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RESEARCH ARTICLE

IMPLEMENTATION STRATEGY OF SHEEP FARMING IN BEKASI REGENCY WITH INTEREST-FREE PARTNERSHIP MODEL USING SWOT ANALYSIS

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Abstract

This research was a qualitative descriptive study that aimed to determine the strategy for developing a multiplied sheep farming model in Setu District, Bekasi Regency. The location of the research was determined there because the implementation of his research also carried out comparisons in several places in West Java, Central Java and East Java. The data obtained were analyzed using SWOT analysis. Based on the SWOT analysis, the main strategy recommended for the development of the sheep farming model is the SO (Strengths-Opportunities) strategy with the formulation of strategies including developing a profit-sharing partnership system without usury and developing the internal capabilities of farmers and utilizing livestock interest to increase the scale of sheep farming business to become more advanced and efficient. Establish a sheep breeder association in order to streamline the marketing network in order to take advantage of market demand opportunities that have not been met and optimally utilize abundant agricultural waste.

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Introduction:-

The model of sheep farming business development is still dominated by the breeding system as a provider of feeders (cow calf operation). The management of maintenance and provision of feed on average still uses forage around the cage and the relatively long cultivation time, causing this business to be considered economically unprofitable. Sheep farming activities carried out by the community on the island of Java are still categorized as people's or family farms, namely the business carried out only to assist other farming activities or still require complementary businesses for other business activities, such as as a provider of manure, a source of cash (tariban) that it is quite easy to sell with the average livestock ownership is still relatively small, which ranges from 4 to 10 heads/breeder, because it is only as a sideline, not a core profession. However, at this time there are also breeders who carry out professional farms that raise about 100 to 500 sheep with a concentrate and selase feeding pattern.

In response to this, the researchers carried out sheep farming that was integrated with horticultural farming. Approach strategy to accelerate the development of sheep as well as to increase family income from the livestock sub-sector. One of the strategies implemented is an integrated approach that includes three aspects, namely production, economics and social (Suroto and Nurhasan, 2014).

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In general, the sheep farming business development program in Setu Bekasi District aims to meet the food needs for meat from sheep, improve genetic quality, population and meat production so as to be able to provide protein from livestock to meet the needs of the region and neighboring areas because Bekasi district is a city that supports the capital city with a population a huge amount. However, the majority of people in sheep farming are still doing it as a type of sideline business with a very simple and scattered maintenance system. The breeders in their efforts to improve the business structure to become the main business branch are still faced with management and capital problems, and to increase the volume of business, the breeders need additional costs in developing their livestock business. Besides that, farmers do not know the market information for livestock products, thus causing sheep cultivation to be underdeveloped. As a result, livestock production produced by an area can only supply markets in the area concerned and markets in the nearest area. Based on the above problems, the purpose of this study is to determine how the Sheep Farming Business Development Strategy in Setu District, Bekasi Regency.

Research Method:-

Research Location and Time

This research was carried out from January 2020 and data collection was carried out from February to March 2021 in Setu District, Bekasi Regency and several areas in Tegal, Bogor, Subang, Banjarnegara, Wonosobo, Kendal, Batang and Ngawi. The selection of the research area was carried out with the consideration that Setu Bekasi is one of the buffer zones of the capital with a large population. This geographical and resource condition strongly supports the activities of this sector, in facing the implementation of regional autonomy, the agricultural sector is one of the priority sectors to increase people's income.

Data collection

Data collection is done by using the survey method. The survey method is a method of collecting information from a portion of the sample to represent the entire population (Singarimbun et al. 1989). This method was chosen because it was considered more appropriate and able to collect deeper information from the farmers who were the respondents of this study. The respondents will be given several questions in the form of a list of questions (questionnaires) which will later be guided by enumerators (surveyors). The data that will be used in this study are primary data and secondary data according to research needs. Primary data is used to identify sheep farming and resource use at the farmer level. Meanwhile, secondary data was obtained from literature, BPS, Department of Forestry, Agriculture, Plantations and Livestock and other related agencies.

Population and Research Sample

The population in the study was 33 people who were selected purposively (deliberately) and included:

1. Perpetrators (breeders) as many as 9 respondents
2. Field Agricultural Instructor IN Batang district AS many as 1 respondent, and
3. Sheep feed nutrition expert as many as 1 respondent.

Methods and Data Analysis

To answer the research objectives, the methods and data used in this study are as follows:

1. Internal analysis is carried out to obtain strength factors that can be utilized and weakness factors that must be overcome. These factors are evaluated using the IFAS Matrix (internal factor analysis summary) as follows (Rangkuti, 2006).
2. This external analysis uses the EFAS (External Factor Analysis Summary) matrix with the following steps (Rangkuti, 2006).
3. To determine alternative strategies for developing sheep farming business in Setu Bekasi District, internal and external factor analysis is used which is then analyzed using SWOT.

Results:-

Characteristic of Respondents

Based on the data, it was obtained that the respondents were expert breeders with more than 30 years of experience, extension workers from the agricultural department of Batang district and nutritionists for ruminants. Table 1 shows the total IFI matrix of 3.20 indicating that the position of Setu Bekasi District is still below the average in overcoming weaknesses and using strengths for developing sheep farming business. The strength value of 2.20 and weakness of 1.00 means that Setu Bekasi has strengths that are more prominent than weaknesses, with the greatest strength being that it is safer not to use bank fees (each getting a rating of 4), while the biggest weakness lies

in capital, management as well as with each obtaining a rating of 4. These weaknesses will greatly affect the development of sheep farming businesses in Setu Bekasi District, so an appropriate strategy is needed to minimize the existing weaknesses.

Table 1:- Result of IFI Matrix SWOT Analysis Development of sheep farming business in Setu District, Bekasi.

Faktor Internal		Metrik IFI						
Kekuatan (Strengths)		NS 1	NS 2	NS 3	Jumlah	bobot	rating	bobot x rating
a	Tidak menggunakan pembiayaan bank	4	4	4	12	0.130	4	0.52
b	Tingginya minat untuk berternak	3	4	3	10	0.109	3	0.36
c	Tenaga kerja tersedia	4	3	4	11	0.120	4	0.44
d	Usia peternak produktif	3	4	4	11	0.120	4	0.44
e	Bahan pakan tersedia	4	3	4	11	0.120	4	0.44
Sub total					55	0.598	2.20	
Kelemahan (Weaknesses)								
a	Modalnya terbatas	2	3	2	7	0.076	2	0.18
b	Beternak merupakan usaha sampingan	3	2	3	8	0.087	3	0.23
c	Pengelolaan secara tradisional	2	3	2	7	0.076	2	0.18
d	Pengetahuan beternak terbatas	3	3	2	8	0.087	3	0.23
e	Produksi ternak masih rendah	3	2	2	7	0.076	2	0.18
Sub total					37	0.402	1.00	
Total					92	1.0	3.20	

The final result of the EFI matrix for the opportunity factor is that the cumulative value is 1.00 and the threat factor is 1.20. The total weighting value for external strategic factors is 2.30, meaning that in developing a sheep farming business, the position in Setu Bekasi District is in its effort to take advantage of external opportunities and avoid threats, in other words that the opportunity to develop a sheep farming business in Setu Bekasi District is "very big or great opportunity."

Table 2:- Result of the EFI matrix SWOT analysis Development of sheep farming business in Setu District, Bekasi.

Faktor External				Metrik EFI						
Peluang (Opportunities)				NS 1	NS 2	NS 3	Jumlah	bobot	rating	bobot x rating
a	Kemitraan terbuka luas			3	3	3	9	0.150	3	0.450
b	Penerapan sistem integrasi ternak-tanaman			1	1	1	3	0.050	1	0.050
c	Permintaan pasar masih tinggi			2	2	2	6	0.100	2	0.200
d	Ketersediaan teknologi			2	2	2	6	0.100	2	0.200
e	Kebijaksanaan pemerintah			2	2	2	6	0.100	2	0.200
							30	0.5		1.100
Ancaman (Threats)										
a	Tingginya pemotongan domba betina			3	3	3	9	0.150	3	0.450
b	Penyakit membahayakan			3	3	3	9	0.150	3	0.450
c	Pola peternakan tradisional			1	1	1	3	0.050	1	0.050
d	Lingkungan tidak aman			1	1	1	3	0.050	1	0.050
e	Harga daging domba yang fluktuatif			2	2	2	6	0.100	2	0.200
Sub total							30	0.5		1.200
Total							60			2.300

There are several threats that need to be considered because of their influence on the development of sheep farming business in Setu Bekasi District. The threat is the high slaughter of shoals and dangerous sheep diseases. Based on the result of the IFI and EFI analysis, the scores for each factor, both internal and external, can be presented as follows:

1. Strength factor = 2.20
2. Weaknesses = 1.00
3. Opportunity Factor = 1.10
4. Threat factor (Threats) = 1.20

From the result of the IFI and EFI analysis, an IFI and EFI matrix can be compiled, in table 3. Based on the IFI and EFI matrix in table 3 below, the SO strategy is 3.30, meaning that the main strategy that must be implemented by Setu Bekasi District is in the context of business development. sheep farming is an aggressive strategy (growth oriented strategy) as shown in quadrant one.

The results obtained in the IFI matrix show that the strength factor is very prominent, while the opportunity factor stands out in the matrix. In this position, the strategy that must be applied is to establish a partnership business, optimize the existing workforce and utilize abundant sources of agricultural waste feed.

The total value for the ST strategy of 3.40 lies in the second quadrant, which is supporting the diversification strategy. The strategy implemented is to improve the quality of sheep production by applying feed technology and maintenance management, improving livestock disease control, increasing control of female slaughter.

The WO strategy with a total score of 2.10 is in the third quadrant position, which supports the turnaround strategy. The strategy applied is to provide mentoring and counseling programs accompanied by demonstrations so as to improve the ability of farmers; introduction of agricultural waste-based feed processing technology and superior sheep breeds.

The WT strategy of 2.20 is in the fourth quadrant position, meaning that it supports a defensive strategy or a defensive strategy. The strategy applied is to optimize the function of limited capital, limited knowledge of livestock, and dangerous diseases.

Alternative Sheep Farming Business Development Strategy in Setu District, Bekasi

The alternative strategy for developing a sheep farming business is carried out by analysis using the SWOT method which is a continuation of the IFI and EFI analysis. The formulation of alternative strategies using the SWOT method is done by comparing the two internal factors (strengths and weaknesses) with external factors (opportunities and threats). SWOT matrix analysis in the formulation of alternative strategies.

Based on the SWOT analysis, the recommended alternative strategy for developing sheep farming in Setu Bekasi District is an SO strategy that supports aggressive growth (growth oriented strategy). SO Strategy or Comparative Advantage Strategy is intended to take advantage of the opportunities available in the external environment, with the following strategies:

1. Optimizing and developing the internal capabilities of farmers and utilizing available natural resources to increase the scale of the sheep farming business to be more advanced.
2. Cooperating with partnership patterns between farmers and investors in the local area to increase community income.
3. Reducing or sharing the community risk in the loss of livestock business
4. Optimally utilize abundant agricultural waste feed.

Implementation of Sheep Development Programs and Activities in Setu Bekasi District

The priority of the chosen strategy requires the implementation of programs and activities in its implementation. In the implementation of programs and activities, the target to be achieved and the actors in the activities will be clearly seen. For more details on the implementation of programs and activities carried out in the development of sheep farming businesses in Setu Bekasi District, it can be seen in Table 3.

Table 3:- Matrix of implementation of sheep farming business development in Setu Bekasi district.

No	Strategi (S-O)	Program	Activities
1	Develop a partnership model for the provision	Build partnership	• Socialization of profit-sharing partnership model

	of cooperative capital by sharing risk		<ul style="list-style-type: none"> • Socialization not to use cooperative/banking funds, (cooperatives/unclear banking)
2	Develop the ability of farmers to utilize existing resources in order to increase livestock production	Improving the quality of farmers	<ul style="list-style-type: none"> • Conduct technical training in good sheep care • Create a breeder association in order to coordinate the price of feed and the price of lamb and lamb when selling it
3	Utilizing agricultural waste as a source of sheep feed	Development of technology for making sheep feed	<ul style="list-style-type: none"> • Training of technology of making fermenting feed • Utilization of vacant land for forage

Discussion:-

The follow-up or implementation of the results of this research is as an indicator in supporting the establishment of the Indonesian Partnership Institute (IPI), which is an institution that connects owners of capital (assets) with business partners. The system run by IPI is profit sharing according to the agreement. Entrepreneur defines partnership as a legal form of business operation between two or more individuals who share the management and profit of the business. Basically, partnerships can also be a strategic choice for business people who have a limited budget. According to Bagas et al, (2015) and Hidayati et al, (2020), partnership is a strategy carried out by two or more parties within a certain period of time to achieve mutual benefits and mutual benefits according to the principle of mutual need and complementarity according to the agreements that arise.

Cooperate with a cooperation in principle based on the wishes of each party in order to meet each other's business needs. Thus, a partnership can be interpreted as a form of cooperation between two parties on the basis of an agreement and a sense of mutual need in order to improve capabilities in a particular business field or a particular goal, so as to obtain better results.

Therefore, the implementation of sustainable integrated agricultural partnerships with a usury-free financing system can be done by:

1. Established farms institution that have been registered with BKPM
2. Established the farms association to control feed prices and national sheep prices
3. Strengthen and improve an IPI institution in optimizing the development process

Conclusion:-

The recommended alternative strategy in the business of developing sheep farming in Setu Bekasi is the SO (Strengths Opportunities) Strategy, namely the Comparative Advantage Strategy which is intended to attract comparative advantage, namely the meeting between external opportunities and the strengths of Setu Bekasi District, with the strategy as the following: Develop a profit-sharing partnership model without usury and develop the internal capabilities of farmers and take advantage of the interest in livestock to increase the scale of the sheep business to become more advanced and efficient. Establish a sheep breeder association in order to streamline the marketing network in order to take advantage of market demand opportunities that have not been met and optimally utilize abundant agricultural waste.

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