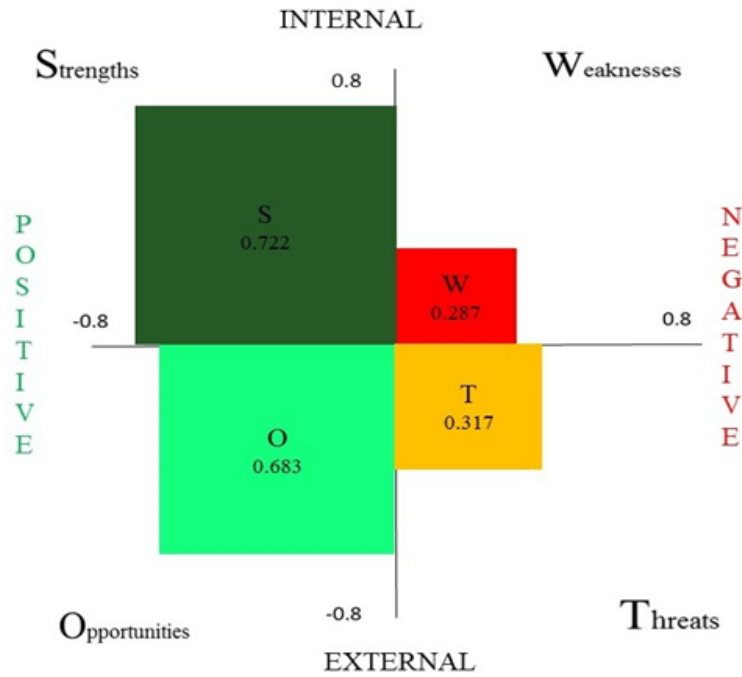


Figure 2. Climate of agricultural entrepreneurs' empowerment

and Ali (2010) has been stressed keeping up-to-date job skills and workshops and training courses in entrepreneurship development.

The findings of Wang and Costello (2009) also show growing up-to-date with changes in technology is effective in to develop entrepreneurship and business small units.

In accordance with the fourth aggressive strategy, Gumus et al. (2007) that pointed the skills and the training courses for entrepreneurs as business climate index.

In line with the fifth aggressive strategy, Aqajani et al. (2005) also focused on to create

exhibitions and applications conferences.

Executive solutions proposed to use of strengths and take advantage of opportunities, focused on the areas of development of infrastructures, training, developing entrepreneurial skills and technical. Thus organization in charge of entrepreneurship development, rural development and agricultural development and practical use of aggressive strategy to agricultural entrepreneurs empowerment, is suggested by this study.

In accordance with the first adaptation strategy, in this context (Cole & Bachayan, 2007) also believe that lack of education and skills, is

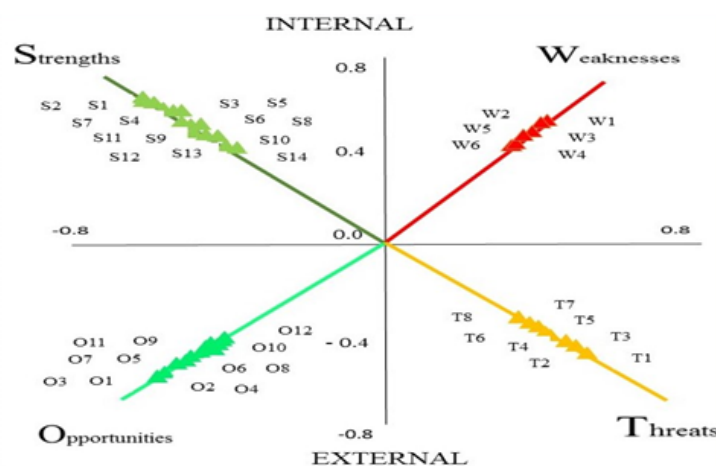


Figure 3. Prioritize SWOT of agricultural entrepreneurs' empowerment

Table 6  
Strategies to Agricultural Entrepreneurs Empowerment SWOT

Strategies to Agricultural Entrepreneurs Empowerment	Threats	Opportunity
Strengths	<p><b>Contingency Strategies (S-T)</b></p> <ol style="list-style-type: none"> <li>1. Increased self-confidence and self-esteem can be used to reduce threats lack of diverse career opportunities</li> <li>2. Family support increasing, local support increasing and reinforcement of social capital can be used to reduce threats administrative office bureaucracy and the difficulty of licensing</li> <li>3. Social capital reinforcement and having the means can be used to reduce threats lack of products suitable market</li> </ol>	<p><b>Aggressive Strategies (S-O)</b></p> <ol style="list-style-type: none"> <li>1. By changes in knowledge, attitudes and values; can be as aggressive strategy to opportunistic tools for teaching and trading of entrepreneurial skills (the capacity to identify opportunities, problems and solutions), teaching and trading of technical skills (the capacity to organize, completing tasks and administration) and identify the sources of ideas.</li> <li>2. Through power increased, self-confidence and self-esteem increased can be used to opportunistic tools to use new technologies</li> <li>3. By increasing positive view to the work and facilities Enjoyment can be acted to create opportunity to increase access to needed resources, especially financial resources and training.</li> <li>4. Increasing to feel progress and development can be used to create opportunities to develop their skills.</li> <li>5. By reinforcement of social capital can be used to access to business networks and creation exhibitions and applications conferences.</li> </ol>
Weaknesses	<p><b>Defensive Strategies (W-T)</b></p> <ol style="list-style-type: none"> <li>1. By reducing the weaknesses of empowerment, such as lack of entrepreneurial culture it can be benefit to reducing threats to create diverse career opportunities.</li> <li>2. By reducing the weaknesses the lack of capital can be used to reduce threats as in economic insecurity.</li> <li>3. By reducing the lack of entrepreneurial culture and poor decision-making power can be used to reduce threats the impossibility to create diverse career opportunities, and lack of market products as a defence strategy.</li> </ol>	<p><b>Adaptation Strategies (W-O)</b></p> <ol style="list-style-type: none"> <li>1. Lack of the necessary skills in the cause of the loss of many opportunities including community involvement and understanding own real needs. Therefore, through adaptation strategy can be provided the use of opportunity to trading and teaching entrepreneurial skills (the capacity to identify opportunities, problems and solutions), trading and training with technical skills (the capacity to organize, completing tasks and Administration).</li> <li>2. Lack of entrepreneurial culture is the cause of the loss of many opportunities such as the use of new technologies. So it can be possible by adaptive strategies to provide the requirement of the use of exhibitions and application conferences.</li> <li>3. The Lack of adequate capital, leads to the loss of the opportunities. Therefore, can be provided more opportunities to adequate capital.</li> <li>4. Poor decisions-making power is causing the loss of many opportunities, including sources familiar with the ideas. Therefore, can be provided more opportunities to recognize the sources of business idea for agricultural entrepreneurs.</li> </ol>

denied the opportunity of social participation. In line with the results [Anand Singh and Krishna \(1994\)](#) in India who are emphasis on trading and technical with entrepreneurial skills.

In line with the Sconed adaptation strategy, in

this context [Aqajani et al. \(2008\)](#) in their study, stated that requirement for carrying out entrepreneurial ideas needs to know the prerequisites. To provide this requirement is the government's duty such as creation of exhibition and applied

conferences. Crane and Meyer (2009) also confirmed that the lack of culture support as a barrier to entrepreneurship climate. Kline (2007) also referred to domination of social and cultural climate and positive and significant and positive relationship between individual entrepreneurial activities.

In accordance with the third adaptation strategy, Aqajani et al. (2007) stated that low-interest loans as the primary requirement for entrepreneur, which is the principle government duty. This finding is in line with Crane and Meyer (2009) that they insisted on the lack of capital as one of the barriers to entrepreneurship.

In line with the fourth adaptation strategy, Rezvani & Najarzadeh (2009) that stated sources familiar with the business idea is known as the process of entrepreneurship development for rural people. Bulut and Alpkhan (2006) also have confirmed that support to develop opinions and ideas and projects as an important factors for entrepreneurial climate.

Proposed executive solutions to deal with weaknesses and take advantage of opportunities, focused on the areas of training, development of social skills, developing entrepreneurial skills and development facilities. In this context it is necessary policymakers and planners to pay special attention to methods benefit from the facilities and Stakeholders in different sectors including rural development and agriculture with the practical application from adjustment strategies to agriculture entrepreneurs empowerment.

In accordance with the second contingency strategy, Roxas et al. (2007) that are emphasized on indexes such as social support system, informal networks, and family support as suitable entrepreneurial climate.

In line with the third contingency strategy, Agahi and Karami (2012) that stated the management of social capital in society is due to products quality and attention to development of new products in conjunction with awareness about global market and interact with influential community.

To reduce the threat by reinforcement strengths, the most implementation strategy that will offer

is comprehensive participation of the rural people and agricultural sector entrepreneurs at different stages of policy making, planning and implementation.

In accordance with the first defensive strategy, Crane and Meyer (2009) which examines to develop entrepreneurship on Canadian entrepreneurs, believes that cultural barriers compared with other barriers, have a larger role in policies change and government policies on entrepreneurial climate.

In line with the second defensive strategy, Tansel (2002) agrees and Aqajani et al (2007) stated low-interest loans as a necessary fields of entrepreneurship. Gumus et al. (2007) also have stressed the lack of capital in the entrepreneurial climate as a serious threat.

In accordance with the third defensive strategy, Agahi and Karami (2012) that shows, management of social capital at the individual level, personal motivation and desire to promote job knowledge, at the grope level, active participation, cooperation, courtesy, mutual honestly, shared vision of the future, at the community level, attention upgrade product quality, attention to develop new products, awareness of global markets and interaction with community and organizational level, connection with other cooperatives, use and sharing experiences with other cooperatives have significant effect to their ability to develop.

The boost implementation strategy to propose in order to deal with weaknesses and mitigate threats is focused on the areas of culture and development facilities. In this context it is necessary that policy-makers and planners consider promoting an entrepreneurial culture in a special form. Also benefit from convenient and easy banking facilities in this group of strategies is important. So custodians of various sectors with the application of defence strategies can take action, in order to empower agricultural entrepreneurs.

#### ACKNOWLEDGEMENTS

The authors gratefully acknowledge from agricultural entrepreneurs for cooperate them in this research.

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**How to cite this article:**

Karami, S., & Agahi, H. (2018). SWOT analysis of strategies for agricultural entrepreneurs empowerment. *International Journal of Agricultural Management and Development*, 8(2), 307-320.

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