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SWOT Analysis in Developing Dairy Farming Agribusiness Strategy (Case Study of "KPSBU" Lembang West Bandung Regency)

Analisis SWOT dalam Mengembangkan Strategi Agribisnis Peternakan Sapi Perah (Studi Kasus "KPSBU" Lembang Kabupaten Bandung Barat)

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ABSTRACT

Livestock 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 obstacles in complying with applicable quality standards and regulations, then 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 that complement each other in a mixed approach to collect extensive data on the results of the research, 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 with 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 are carried out using LQ analysis techniques, EFE and IFE analysis and SWOT analysis to produce concrete strategic solutions. The instruments in this study use 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

ABSTRAK

Peternakan memiliki peran strategis dalam mendukung ketahanan pangan dan pembangunan ekonomi di Indonesia. Kabupaten Bandung Barat merupakan salah satu lokasi yang menarik untuk dipelajari dalam rangka pengembangan sistem agribisnis. Meskipun potensinya besar, terdapat tantangan dalam pengembangan peternakan seperti terbatasnya akses pasar, kurangnya jaringan distribusi, kurangnya pengetahuan tentang kebutuhan dan preferensi pasar, dan kendala dalam mematuhi standar dan regulasi mutu yang berlaku, kemudian kurangnya infrastruktur pendukung dan perubahan iklim. Penelitian ini bertujuan untuk mengetahui wilayah kecamatan yang dapat dijadikan dasar strategi pengembangan sistem agribisnis peternakan sapi perah dengan kontribusi khusus terhadap pengembangan produktivitas, diversifikasi produk, keterampilan peternak dan pengembangan infrastruktur pendukung. Bentuk penelitian yang digunakan adalah kuantitatif dan kualitatif yang saling melengkapi dalam pendekatan campuran untuk mengumpulkan data yang luas tentang hasil penelitian, melakukan wawancara untuk mengeksplorasi temuan spesifik dan memvalidasi temuan dalam konteks pemahaman yang lebih dalam tentang data yang ditemukan. Sampel yang digunakan adalah 10 petani dengan teknik purposive sampling. Data dikumpulkan dari Mei hingga Juli 2024. Data yang dikumpulkan dianalisis dan jika perlu divalidasi dengan peserta untuk memastikan keakuratan dan relevansinya. Teknik pengumpulan data dilakukan dengan menggunakan teknik analisis LQ, analisis EFE dan IFE serta analisis SWOT untuk menghasilkan solusi strategis yang konkret. Instrumen dalam penelitian ini menggunakan sistem wawancara, observasi dan kuesioner untuk memudahkan pengolahan data. Hasil penelitian menunjukkan bahwa skor total bobot faktor internal dan eksternal berada pada posisi kuadran I (2.464 ; 2.696). Jika posisi kuadran berada di kuadran 1, strategi tersebut adalah strategi pertumbuhan yang agresif. Hal ini sangat menguntungkan karena memiliki kekuatan dan peluang.

Kata Kunci: Agribisnis, IE Matriks, LQ, SWOT

INTRODUCTION

Livestock has a strategic role in supporting food security and economic development in Indonesia (Amam et al., 2019). In recent years, the government has focused on efforts to increase added value through the implementation of downstream agribusiness, which includes processing, distribution, and marketing activities of agricultural products (Septanti et al., 2020). Livestock is an important part of the agricultural sector that produces food in the form of animal proteins such as meat, eggs, and milk (Yusup et al., 2022). The important role of livestock in Indonesia's agricultural development can be seen from 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 one of the interesting locations to study in the context of dairy farming. With a significant number of dairy farmers, such a large expanse of green land, and companies that are ready to partner in the processing of livestock products, the potential for dairy farming development is one of the main pillars in supporting food security and the local economy (Amam & Soetriono, 2020). West Bandung Regency has mountains and highlands which are suitable for dairy farming. The strategic location for the business 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 regional topography shows that the difference in height of 100 meters is closely related to the average production difference of four percent (Larasati, 2016).

Based on previous research, namely the Structure of Household Livelihood and Strategies of Beef Cattle Farmers Around Oil Palm Plantations in Watubangga Kolaka which was published in the Bulletin of Agricultural Socio-Economic Research of Haluoleo University, it shows that the average household income of cattle farmers in Watubangga Kolaka is Rp 18,918. 750 per month, with an average household expenditure of IDR 6,506,250 per month, and an average savings capacity of IDR 12,412,500. per month. The household livelihood strategies implemented in Watubangga, Kolaka are spatial planning (migration), agricultural livelihood engineering, and dual livelihood patterns. Livestock business actors improve their competence by conducting artificial insemination which has been proven to increase livestock production (increasing meat volume and livestock size) (Suparman et al., 2024).

Despite its great potential, there are challenges in livestock development such as limited market access, this is due to several factors, including the lack of distribution networks, lack of knowledge about market needs and preferences, and obstacles in complying with applicable quality standards and regulations, then the lack of supporting infrastructure and climate change (Hanifah et al., 2019; Ilhaminnur, 2023). Unpredictable weather and rising temperatures have hampered the breeding of dairy cows. In addition, rising sea levels and the frequency of natural disasters such as floods and droughts can threaten people's infrastructure and livelihoods (Sarpintono et al., 2017). These challenges not only affect production and business sustainability, but also threaten food security and socio-economic welfare (Elizabeth et al., 2022). With the optimization of added value and the business of farmers through the implementation of development strategies in all parts of the agribusiness system, it is hoped that it can be an appropriate solution in the field of dairy farming in West Bandung Regency (Yanuarmawan & Hamidah, 2022).

In order to optimize the people's dairy farming business, its development, which was originally focused on a technical approach, is time to be reformed using intensive management through an agribusiness system approach (Lisma et al., 2018). In connection with this, it is necessary to conduct research on the development strategy of the dairy farming agribusiness system. This study aims to determine sub-district areas that can be used as a basis for the development of dairy farming agribusiness and formulate strategies in developing dairy farming agribusiness systems. The benefits of this research can provide information to district officials about the base sectors in West Bandung Regency as well as the knowledge obtained by the researcher and is one of the requirements in completing Master of Agriculture Education in the agribusiness study program (Nursan & Sukarne, 2021).

RESEARCH METHODS

This research was be carried out in West Bandung Regency, West Java Province from May 15, 2024 to July 15, 2024. The form of research used is quantitative and qualitative (Harahap et al., 2024). The data sources that will be used in this study consist of primary data and secondary data.

The sample determination technique used is the purposive sampling technique (Batubara et al., 2024). The researcher will Collect data from them through interviews, questionnaires, or other appropriate methods, the collected data will be analyzed and if necessary validated with the participant to ensure its accuracy and relevance. Purposive sampling is a technique for determining samples with certain considerations (Sugiyono & Lestari, 2021).

The data that has been collected are tabulated/processed and then analyzed by LQ (Location Quation), IFE, EFE and SWOT (Strength-Weakness-Opportunity-Treaths) methods (Kurniawan et al., 2024). Location Quotient (LQ) is used to measure the concentration of a sector in an area compared to a larger area. The LQ Data Collection process is carried out by measuring the Economic Data of the sub-district and calculating the ratio of the contribution of the sector in the sub-district to the contribution of the sector at the district level(Ramadhan et al., 2022). Analysis and Strategy are combined between internal and external factors to formulate an effective strategy. The variables measured are variables in the agribusiness system in dairy farms (Azis et al., 2024).

The variables measured were the number of sub-district dairy cattle population and the number of sub-district farmer groups, the number of district dairy cow population and the number of district farmer groups. The variables measured to formulate a strategy for the development of the dairy farming agribusiness system in West Bandung Regency are variables that include five dairy agribusiness subsystems, both internal and external environments. These variables were identified by expert respondents using the 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):

$$LQ = \frac{vi / vt}{Vi / Vt}$$

Description:

vi = Sub-district dairy cow population

vt = Number of ruminant livestock (cows, buffaloes and horses) sub-district

Vi = Dairy cattle population in West Bandung Regency

Vt = Number of ruminant livestock (cows, buffaloes and horses) in West Bandung Regency

To be able to make strategic planning, variables can be classified into two, namely external and internal factors (EF & IF). Internal factors concern the conditions that occur inside and become a strength or weakness for development . While external factors are factors that can be opportunities or threats (Meliana & Rohmawati, 2023). Internal factors are classified based on the results of the respondent's analysis, then tabulated as strengths and weaknesses(Lisma et al., 2018). The same is true for external factors are classified, then tabulated as opportunity and threat factors. The weighting stage of Internal and External Factors, the determination of the rating value is used 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:

$$SN = BN \, x \, RN$$

- 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 a variable that represents 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 results of summing the weight score of each factor (internal and external) will give a position to one of the IE matrix cells and at the same time will determine the appropriate strategy (focus strategy) of the analysis unit/research object(Sutawi et al., 2020). To formulate a strategy for the development agribusiness system, the SWOT Matrix is used. The creation of the SWOT Matrix is guided by the IFE and EFE matrices as well as looking at the quadrants (Ratnawati, 2020).

RESULTS AND DISCUSSION

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

The results of secondary data processing from 16 sub-districts were obtained from four sub-districts that had an LQ value of >1. Lembang District has the highest value as a potential area for the development of a dairy farming agribusiness system with an LQ value of 4,765, then in the second position of Ngamprah District, then Parompong District and the last sub-district that has an LQ value of > 1 is Cisarua District. Based on the results of LQ calculations, the determination of the research location is focused on Lembang District. The results of the LQ analysis are presented in Table.1.

Table 1. Results of LQ Analysis of Dairy Farming in West Bandung Regency

District	Farm Animals			Number of Dairy Cows	vi/vt	Vi/Vt	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)

Strategy of Internal and External Factors of the Dairy Farming Agribusiness in West Bandung Regency

To produce a quadrant position and find appropriate strategies, internal and external factors are weighted. Each of the weights, ratings and scores can be seen in the Table. 2 and 3.

Table 2. Rating Weights and Weights Score of Each Internal Factor

No	Internal Strategic Factors Strength	Weight	Valuation	Weight Score
1	West Bandung Regency has abundant natural resource potential, such as green land, clean water, and flora diversity.	0,045	3	0,135
2	The adoption of 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 wide 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 have the ability to 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, which can affect 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 major markets can increase the risk of price and demand fluctuations.	0,045	2	0,09
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)

In the development of the dairy farming agribusiness system in West Bandung Regency, there are a number of internal forces that can be utilized optimally. One of the main strengths is the potential for abundant natural resources in the area. Large, nutrient-rich green spaces, as well as the availability of sufficient clean water, provide a great opportunity for farmers to produce high-quality forage feed. This is an important capital in maintaining the health and productivity of dairy cows. In addition, the increasingly developing technological capabilities are also an advantage in itself. The adoption of modern technologies, such as automated livestock management systems and digital monitoring of dairy cow health, can improve the operational efficiency of farms. The use of modern tools in milk processing also helps to maintain the quality of dairy products. Cooperation between farmers in the form of cooperatives or joint business groups is also a significant strength.

Through this collaboration, farmers can purchase equipment simultaneously, carry out joint facility maintenance, and develop more effective marketing strategies. Thus, operational costs can be reduced, and profits can be increased. Adequate infrastructure support, such as a smooth transportation network and modern milk processing facilities, also supports the development of dairy agribusiness. Good infrastructure facilitates the distribution of dairy products to local and regional markets, so that farmers can access the market more efficiently. Furthermore, local government support is also an important factor in the development of the agribusiness. Supportive government policies and programs, such as training and technical assistance, provide a positive boost for farmers in improving the quality and productivity of their farms. No less important, the creativity of farmers in creating innovations in livestock management is also a driving force. Innovations in the use of technology, animal feed management, and business management help improve operational efficiency and competitiveness of dairy dairy products from West Bandung Regency.

Dependence on weather factors is one of the main weaknesses in the development of dairy farms in West Bandung Regency. Weather fluctuations, especially during the dry season, can have an impact on the availability of sufficient forage for dairy cows. This results in the expansion of feed fields or the use of feed alternatives, which can increase production costs. In addition, the limited skilled and trained workforce is also a challenge faced by farmers. The difficulty of obtaining a

competent workforce in managing dairy farms, especially in terms of livestock management, feed processing, and maintenance of livestock health, can hinder operational efficiency. The quality of quality and superior dairy cow seeds is also still a problem that needs to be considered. The availability of good seeds is essential to get livestock with high productivity and strong resistance to diseases. However, sometimes the availability of quality seeds is still limited. Limited access to modern technology can also be an obstacle in the development of dairy farming.

Some farmers have difficulty accessing modern technology, such as digital livestock management systems, and related training. This can limit the ability of farmers to improve the efficiency and productivity of livestock. Livestock health risks are also a weakness that needs to be considered. The risk of disease in dairy cows can threaten the productivity and welfare of livestock. Therefore, extra attention is needed in the implementation of biosecurity practices and regular monitoring of livestock health. Dependence on certain markets can also be a risk to watch out for. Relying on one or several major markets can increase the risk of price and demand fluctuations. Market diversification and efforts to expand distribution networks can help mitigate such risks.

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 advanes 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 added value of the product.	0,083	3	0,249
4	West Bandung Regency has wide 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 dairy products directly to tourists.	0,095	3	0,285
7	Cooperation with the local food industry for the development of 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 dairy products that are considered an important source of nutrition.	0,082	3	0,246
9	The use of livestock waste, such as manure and compost, as an alternative energy source or other industrial raw materials provides opportunities for business diversification and waste reduction.	0,064	3	0,192
	Threat			
1	Land degradation so that forage and animal feed can be a threat to the profitability of dairy farming, especially during the dry season which results in limited feed availability.	0,051	2	0,102
2	Climate change and unpredictable weather patterns can negatively impact water availability, feed quality, and livestock health, threatening livestock productivity.	0,062	2	0,124

3	Competition with regional tourism programs has resulted in strategic forage land for dairy cattle development shifting 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 to 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 efforts, so it can be a threat to the sustainability of the livestock business.	0,032	2	0,064
	Total (Threat + Opportunity)	**1,000**		**2,696**

Source: Research Results Data (2024)

The increasing demand for dairy products, especially those from high-quality local sources, is a great opportunity for dairy farmers in West Bandung Regency. With the growing awareness of the importance of healthy nutritional intake, local dairy products have the potential to meet the needs of a growing market. Government program support in the form of technical assistance, training, and fiscal incentives provides opportunities for farmers to improve the efficiency and productivity of their businesses. This initiative can strengthen the competitiveness of local dairy farms in the domestic and international markets. Advances in agricultural technology, such as the use of sensors and automation technologies, open up opportunities to improve the efficiency of livestock management, health monitoring, and feed management. The use of this technology can help farmers increase productivity and reduce operational costs. Diversification of dairy products, such as dairy-based processed products, cheese, yogurt, or other derivative products, provides opportunities to expand the market and increase the added value of products.

Farmers can take advantage of consumer trends that want a wider variety of dairy products. Broad market access, both at the local and regional levels, provides opportunities to market dairy products to various regions. Cooperation with local distributors and geographical market expansion can help farmers to increase market share and increase sales. Growing consumer awareness of the importance of local, organic, and high-quality products provides an opportunity to market local dairy cow milk with higher added value. Increased consumer understanding of the health benefits and sustainability of local products can be a major attraction. The development of the livestock tourism industry as an educational tourism destination is also an opportunity that can be explored. By harnessing the potential of agro-tourism, dairy farms can attract tourists and increase additional income through tours, demonstrations, and direct sales of products. Fluctuations in the price of forage and animal feed are a threat to the profitability of dairy farming.

During the dry season, the limited availability of feed can result in increased production costs and reduce farmers' profit margins. Climate change and unpredictable weather patterns pose serious threats to water availability, feed quality, and livestock health. This can affect the overall productivity of the farm and cause significant financial losses. Competition with imported dairy products that may be cheaper or of equal quality can threaten the market share of local dairy products. Farmers need to strengthen the competitiveness of local products through innovation, quality, and more aggressive marketing. Livestock health crises, such as infectious diseases or epidemics, pose a serious threat to livestock health and milk production. Effective disease prevention and control is the key to maintaining the sustainability of livestock. Limited access or use of modern technology by farmers can be an obstacle in increasing the efficiency and productivity of livestock. Increased investment in technology and technical training is essential to address this threat. Changes in government policies related to the agricultural and livestock sectors can affect regulations, incentives, or assistance provided to dairy farmers.

Farmers need to monitor policy changes and adapt quickly. Changes in consumer trends or preferences towards dairy products or other types of products can alter market demand and result in a decline in sales. Farmers need to be sensitive to market changes and be able to adjust marketing strategies. Limitations in infrastructure, such as limited transportation networks or milk processing facilities, can hinder product distribution and increase logistics costs. Increased investment in infrastructure is important to support the growth of the livestock sector. Difficulties in obtaining skilled and trained labor are also a threat in managing livestock well. Training and human resource

development programs are key in overcoming this threat. Economic crises or fluctuations in the global market can affect consumer purchasing power, which in turn can affect the demand for dairy products. Farmers need to have a risk mitigation strategy in the face of market fluctuations. Controlling pests, parasites, and diseases in dairy cows requires constant effort and significant costs. The implementation of strict biosecurity practices and good management of livestock health are key in overcoming this threat.

Internal and External Matrix for the Development of Dairy Farming Agribusiness in West Bandung Regency

Internal and external matrices are matrices that can determine the fit (focus) of the right strategy. Based on the results obtained from the total score of internal and external factor weights, 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 in the condition *of 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** Divesification Concentric	8 **Growth** Diversification Conglomerates	9 **Retrenchment** Liquidation

Figure 1. Internal-External Matrix (IE) Schematics
Source: Research Results Data (2024)

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.

In addition to the IE matrix, to determine the suitability (focus) of the strategy can be done 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 very 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.

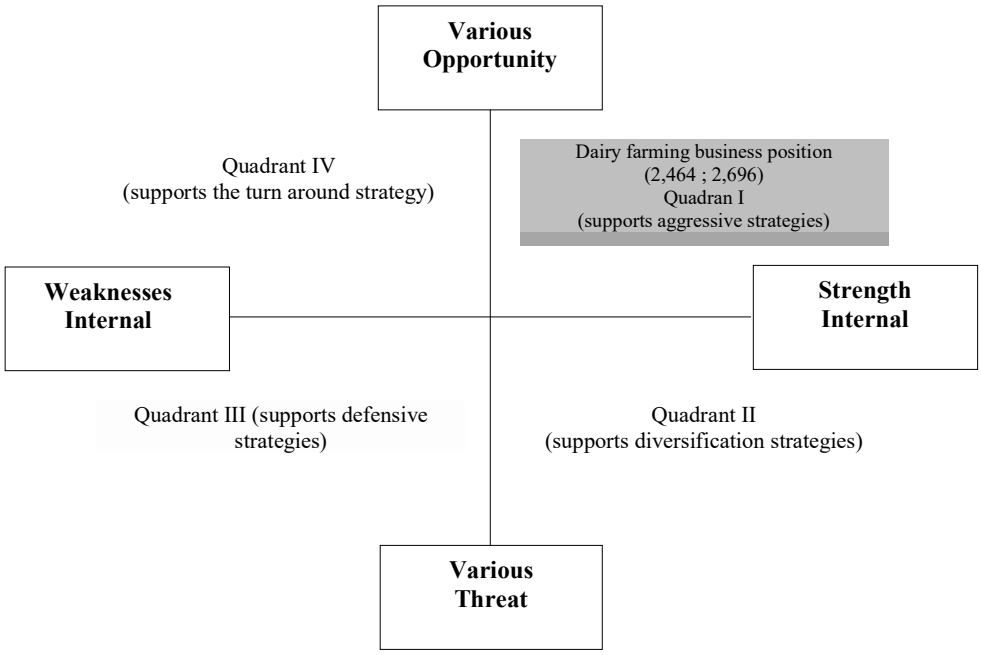

Figure 2. Position of Dairy Cow Quadrant
Source: Research Results Data (2024)

Alternative Strategie for the Development of Dairy Farming Agribusiness in West Bandung Regency

Based on the SWOT matrix, four alternative strategies were formed. Alternative strategies are:

1. S-O (*Strength-Opportunity*) strategy, is a strategy that uses strength to take advantage of opportunities, the strategy is:
   a. Increasing the number of dairy cattle population through a pattern of partners with other parties. This strategy is supported by the dairy base area in West Bandung Regency, namely Lembang District, Cisarua District, Ngamprah District and Parongpong District. The four sub-districts are highland areas and have quality water sources and available forage feed that can support the development of dairy agribusiness businesses.
   b. Expanding the market. This strategy supports due to the wide scope of marketing of dairy products, so that it can enter several market segments, such as: 1) Geographic segmentation (regions, cities, and villages); 2) Demographics (age, population, family, occupation, and income); 3) Psychographic segmentation (based on social class, lifestyle); and 4) behavioristic segmentation (behavior based on knowledge, attitudes and responses to products).
   c. Improving production facilities and technology. This strategy is needed by dairy farmers. Several farmer groups experience a lack of facilities, such as livestock cages, feed transportation vehicles, scales and other facilities that support the dairy farming business.
   d. Land optimization. Land use has not been optimal, both for cattle pens and for planting forage feed.
   e. Increasing the types of dairy products (product diversification). The types of processed products in the research area are limited to pasteurization of milk with very limited packaging (aqua cups, aqua bottles and plastic packaging). The strategy of developing types of dairy-based processed products is very necessary to make various household foods/beverages such as: milk powder, sweetened condensed pasteurization, yogurt, candy, tofu, cheese and so on.
2. W-O (*Weakness-Opportunity*) strategy, is a strategy that minimizes weaknesses to take advantage of opportunities, the W-O strategy obtained is:

a. Creating integrity and a forum for farmer groups. Farmer groups are formed only as a forum to get government assistance, resulting in a low level of group integrity. To overcome this, a strategy is needed on how to create group integrity.
b. Improve product processing. In addition to the level of core products (milk), livestock manure waste needs to be processed as compost as an additional product for dairy farmers.
c. Creating quality seeds. The price of dairy cow seeds is very high, which is an obstacle to the development of dairy cows. Therefore, a strategy is needed to create quality seeds in the dairy base area.
d. Conduct sales promotions. After product diversification, product levels, then promotions are needed that aim to inform, remember, and persuade consumers about dairy products, and other additional products.

3. The S-T (*Strength-Treaths*) strategy, is a strategy that uses strength to overcome threats, the strategies obtained are:
   a. Increased adoption of technological innovations. The strategy of implementing new technology needs to be implemented with the aim of believing that farmers and the surrounding community at this time are "hesitant" about the success of the dairy farming business.
   b. Empowerment of farming business credit by farmers. Farmers have difficulties in accessing capital. Therefore, facilitators are needed to facilitate access to capital for farmers/breeders.
   c. Empowerment of the surrounding community in the dairy farming business. The community around the dairy farming business seems to be "hesitant". In the process of adopting this phase, it is called the "know and aware" stage. Therefore, a strategy to empower the surrounding community is needed.
   d. Increasing the competitiveness of dairy products. Competitiveness can be increased through increased human resources (workforce skills), resource capabilities, and a focus on segmentation and target markets.
   e. Development of a new regional base for dairy farming. A new regional base is needed to expand the coverage of dairy farming land so that the distribution of the dairy population increases along with its production.
4. The W-T (*Weakness-Treaths*) strategy, is a strategy to minimize weaknesses and avoid threats. The W-T (*Weakness-Treaths*) strategies obtained are:
   a. Recruitment and increase of the role of livestock extension workers. The number of livestock extension workers in the last five years has decreased, due to the retirement age and switching to structural positions and the lack of specialization in the field of animal husbandry. Extension workers currently have a task covering agriculture in a broad sense, finally have a weakness, namely not pursuing the field of technical science.
   b. Select a distribution channel. The difficulty of consumers in obtaining dairy cow milk products in West Bandung district is constrained by distribution channels. The distribution channel consists of storage warehouses to be distributed to large agents, small agents, retailers, and finally to nearby shops and stalls by consumers.
   c. Vocational-based skills training program. The occurrence of anomalies in the community with FMD cases that hit cattle farmers in 2021-2022 resulted in a decrease in skilled labor in the livestock sector, so job-based vocational training is needed.

CONCLUSION

Based on the research that has been carried out, it can be concluded that Lembang sub-district is the main area for the development of the dairy farming agribusiness and Ngamprah sub-district is the second development area. An appropriate strategy for the development of 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 with reference to IE Matrix, SWOT and Quadrant Position.

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