

THE SWOT STRATEGY FOR DAIRY FARMING AGRIBUSINESS IN WEST BANDUNG



Edi Abdullah^{1*)}, Abdul Azis Ambar¹⁾, Sahabuddin Toaha¹⁾

¹University of Muhammadiyah Parepare

*Corresponding author: edhynafidz2442@gmail.com

To cite this article:

Abdullah, E., Ambar, A. A., & Toaha, S. (2024). The SWOT Strategy for Dairy Farming Agribusiness in West Bandung. *Buletin Penelitian Sosial Ekonomi Pertanian Fakultas Pertanian Universitas Haluoleo*, 26(2), 189–198. <https://doi.org/10.37149/bpsosek.v26i2.1605>

Received: October 08, 2024; **Accepted:** December 29, 2024; **Published:** December 31, 2024

ABSTRACT

Livestock Production has a strategic role in supporting food security and economic development in Indonesia. West Bandung Regency is one of the interesting locations to study in the context of developing an agribusiness system. Despite its great potential, there are challenges in livestock development, such as limited market access, the lack of distribution networks, lack of knowledge about market needs and preferences, and the lack of supporting infrastructure and climate change. This study aims to determine the sub-district area that can be used as the basis for the development strategy of the dairy farming agribusiness system with specific contributions to the development of productivity, product diversification, farmer skills, and the development of supporting infrastructure. The forms of research used are quantitative and qualitative, which complement each other in a mixed approach to collect extensive data on the research results, conduct interviews to explore specific findings, and validate the findings in the context of a deeper understanding of the data found. The sample used was 10 farmers using a purposive sampling technique. Data was collected from May to July 2024. The data collected is analyzed and, if necessary, validated with participants to ensure its accuracy and relevance. Data collection techniques include LQ analysis, EFE and IFE analysis, and SWOT analysis to produce concrete strategic solutions. The instruments used in this study are an interview, observation, and questionnaire system to facilitate data processing. The results showed that the total score of the weight of internal and external factors was located in the position of quadrant I (2,464; 2,696). If the position of the quadrant is in quadrant 1, the strategy is an aggressive growth strategy. This is very advantageous because it has strengths and opportunities.

keywords: agribusiness; IE matrix; LQ; SWOT.

INTRODUCTION

Livestock production strategically supports security and economic development in Indonesia (Amam et al., 2019). The government has recently focused on increasing added value by implementing downstream agribusiness, including processing, distribution, and marketing agricultural products (Septanti et al., 2020). Livestock is an important part of the agricultural sector that produces food in the form of animal protein, such as meat, eggs, and milk (Yusup et al., 2022). The importance of the role of livestock in Indonesian agricultural development can be seen in the development of the livestock subsector as part of the government's program to improve the national agricultural sector (Uhrowiyah et al., 2021).

West Bandung Regency is an interesting research site related to dairy farming. With a relatively large number of dairy farmers, extensive green land, and companies willing to partner in processing animal products, the potential for milk development is one of the main pillars supporting food security and the local economy (Amam & Soetrisno, 2020). West Bandung Regency has mountainous and highland areas suitable for dairy farming. The strategic business location is in an area with an altitude of 800 meters above sea level (Hanifah et al., 2019). The relationship between



dairy cow milk production and local topography shows that a difference in altitude of 100 meters is directly proportional to a difference in average production of 4 percent (Larasati, 2016).

Based on previous research, *Livestock Structure and Livestock Strategy Around Oil Palm Plantations in Watubangga Kolaka*, published in the *Agricultural Socio-Economic Research Bulletin of Haluoleo University*, the average household income of livestock farmers in Watubangga Kolaka is 18,918—rp750 per month, average household expenditure of Rp6,506,250 per month. The average savings capacity is Rp12,412,500 per month. The household livelihood strategies implemented in Watubangga Kolaka are spatial planning (migration), agricultural livelihood planning, and dual livelihood patterns. Stakeholders in the livestock industry are improving their ability to perform artificial insemination, which has been shown to increase animal production (increasing meat volume and livestock size) (Suparman et al., 2024).

Despite its great potential, livestock development faces challenges, including B. having limited access to markets. This is due to several factors, such as a lack of distribution networks, knowledge about market needs and preferences, obstacles in meeting applicable quality standards and regulations, lack of infrastructure, and climate change (Hanifah et al., 2019; Ilhaminnur, 2023). Unpredictable weather and rising temperatures have an impact on dairy farming. In addition, rising sea levels and frequent natural disasters such as floods and droughts can threaten infrastructure and people's livelihoods (Sarpintono et al., 2017). These challenges impact the sustainability of production and business and harm food security and socio-economic welfare (Elizabeth et al., 2022) by optimizing the creation of value and farmer efforts through the implementation of development strategies in all areas of the agricultural economic system, namely West Bandung Regency (Yanuarmawan & Hamidah, 2022).

In order to optimize people's dairy farming, it is time to improve the development of dairy farming, which initially focused on a technological approach through centralized management with an agribusiness system approach (Lisma et al., 2018). The strategy for developing a dairy farming agribusiness system must be considered in this context. This study aims to identify sub-districts that can be used as a base for developing dairy farming and formulate a strategy for developing a dairy farming system. The advantages of this study are not only the knowledge obtained by researchers but also the ability to provide information to sub-district officials regarding the essential area of West Bandung Regency, which is one of the requirements for completing a Master in Agricultural Education. in the Agricultural Economics course (Nursan & Sukarne, 2021).

MATERIALS AND METHODS

This research was conducted from May 15, 2024, to July 15, 2024, in West Bandung Regency, West Java Province. The research format used is quantitative and qualitative (Harahap et al., 2024). This study's primary and secondary data sources are primary and secondary. The sampling technique used is purposive (Batubara et al., 2024). Data will be collected through interviews, questionnaires, or other appropriate methods, and the data collected will be analyzed and, if necessary, validated with participants to ensure accuracy and relevance. Purposive sampling is a sampling technique from certain aspects (Sugiyono & Lestari, 2021).

The collected data will be presented/processed in table format and analyzed using the LQ (Location Quotation), IFE, EFE, and SWOT (Strength-Weakness-Opportunity-Treats) methods (Kurniawan et al., 2024). Location Quotient (LQ) measures the concentration of sectors in a region compared to a broader region. The LQ data collection process is carried out by measuring regional economic data and calculating the ratio of district-level sector contributions to district-level sector contributions (Ramadhan et al., 2022). Analysis and strategy combine internal and external factors to formulate an effective strategy. The variables measured are dairy system variables (Azis et al., 2024).

The variables measured are the sub-district dairy cattle population and the number of sub-district farmer groups, the sub-district dairy cattle population, and the number of sub-district farmer groups. The variables measured to formulate a strategy for developing a dairy agribusiness system in West Bandung Regency include five subsystems, both internal and external environments. These variables were identified by experienced respondents using a Likert scale (Machali, 2021)

The LQ method is used to analyze the state of an area, whether it is a base or non-base sector. The LQ method is formulated as follows (Veransiska & Imaningsih, 2022):

$$LQ = \frac{vi / vt}{Vi / Vt} \quad (1)$$

Description: v_i = Sub-district dairy cow population, v_t = number of ruminant livestock (cows, buffaloes, and horses) sub-district, V_i = Dairy cattle population in West Bandung Regency, V_t = number of ruminant livestock (cows, buffaloes, and horses) in West Bandung Regency

To make strategic planning, variables can be classified into external and internal factors (EF & IF). Internal factors concern the conditions that occur inside and become a strength or weakness for development. At the same time, external factors can be opportunities or threats (Meliana & Rohmawati, 2023). Internal factors are classified based on the results of the respondent's analysis and then tabulated as strengths and weaknesses (Lisma et al., 2018). The same applies when external factors are classified and tabulated as opportunity and threat factors. In the weighting stage of Internal and External Factors, the rating value is determined so that the weighting can be carried out, the completion with the Excel program Kumputer software (Putra et al., 2023).

Stage of Determining the Score According to Meliana et al. (2023), to determine the score, the following formula is used:

$$SN = BN \times RN \quad (2)$$

SN: The result of the multiplication between BN and RN. This is the quantity that is generated after the two values are multiplied. BN: The first value to be multiplied. This can be a number or variable representing a specific value in the context of calculations—RN: The second value to be multiplied by BN. Just like BN, it can also be a number or a variable.

The sum of the weight values of each factor (internal and external) provides a position in one of the IE matrix cells while determining the right strategy (strategic focus) for the unit being analyzed/studied (Sutawi et al., 2020). The SWOT matrix is used to develop a strategy for developing an agricultural business system. The creation of the SWOT matrix is based on the IFE and EFE matrices and considers the quadrants (Ratnawati, 2020).

RESULTS AND DISCUSSION

LQ Base Area for the Development of Dairy Farming Agribusiness in West Bandung Regency.

Based on the results of LQ calculations, the research location is determined based on Lembang District. The results of the LQ analysis are presented in Table.1

Table 1. Results of LQ analysis of dairy cows in West Bandung Regency

| District | Farm Animals | | | Number of Dairy Cows | v_i/v_t | V_i/V_t | LQ |
|----------------------|--------------|-------|---------|----------------------|-----------|-----------|-------|
| | Beef Cattle | Horse | Buffalo | | | | |
| Rongga | 901 | 2 | 220 | 0 | 0,000 | 3,472 | 0,000 |
| Gununghalu | 776 | 3 | 285 | 41 | 0,039 | 3,472 | 0,011 |
| Sindangkerta | 472 | 6 | 228 | 0 | 0,000 | 3,472 | 0,000 |
| Cililin | 458 | 6 | 42 | 0 | 0,000 | 3,472 | 0,000 |
| Cihampelas | 451 | 43 | 29 | 0 | 0,000 | 3,472 | 0,000 |
| Cipongkor | 325 | 0 | 330 | 0 | 0,000 | 3,472 | 0,000 |
| Batujajar | 340 | 125 | 42 | 0 | 0,000 | 3,472 | 0,000 |
| Saguling | 90 | 2 | 7 | 0 | 0,000 | 3,472 | 0,000 |
| Cipatat | 405 | 34 | 112 | 0 | 0,000 | 3,472 | 0,000 |
| Padalarang | 155 | 143 | 11 | 0 | 0,000 | 3,472 | 0,000 |
| Ngamprah | 142 | 44 | 32 | 2592 | 11,890 | 3,472 | 3,424 |
| Parongpong | 260 | 795 | 0 | 5664 | 5,369 | 3,472 | 1,546 |
| Lembang | 315 | 1060 | 0 | 22748 | 16,544 | 3,472 | 4,765 |
| Cisarua | 448 | 716 | 0 | 7942 | 6,823 | 3,472 | 1,965 |
| Cikalongwetan | 905 | 142 | 82 | 9 | 0,008 | 3,472 | 0,002 |
| Cipeundeuy | 200 | 5 | 42 | 0 | 0,000 | 3,472 | 0,000 |
| West Bandung Regency | 6643 | 3126 | 1462 | 38996 | | | |

Source: Research Results Data (2024)

The results of secondary data processing from 16 sub-districts obtained four sub-districts with LQ values >1. Lembang Sub-district has the highest value as a potential area for developing a dairy cattle farming agribusiness system with an LQ value of 4,765, then in second place is Ngamprah Sub-

district, then Parompong Sub-district and the last sub-district that has an LQ value >1 is Cisarua Sub-district. In Lembang District, it provides an overview of the situation and background of dairy farmers. The farm profile includes the age and number of farmers. Farming differs from other operations because it is a binding business activity requiring special attention (Veransiska & Imaningsih, 2022). Thus, it can be said that Lembang Sub-district and Ngamprah Sub-district are worthy of being used as a place or base for further research to develop a dairy cattle farming agribusiness in West Bandung Regency (Azis et al., 2024).

Strategies in Developing Dairy Farming Agribusiness Systems

1. Strategy of Internal and External Factors of the Dairy Farming Agribusiness

Internal and external factors are weighted to produce a quadrant position and find appropriate strategies. The weights, ratings, and scores can be seen in Tables 2 and 3.

Table 2. Rating weights and weights score of each internal factor

| No | Internal Strategic Factors | Weight | Valuation | Weight Score |
|------------|---|--------|-----------|--------------|
| Strength | | | | |
| 1 | West Bandung Regency has abundant natural resource potential, such as green land, clean water, and flora diversity. | 0,045 | 3 | 0,135 |
| 2 | Adopting modern technology in dairy farm management can increase productivity and efficiency. | 0,051 | 3 | 0,153 |
| 3 | Cooperation between farmers in equipment purchase, joint maintenance, and product distribution can reduce costs and increase profits. | 0,040 | 3 | 0,12 |
| 4 | Adequate infrastructure, such as highways and milk processing facilities, supports the smooth distribution of products. | 0,056 | 3 | 0,168 |
| 5 | Local government policies and programs that support the development of dairy farming agribusiness, such as training and technical assistance. | 0,034 | 3 | 0,102 |
| 6 | The dairy cows produced have good qualities, such as high milk production rates and good nutritional content. | 0,062 | 3 | 0,186 |
| 7 | Innovations in livestock management, animal feed, and the use of technology help improve efficiency and competitiveness. | 0,045 | 3 | 0,135 |
| 8 | There is broad market access, both local and regional, for dairy farming products. | 0,051 | 3 | 0,153 |
| 9 | The application of sustainable agricultural practices to maintain the balance of the ecosystem and environmental quality. | 0,040 | 3 | 0,12 |
| 10 | Farmers can manage finances independently and have access to business capital. | 0,062 | 3 | 0,186 |
| Weaknesses | | | | |
| 1 | Dairy farms are susceptible to weather fluctuations, such as the dry season, affecting feed availability. | 0,051 | 2 | 0,102 |
| 2 | Difficulty in obtaining a skilled and trained workforce to manage the farm effectively. | 0,045 | 2 | 0,09 |
| 3 | The availability of quality and superior dairy cow seeds is still a challenge. | 0,056 | 2 | 0,112 |
| 4 | Some farmers experience obstacles in accessing modern technology and related training. | 0,04 | 2 | 0,08 |
| 5 | The risk of disease in dairy cows can threaten the productivity and welfare of livestock. | 0,062 | 2 | 0,124 |
| 6 | Relying on one or several significant markets can increase the risk of price and demand fluctuations. | 0,045 | 2 | 0,09 |

Table 2. Rating weights and weights score of each internal factor

| No | Internal Strategic Factors | Weight | Valuation | Weight Score |
|-----------------------------|--|--------|-----------|--------------|
| 7 | Limited milk processing and storage infrastructure can limit production capacity and product quality. | 0,051 | 2 | 0,102 |
| 8 | Lack of understanding and consumer awareness of the benefits of local dairy products. | 0,034 | 2 | 0,068 |
| 9 | Increased competition with imported products and fluctuations in the global market can affect local competitiveness. | 0,068 | 2 | 0,136 |
| 10 | Limited knowledge and skills in business management and marketing among farmers | 0,051 | 2 | 0,102 |
| Total (Strength + Weakness) | | 1,000 | | 2,464 |

Source: Research Results Data (2024)

The development of the dairy farming system in the West Bandung area has many internal strengths that can be utilized optimally. One of its main strengths is the area's wealth of natural resource potential. The vast and nutrient-rich green areas and sufficient clean water provide excellent opportunities for farmers to produce high-quality feed. This is an important contribution to maintaining the health and productivity of dairy cows. Furthermore, the advancement of technological development itself is an advantage. Utilizing the latest technology, such as automated farming systems and digital monitoring of cow health, can increase the efficiency of your farm. Using modern equipment in milk processing also helps maintain the quality of dairy products. Cooperation between farmers through cooperatives and joint venture groups is also an important strength.

Farmers can jointly purchase equipment, maintain shared facilities, and develop more effective marketing strategies through this collaboration. In this way, operational costs are reduced, and profits increase. Adequate infrastructure support, such as smooth transportation networks and modern milk processing facilities, also facilitates the development of the dairy industry. Good infrastructure facilitates the distribution of dairy products to local markets and allows farmers to access markets more efficiently. In addition, local government support is also an important factor in the development of this agribusiness. Supportive government policies and programs, such as training and technical assistance, provide positive incentives for farmers to improve livestock quality and productivity. No less important is that it becomes the driving force for livestock breeders' creativity in developing livestock innovations. Innovations in technology, feed management, and corporate governance also improve the operational efficiency and competitiveness of West Bandung Regency dairy products.

Dependence on weather factors is one of the main weaknesses in developing the dairy industry in the West Bandung area. Weather fluctuations, especially during the dry season, can affect the availability of sufficient feed for dairy cattle. This can lead to an increase in the feeding area or the use of alternative feed, thereby increasing production costs. In addition, the lack of qualified and trained workers is also a challenge for farmers. Getting qualified workers to manage dairy farms can be difficult and affect operational efficiency, especially regarding livestock, feed processing, and animal health maintenance. Dairy cattle's quality and excellence are still issues that need attention. Access to quality seeds is essential for maintaining productive and disease-resistant livestock. However, the availability of high-quality seeds may still be limited. Limited access to modern technology can also be an obstacle to the development of the dairy industry.

Some farmers have difficulty accessing modern technology, such as digital livestock management systems and training. This can limit the ability of farmers to improve livestock efficiency and productivity. Health risks to livestock are also weaknesses that need to be considered. The risk of disease in dairy cattle can harm livestock productivity and welfare. Therefore, special attention should be paid to biosecurity practices and regular animal health monitoring. Dependence on a particular market can also pose risks that must be considered. Dependence on one or a few large markets can increase the risk of price and demand fluctuations. These risks can be reduced by diversifying your markets and expanding your sales network.

The increasing demand for exceptionally high-quality local dairy products provides an excellent opportunity for dairy farmers in the West Bandung area. As awareness of the importance of a healthy diet increases, local dairy products have the potential to meet the needs of a growing market. Producers can improve the efficiency and productivity of their operations by supporting government programs such as technical assistance, training, and tax incentives. These initiatives can

strengthen the competitiveness of local dairy farms in national and international markets. Advances in agricultural technology, such as the use of sensors and automation technology, provide opportunities to improve the efficiency of livestock production, health monitoring, and feed management. The use of this technology increases productivity and reduces operational costs for farmers. Diversification of dairy products, including processed products such as milk, cheese, yogurt, and derivatives, provides an opportunity to expand the market and increase product-added value.

Table 3. Rating Weights and Weights Scores of Each External Factor

| No | External Strategic Factors | Weight | Valuation | Weight Score |
|-------------|--|--------|-----------|--------------|
| Opportunity | | | | |
| 1 | The existence of government programs that support the development of the agricultural and livestock sectors, such as technical assistance, training, and fiscal incentives, provides opportunities for farmers to improve the efficiency and productivity of their businesses. | 0,088 | 3 | 0,264 |
| 2 | Technological advances in agriculture, such as the use of sensors and automation technology, open up opportunities to improve the efficiency of livestock management, health monitoring, and feed management. | 0,075 | 3 | 0,225 |
| 3 | Diversification of dairy products, such as refined milk, cheese, yogurt, or other derivative products, provides opportunities to expand the market and increase the product's added value. | 0,083 | 3 | 0,249 |
| 4 | West Bandung Regency has broad market access, both local and regional. This provides an opportunity to market dairy products to various regions and increase market share. | 0,081 | 3 | 0,243 |
| 5 | Increasing consumer awareness of the importance of local, organic, and high-quality products provides an opportunity to market local dairy cows with higher added value. | 0,067 | 3 | 0,201 |
| 6 | The potential for the development of agro-tourism and livestock as an educational tourism destination provides opportunities for diversifying income and promoting dairy products directly to tourists. | 0,095 | 3 | 0,285 |
| 7 | Cooperation with the local food industry to develop dairy products as raw materials for processed foods provides opportunities to expand the market and increase added value. | 0,061 | 3 | 0,183 |
| 8 | Lifestyle changes towards healthier and more natural product-oriented diets provide an opportunity to increase the demand for dairy products, which are considered an important source of nutrition. | 0,082 | 3 | 0,246 |
| 9 | Using livestock waste, such as manure and compost, as an alternative energy source or other industrial raw materials provides business diversification and waste reduction opportunities. | 0,064 | 3 | 0,192 |
| Threat | | | | |
| 1 | Land degradation caused by forage and animal feed can threaten the profitability of dairy farming, especially during the dry season, resulting in limited feed availability. | 0,051 | 2 | 0,102 |

Table 3. Rating Weights and Weights Scores of Each External Factor

| No | External Strategic Factors | Weight | Valuation | Weight Score |
|------------------------------|---|--------|-----------|--------------|
| 2 | Climate change and unpredictable weather patterns can negatively impact water availability, feed quality, and livestock health, threatening productivity. | 0,062 | 2 | 0,124 |
| 3 | Competition with regional tourism programs has shifted strategic forage land for dairy cattle development to tourist areas. | 0,043 | 2 | 0,086 |
| 4 | Diseases that affect dairy cows, such as infectious diseases or epidemics, can threaten the health of livestock and milk production. | 0,052 | 2 | 0,104 |
| 5 | The anomaly of the local community's return to becoming a farmer makes it difficult to get skilled and trained labor to manage the farm properly. | 0,064 | 2 | 0,128 |
| 6 | Controlling pests, parasites, and diseases in dairy cows requires considerable costs and effort, so it can threaten the sustainability of the livestock business. | 0,032 | 2 | 0,064 |
| Total (Threat + Opportunity) | | 1,000 | | 2,696 |

Source: Research Results Data (2024)

Farmers can use consumer trends to increase the choice of dairy products. Access to a local and regional market allows you to sell your dairy products in various regions. Expanding your geographic market by working with local dealers can help producers expand market share and increase sales. Increasing consumer awareness of the importance of local, organic, and high-quality products creates opportunities to sell local milk with added value. Better consumer understanding of locally produced products' health and sustainability benefits can provide more significant incentives. Developing the livestock sector as an educational tourism destination is also an opportunity to consider. By leveraging the potential of agrotourism, dairy farms can attract tourists and generate additional income through guided tours, demonstrations, and direct product sales. Fluctuations in feed and feed prices jeopardize the profitability of dairy products.

In the dry season, feed supplies are limited, which can increase production costs and reduce farmers' profit margins. Climate change and unpredictable weather conditions threaten water supply, feed quality, and animal health. This can affect the productivity of the entire farm and cause significant economic losses. Competition from cheaper or equivalent quality imported dairy products can threaten the market share of local dairy products. Producers need to strengthen the competitiveness of local products through innovation, quality, and more aggressive marketing. Animal health crises such as infectious and contagious diseases threaten animal health and milk production. Effective disease prevention and control are key to maintaining sustainable livestock production. Limited access to and use of modern technology by farmers can be a barrier to improving farm efficiency and productivity. Increasing investment in technology and technical training is essential to combat these threats. Changes in government policies in the agriculture and livestock sector can affect regulations, incentives, or support for dairy farmers.

Farmers need to monitor policy changes and adapt quickly. Changes in consumer trends and preferences for dairy and other products can change market demand and decrease sales. Farmers must be able to respond to market changes and adjust their marketing strategies. Infrastructure constraints, such as limited transportation networks and milk processing facilities, can hinder product distribution and increase logistics costs. Increased investment in infrastructure is essential to support the growth of the livestock industry. Difficulty finding skilled and trained workers also poses a threat to good herd management. Workforce training and development programs are key to addressing this threat. Economic crises and global market fluctuations can affect consumer purchasing power, affecting demand for dairy products. Farmers need strategies to mitigate risk when faced with market fluctuations. Controlling pests, parasites, and diseases in dairy cattle requires ongoing efforts and significant costs. Strict biosecurity practices and proper animal health management are key to addressing these threats.

2. Internal and External Matrix for the Development of Dairy Farming Agribusiness

Internal and external matrices can determine the fit (focus) of the right strategy. Based on the results obtained from the total internal and external factor weights score, the IE matrix can be compiled in Figure 1. Figure 1 shows that the total IFE weight score of 2.464 and EFE of 2.696 puts the dairy business development position in the IE matrix (internal and external) occupying the position in cell 5. This position describes the development of the dairy business in West Bandung Regency regarding growth stability, which is a condition of growth stability.

| Internal \ External | | | |
|----------------------|--|---|-----------------------------------|
| | Strong 3,04 – 4,0 | Average 2,0 – 2,9 | Weak 1,0 – 1,9 |
| Strong 3,04 – 4,0 | 1 Growth Vertical Integration | 2 Growth Horizontal Integration | 3 Retrenchment Shrinkage |
| Average 2,0 – 2,9 | 4 Stability Be Careful | 5 Growth Stability Horizontal Integration | 6 Retrenchment Divestitures |
| Weak 1,0 – 1,9 | 7 Growth Diversification Concentric | 8 Growth Diversification Conglomerates | 9 Retrenchment Liquidation |

Figure 1. Internal-External matrix (IE) schematics
Source: Research Results Data (2024)

3. Position of The Dairy Farming Quadrant in West Bandung Regency

According to Rangkuti (2020), if the results of the IE matrix are in cell 5, then a growth strategy through horizontal integration is chosen. A horizontal growth strategy is an activity to expand or increase economies of scale. This means that the right strategy for the development of dairy farming agribusiness in the base area of West Bandung Regency, namely Lembang District, Ngamprah District, Parongpong District, and Cisarua District, is to increase the number of dairy cow population, increase the type of dairy products, expand the market, improve production facilities and technology through joint ventures or partner patterns with other parties and the procurement of livestock-based vocational training.

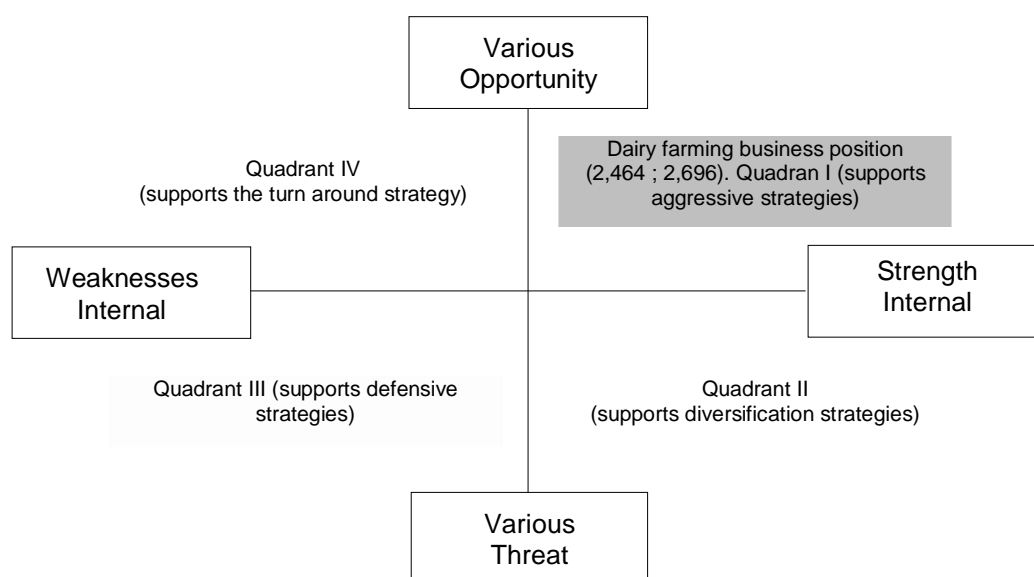


Figure 2. Position of dairy cow quadrant
Source: Research Results Data (2024)

In addition to the IE matrix, the suitability (focus) of the strategy can be determined by identifying the position of companies/institutions based on quadrant groups. The results showed that the total score of the weight of internal and external factors was located in the position of quadrant I

(2,464; 2,696). If the position of the quadrant is in quadrant 1, the strategy is an aggressive growth strategy. This is advantageous because it has strengths and opportunities (Wheelen & Hunger 2003). The position of the quadrant for dairy agribusiness development in West Bandung Regency can be seen in Figure 2. Figure 2 shows the focus of the strategy that should be implemented based on this position, focusing on the S-O strategy. The S-O strategy is a strategy that uses strength to take advantage of opportunities.

CONCLUSION AND SUGESTION

Based on the research that has been carried out, it can be concluded that the Lembang sub-district is the main area for developing dairy farming agribusiness, and the Ngamprah sub-district is the second development area. An appropriate strategy for developing a dairy farming agribusiness system in Lembang and Ngamprah West Bandung Regency is an aggressive growth strategy (using strength to take advantage of opportunities) through horizontal integration regarding IE Matrix, SWOT, and Quadrant Position. To increase the effectiveness of the strategies that have been formulated, priority interventions are needed for the priorities. In addition, the management institution for developing the dairy farming agribusiness system needs to be carefully identified and engineered so that the strategies implemented can encourage the achievement of the goals of developing the dairy farming agribusiness system in West Bandung Regency.

REFERENCES

- Amam, A., Jadmiko, M. W., Harsita, P. A., & Poerwoko, M. S. (2019). Model pengembangan usaha ternak sapi perah berdasarkan faktor aksesibilitas sumber daya. *Jurnal Sain Peternakan Indonesia*, 14(1), 61–69. <https://doi.org/10.31186/jspi.id.14.1.61-69>.
- Amam, A., & Soetrisono, S. (2020). Peranan sumber daya terhadap SDM peternak dan pengembangan usaha ternak sapi perah di Kawasan Peternakan Sapi Perah Nasional (KPSPN). *Jurnal Peternakan Indonesia*, 22(1), 1–10. <https://doi.org/10.25077/jpi.22.1.1-10.2020>.
- Azis, A. R., Hamka, M. S., Bilyaro, W., & Dani, M. (2024). Analisis Location Quotient (LQ) dan Model Rasio Pertumbuhan (MRP) Usaha Peternakan Sapi Potong di Provinsi Bengkulu. *Buletin Peternakan Tropis*, 5(1), 46–54. <https://doi.org/10.31186/bpt.5.1.46-54>.
- Badan Pusat Statistik, 2022. Farm in Numbers. <http://www.bps.go.id>.
- Batubara, K., Magfiroh, I. S., Kusmiati, A., & Agustina, T. (2024). Pengembangan Usaha Susu Sapi Perah (Studi Kasus UPT Pembibitan Ternak dan Hijauan Pakan Ternak Rembangan Jember). *Jurnal Agrosains Universitas Panca Bhakti*, 17(1), 1–8. <https://doi.org/10.54035/agrosains.v17i1.445>.
- Elizabeth, T., Nurhadi, E., & Priyanto, E. (2022). Persepsi Peternak Sapi Perah Dan Strategi Pengembangan Koperasi Susu Sidoarjo. *Jurnal Ilmiah Mahasiswa AGROINFO GALUH*, 9(1), 188–202. [10.25157/jimag.v9i1.6583](https://doi.org/10.25157/jimag.v9i1.6583).
- Hadi, R. (2018). Transformation and Implementation of Sharia Principles in Rural Agribusiness Business Development Programs Management. *Ijtimā iyya Journal of Muslim Society Research*, 3(2), 167-179. doi: <https://doi.org/10.24090/ijtimaiyya.v3i2.1944>.
- Hanifah, V. W., Istriningsih, I., & Dewi, Y. A. (2019). Saluran Komunikasi Lembaga Riset Publik dalam Penyiapan Teknologi Peternakan Mendukung Pengembangan Subsistem Agribisnis Hulu. *Jurnal Ternak*, 10(2), 494909. doi: [10.30736/jy.v10i2.42](https://doi.org/10.30736/jy.v10i2.42).
- Harahap, L. M., Adila, S. K., & Purba, F. A. (2024). Manajemen Sumber Daya Manusia Agribisnis. *Jurnal Manajemen Riset Inovasi*, 2(3), 43–50. <https://doi.org/10.55606/mri.v2i3.2990>.
- Ilhaminnur, B. (2023). Studi Komparatif Pelaku Usahatani Muda Dalam Analisis Kelayakan Usaha Pada Subsistem Agribisnis Di Kabupaten Tulungagung. *Jurnal AGRIBIS*, 9(1), 1–14. <https://doi.org/10.36563/agribis.v9i1.747>.
- Kurniawan, C. R., Santoso, U., Fenita, Y., Badarina, I., & Nurmeiliasari, N. (2024). Evaluasi Pengembangan Usaha Sapi Bali Di Perkebunan Kelapa Sawit (Studi Kasus di Tiga Kabupaten Mukomuko). *Naturalis: Jurnal Penelitian Pengelolaan Sumber Daya Alam Dan Lingkungan*, 13(1), 22–31. <https://doi.org/10.31186/naturalis.13.1.33376>.
- Larasati, D. A. (2016). Faktor yang berpengaruh terhadap produktivitas susu sapi perah di Desa Geger Kecamatan Sendang Kabupaten Tulungagung. *Jurnal Geografi*, 14(1), 34–41. <http://Statistik.unesa.ac.id/4ca00b47-649f-4bc2-b5e5-90919ee4e8f0>.

- Mauludin, M. A. (2017). Pengembangan peternakan sapi perah dan dinamika moda produksi usaha peternakan sapi perah di Pangalengan Jawa Barat. *Jurnal Sosiohumaniora*, 19(1), 37–44. <https://doi.org/10.31955/mea.v7i1.2909>.
- Meliana, D. A., & Rohmawati, O. N. (2023). Literature Review: Analisis Usaha Peternakan Sapi Perah di Eks Keresidenan Kediri Jawa Timur. *Jurnal Ilmiah Peternakan Halu Oleo (JIPHO)*, 5(3), 246–251. 10.56625/jipho.v5i3.40747.
- Nursan, M., & Sukarne, S. (2021). Strategi Pengembangan Agribisnis Ternak Sapi di Kabupaten Sumbawa Barat. *Jurnal Pertanian Cemara*, 18(2), 21–32. <https://doi.org/10.24929/fp.v18i2.1630>.
- Putra, B. W., Ramadani, L., & Praditya, D. (2023). Perencanaan Arsitektur Enterprise Pada Unit Usaha Agribisnis Bidang Peternakan Sapi Perah Menggunakan Togaf Adm. *JlPI (Jurnal Ilmiah Penelitian Dan Pembelajaran Informatika)*, 8(4), 1400–1412.: <https://doi.org/10.29100/jipi.v8i4.4258>.
- Ramadhan, A. R., Purnomo, D., & Mardhatilla, F. (2022). Analisis Faktor-Faktor Yang Mempengaruhi Pendapatan Usaha Ternak Sapi Perah. *Maduranch: Jurnal Ilmu Peternakan*, 7(2), 83–91. doi: <http://dx.doi.org/10.53712/maduranch.v7i2.1590>.
- Rangkuti (dalam media Riadi 2020). <https://www.kajianpustaka.com/2020/09/analisis-SWOT.html>.
- Ratnawati, S. (2020). Analisis SWOT dalam menentukan strategi pemasaran (studi kasus di kantor pos Kota Magelang 56100). *Jurnal Ilmu Manajemen*, 17(2), 58–70. 10.21831/jim.v17i2.34175.
- Sarpintono, S., Adiprasetyo, T., & Nusril, N. (2017). Strategi Pengembangan Sistem Agribisnis Peternakan Sapi Perah Di Provinsi Bengkulu. <https://doi.org/10.31227/osf.io/pxcwm>.
- Septanti, K. S., Ariningsih, E., & Saliem, H. P. (2020). Pengembangan Usaha Ternak Sapi Perah Rakyat Di Era Normal Baru. *Prosiding Seminar Nasional Teknologi Agribisnis Peternakan (STAP)*, 7, 230–238. Retrieved from <https://www.jnp.fapet.unsoed.ac.id/index.php/psv/article/view/531>.
- Sugiyono, S., & Lestari, P. (2021). Metode penelitian komunikasi (Kuantitatif, kualitatif, dan cara mudah menulis artikel pada jurnal internasional). Alvabeta Bandung, CV.
- Suparman, S., Kartomo, K., Kasmin, M. O., Nursalam, N., & Amin, M. (2024). The Household Livelihood Structures and Strategies of Beef Cattle Breeders Around Oil Palm Plantations in Watubangga Kolaka. *Buletin Penelitian Sosial Ekonomi Pertanian Fakultas Pertanian Universitas Haluoleo*, 26(2), 116–123. doi: <https://doi.org/10.37149/bpsosesk.v26i2.1276>
- Sutawi, S., Prihartini, I., Hidayati, A., & Iswatiningsih, D. (2020). Kelembagaan Klaster Peternakan Sapi Perah di Kabupaten Malang. *Jurnal Pengabdian Pada Masyarakat*, 5(4), 866–877. <https://doi.org/10.30653/002.202054.542>.
- Uhrowiyah, W. M. I., Rizal, R., & Djamali, A. (2021a). Strategi Pengembangan Usaha dan Agroindustri Susu Sapi Perah di Kabupaten Jember. *Jurnal Agrinika: Jurnal Agroteknologi Dan Agribisnis*, 5(2), 189. <https://doi.org/10.30737/agrinika.v5i2.1723>.
- Utami, A. W., Salman, L. B., & Firman, A. (2020). Analisis Efisiensi Teknis pada Usaha Sapi Perah di Kecamatan Tanjungsari. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 6(1), 254–264. <http://dx.doi.org/10.25157/ma.v6i1.3087>.
- Veransiska, V., & Imaningsih, N. (2022). Analisis Potensi Sektor Ekonomi dengan Metode LQ, Shift Share dan Tipologi Klassen di Kota Semarang. *Ekonomis: Journal of Economics and Business*, 6(1), 126–131. <http://dx.doi.org/10.33087/ekonomis.v6i1.505>.
- Yanuarmawan, D., & Hamidah, F. N. (2022). Peningkatan Strategi Pemasaran Ragam Olahan Susu Ronojoyo. *Jurnal Pengabdian Pada Masyarakat Ilmu Pengetahuan Dan Teknologi Terintegrasi*, 6(2), 122–133. <https://doi.org/10.33795/jindeks.v6i2.294>.
- Yusup, A. S., Purnamawati, A., & Mulyana, I. (2022). Formulasi Strategi Pengembangan Usaha Susu Sapi Perah. *Koalisi: Cooperative Journal*, 2(1), 53–68. <https://doi.org/10.32670/koalisi.v2i1.2624>.