Development Strategy of Bodogol Edu Farm for Company Business Sustainability

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ABSTRACT: This research aims to develop a strategy for the development of Bodogol Edu Farm SMEs, which focus on sheep farming and agro-tourism, in order to increase the competitiveness and sustainability of its business. The approach used is a SWOT analysis to evaluate internal and external factors that affect the business, as well as the Quantitative Strategic Planning Matrix (QSPM) to determine the most optimal priority strategy. The results of the study show that the main strategies that can be implemented include increasing production efficiency, strengthening the livestock health system, and utilizing livestock waste as a value-added product. This strategy was chosen based on the highest Total Attractiveness Score (TAS), which shows its effectiveness in business development. Recommendations in this study include the adoption of modern technology, product diversification, strengthening the capacity of human resources, and market expansion through collaboration with the government and the private sector. The conclusion of this study confirms that the implementation of data-based strategies and systematic analysis can increase competitiveness and ensure the sustainability of livestock SMEs in the midst of evolving industry challenges.

KEYWORDS: Development Strategy, SWOT, QSPM, Sheep Farm

I. INTRODUCTION

Agriculture has an important role in meeting food needs and supporting the country's economy. In the agricultural sector, sheep farming is one of the subsectors that has great potential. The center of the goat and sheep meat population in Indonesia based on average data in 2021-2023 is in West Java Province (BPS, 2024). It is known that the current sheep population is 18 million heads. Lamb production reached 55.8 million tons, with a total contribution of 2.4 percent to meat production (KEMENTAN, 2024).

The increasing complexity of the business world requires the right business strategy to maintain the company's existence in the midst of increasingly fierce global competition (Leony L, Pitasari A D, Nisa K, 2024). Special assistance is needed to develop the sheep farming business because sheep play a big role in developing the farmer's economy (Devi Yulianti Situmorang, 2023). Small and medium enterprises (SMEs) have a significant contribution to the economy, not only through job creation but also by maintaining the sustainability of strategic sectors (Fauziyah elys, 2020). In addition, agribusiness-based business development strategies are the key to increasing efficiency, productivity, and sustainability in the livestock sector, which has an important role in meeting the community's animal protein needs (Utami N P, Perwitasari F D, 2021). Bodogol Edu Farm is one example of an SME engaged in sheep farming and agrotourism education. In this context, research on the development strategy of the Bodogol Farm SME sheep farm is very important to increase competitiveness and sustainability in a business.

In situations where SMEs face doubts, strategic management helps organize qualitative and quantitative information (Fred R. David, 2016). Development of SME Sheep Farming Development Strategies Recent studies in several literature highlight various development strategies that can be applied in the context of SME sheep farming. Many previous studies have only implemented the SWOT method in strategy formulation (Fitriani et al., 2023).

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For example, research by (Nugraha, 2022) discusses Marketing Strategy Design with a SWOT Analysis Approach, this study states that designing the right strategy for sales is to create a special social media account as a means of promotion and online transactions, as well as evaluating and improvising marketing strategies to increase sales volume and there is a similar research by (Talakua et al., 2022) discusses the development strategy of lakor goat livestock using SWOT analysis as a research method with the results of goat livestock development being in quadrant I, meaning strength by taking advantage of existing opportunities.

In addition, research by (Perwitasari, 2021) highlights how important it is to improve the organizational structure of livestock farmer groups; Breeder regeneration must be carried out by involving youth groups in the field of animal husbandry; Keeping agricultural land and breeders from being displaced by residential areas and for sleeping land to be used for green land. Government agencies work well together.

Challenges and Opportunities in the Development of SME Sheep Farms Despite having great potential, SME sheep farms are also faced with a number of challenges. For example, issues related to land availability, feed, and resource management are some aspects that need to be considered in the development of this business. However, in the midst of these challenges, there are also opportunities that can be utilized, such as continuous entrepreneurship training proven to improve marketing competence and the competitiveness of MSMEs, as seen in the development program in Jakamulya Village (Ria, 2023), Product diversification according to market trends can increase competitiveness and attract new customers, especially in an increasingly competitive market (Nugraha, 2022) and Providing motivation and knowledge to the younger generation about business opportunities in the livestock sector can help preserve local culture while increasing interest in this sector (Devi Yulianti Situmorang, 2023).

The research by (Naila et al., 2022) presents a thorough analysis that analyzes and identifies internal and external strengths, weaknesses, opportunities, and threats, as well as developing the most suitable and important strategies for Edu Farm's Bodogol SMEs. SWOT analysis collects data from a company's internal and external factors to determine a company's strengths, weaknesses, opportunities, and threats (Geoffrey G. Bell, 2016). Internal Factor Analysis (IFE), External Factor Analysis (EFE), and Strength, Weakness, Opportunity, and Threat Analysis (SWOT) are some of the data analysis methods used (Ardito Atmaka Aji & Arif Satria, 2014). The SWOT matrix shows the reasons for creating a strategy based on a logical combination of internal and external factors related to the strategy (Hunger & Bamford, 2015). Furthermore, using the QSPM matrix to combine internal and external factors with the alternative strategies that have been formulated, the QSPM Matrix or Quantitative Strategic Planning Matrix is a matrix used to analyze various alternative strategies available to obtain priority strategies. The Quantitative Strategic Planning Matrix (QSPM) is used to complement the SWOT analysis by giving priority to the identified strategies. QSPM allows for a quantitative evaluation of various alternative strategies, so as to determine which strategies are most attractive based on objective assessments. This method offers a clear structure in integrating the internal and external factors that have been identified through SWOT, and directs the focus on the strategies that have the greatest potential to increase business competitiveness and sustainability (Qanita, 2020).

The sustainability of sheep farming in Indonesia, which can be an important reference in formulating a development strategy for Bodogol Edu Farm SMEs. By paying attention to sustainability aspects, including economic, social, and environmental, SME sheep farming businesses can continue to develop sustainably.

In the context of this research, we will combine the various findings and approaches that have been proposed in the literature to formulate a holistic and sustainable development strategy for Bodogol Edu Farm SMEs.

The purpose of this study is to analyze the potential and challenges faced by Bodogol Edu Farm SMEs, Identify internal and external elements that affect business performance and sustainability, Make plans to improve the competitiveness and sustainability of Bodogol Edu Farm SMEs, Policy recommendations that must be carried out by Bodogol Edu Farm SMEs for the sustainability of the company's business.

II. RESEARCH METHODS

This research aims to develop a strategy for the development of Bodogol Edu Farm SMEs located in Purwasari, Cicurug District, Sukabumi Regency, West Java. A qualitative descriptive approach is used in this study to understand business conditions in depth and analyze the factors that affect business growth (Astuti & Ratnawati, 2020).

The data collection method was carried out through in-depth interviews, direct observations, and questionnaires to obtain information related to business management, challenges, and business opportunities for the Bodogol Edu Farm SME (Anisa N, Jalal A, 2023). he purposive sampling technique was applied in this study, where respondents were selected selectively so that the data obtained was more relevant to the research objectives (Josua Yeremia Thomas Gultom, 2018).

The mixed method approach is used by combining qualitative and quantitative analysis. Qualitative analysis was carried out through interviews and observations to identify internal and external factors affecting SMEs (Pasaribu R D, Inzaghi Z, 2022).
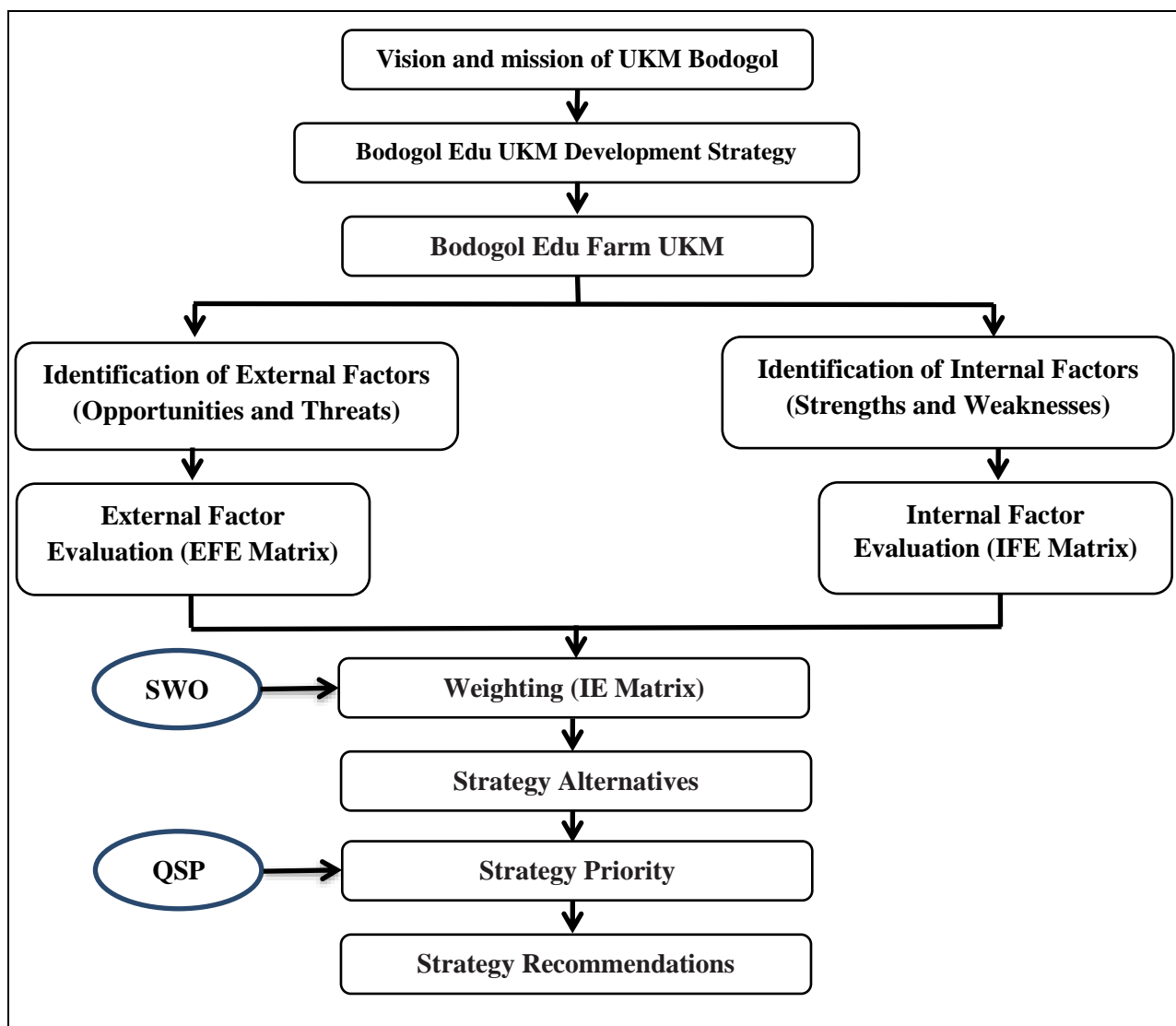
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Meanwhile, quantitative analysis is carried out through the Quantitative Strategic Planning Matrix (QSPM) to evaluate and choose alternative strategies by considering the main success factors, both from internal and external aspects (Hartono, Budi, Hanung Eka Atmaja, Axel Giovanni, Clarisa Alfa Lionora, Alief Rizaldi, Aldo Arul Hermawan, 2025).

To identify strengths, weaknesses, opportunities, and threats, the study uses SWOT analysis. This method aims to understand the strategic position of SMEs in the livestock industry and determine appropriate development strategies (Solehah et al., 2022).

In addition, the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix are applied to measure the extent to which internal and external factors contribute to business development (Akbar M J, Qurtubi, 2022). Furthermore, the results of the analysis are used in the Internal-External Matrix (IE) to determine the strategic position of SMEs in industrial competition (Susanto, 2022).

As a final step, the QSPM method is used to evaluate the strategies that have been formulated and establish the main strategies that are most effective to implement. This approach provides an objective basis for selecting strategies based on the results of quantitative evaluation (Wahdiyat Moko, 2022). Bodogol Edu UKM Development Strategy.

III. RESULTS AND DISCUSSION

The development strategy of Bodogol Edu Farm SMEs is influenced by several factors:

Internal Factors (Strenghts and Weakness)

There are several internal factors that have been identified as strengths in the Bodogol Edu Farm UKM, namely: Independent feed management and modern management, Livestock health is well controlled, livestock facilities are complete, Has cooperation with various supplies of animal feed raw materials and medicines, Using sophisticated cultivation methods.

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In addition to the lack of factors, there are also several internal weakness factors, namely: Inconsistent teams and do not obey the rules in feeding, Lack of availability of experienced human resources, Infrastructure is not optimal, Cages need to be expanded and feed storage warehouse facilities are not good, There are no government programs or incentives.

External Factors (Opportunities and Threats)

There are several external factors that have been identified as opportunities, namely: Having the opportunity to increase the local market or expansion into new markets, The needs of the community in meat consumption in Indonesia are still very low, The use of social media is high, There are mutually supportive relationships with customers, Have potential benefits and economies from livestock waste.

In addition, there are external elements that are threats once identified, namely: weather and climatic conditions, The emergence of disease outbreaks, fluctuations in feed or raw material prices, Fierce competition in the local market, Imports of lamb.

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix

There are 20 internal and external factors identified, as shown in Tables 1 and 2 above of the IFE and EFE analysis results. The 5 factors of strength and 5 factors of weakness consist of internal factors, and 5 factors of opportunity and 5 threat factors consist of external factors. Each of them will be described in the table below.

Internal Factor Evaluation (IFE) Matrix

Table 1. Identification of Internal Factors of Edu Farm Bogeys SMEs

No.	Internal Strategic Factors	Weight	Score
	Strength :		
1.	Independent feed management and modern management	0,12	0,37
2.	Livestock health is well controlled	0,11	0,38
3.	livestock facilities are complete	0,10	0,32
4.	Having cooperation with various suppliers of raw materials for animal feed and medicine	0,11	0,34
5.	Using advanced cultivation methods	0,10	0,36
	Weakness :		
1.	Teams that are inconsistent and do not obey the rules in feeding	0,10	0,29
2.	Lack of availability of experienced human resources	0,09	0,21
3.	Infrastructure is not yet optimal	0,10	0,26
4.	The cage needs to be expanded, the feed storage facilities are not good	0,09	0,23
5.	There are no government programs or incentives	0,09	0,19
	Total	**1**	**2,92**

Table 1 shows that the internal factors with the highest values are the well-controlled health of livestock (0.38) and the most influential internal factors have the highest value as the main weakness, namely the team that is inconsistent and does not comply with feeding rules. (0.29). Meanwhile, the smallest weakness is that there are no government programs or incentives (0.19).

External Factor Evaluation (EFE) Matrix

Table 2. Identification of External Factors of Edu Farm Bogeys

No.	External Strategic Factors	Weight	Score
	Opportunity :		
1.	Have the opportunity to increase local market or expand into new markets	0,11	0,34
2.	The public's need for meat consumption in Indonesia is still very low	0,10	0,21

3.	High use of social media	0,10	0,18
4.	Having a mutually supportive relationship with customers	0,11	0,32
5.	Has potential benefits and economic value from livestock waste	0,11	0,21
	Threat :		
1.	weather and climate conditions	0,09	0,28
2.	The emergence of disease outbreaks	0,10	0,18
3.	fluctuations in feed or raw material prices	0,09	0,26
4.	Fierce competition in the local market	0,09	0,24
5.	Imported lamb	0,11	0,34
	Total	1	2,56

Table 2 shows that the main opportunities for external elements are the highest value Having the opportunity to increase the local market or expansion into new markets (0.34) and Lamb imports having the highest value for the external factors that have the most potential to be the main threat (0.34). Meanwhile, the weakest threat is the emergence of disease outbreaks (0.18).

Internal-External (IE) Matrix Analysis

The IE (Internal-External) Matrix is created by combining data from the EFE Matrix table. and IFE to collect data on the company's position to assist in the determination of alternative plans.

Table 3. IE matrix analysis

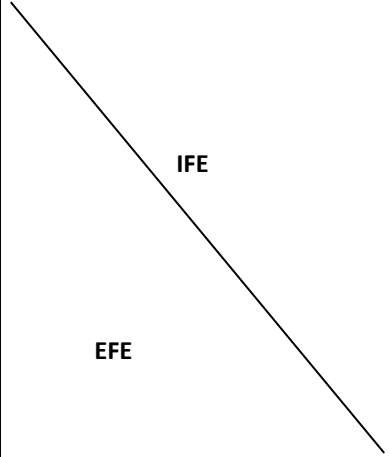| IFE EFE	Tall (3.04-4.0)	Currently (2.0-2.99) **2,92**	Low (1.0-1.99)
Tall (3.04-4.0)	I (Grow & Build)	II (Grow & Build)	III (Hold & Maintain)
Currently (2.0-2.9) **2,56**	IV (Grow & Build)	V (Hold & Maintain)	VI (Harvest or divest)
Low (1.0-1.99)	VII (Hold & Maintain)	VIII (Harvest or divest)	IX (Harvest or divest)

With a large IFE matrix value, Bodogol Edu Farm SMEs have the ability to utilize strengths and overcome weaknesses of 2.92. Meanwhile, the EFE matrix value of 2.56 shows that Bodogol Edu Farm SMEs have quite good abilities in taking opportunities and avoiding threats.

Based on the values of the IFE and EFE matrix, it is known that cell V has a potential position for the development of the Bodogol Edu Farm SMEs. This cell indicates that the most suitable type of strategy to implement is "Hold and Maintain".

Based on this type, the strategy that can be done for Bodogol Edu Farm SMEs is market penetration and product development. The focus of a market penetration strategy is to maintain or increase market share or sales of existing products. This can be achieved by setting competitive and affordable prices, conducting product advertising or promotion through all media and platforms, working closely with suppliers and marketing, and fostering customer loyalty.

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Table 4. SWOT Matrix of Edu Farm SME Development Strategy

IFE / EFE	Strength 1. Independent feed management and modern management. 2. Livestock health is well controlled. 3. Complete livestock facilities. 4. Having cooperation with various supplies of raw materials for animal feed and medicine. 5. Using sophisticated cultivation methods.	Weakness 1. Inconsistent team and does not obey the rules in feeding. 2. Lack of availability of experienced human resources. 3. Infrastructure is not yet optimal. 4. The cage needs to be expanded, the feed storage facilities are not good. 5. There are no government programs or incentives.
Opportunity 1. Having the opportunity to increase the local market or expand to new markets. 2. The public's need for meat consumption in Indonesia is still very low. 3. High use of social media. 4. Having a relationship with customers that supports each other. 5. Has the potential for benefits and economic value from livestock waste.	**Strategy SO** 1. Developing local markets and expanding to new markets. 2. Improving the quality of livestock health 3. Developing cooperation between livestock suppliers and sales 4. Increasing the added value of livestock waste. 5. Increasing modernization in cultivation.	**Strategy WO** 1. Improve infrastructure. 2. Develop cages. 3. Build relationships to get government programs
Threats 1. weather and climate conditions. 2. The emergence of disease outbreaks. 3. fluctuations in feed or raw material prices. 4. Tight competition in the local market. 5. Import of lamb meat.	**Strategy ST** 1. Improving livestock health. 2. Creating innovation in sales. 3. Maintaining and improving production harmony	**Strategy WT** 1. Conduct training to improve HR capabilities. 2. Strengthen employee SOPs in working. 3. Regenerate and recruit experienced young workers.

After conducting a factor analysis of Bodogol Edu Farm's SMEs in internal and external form, they were entered into Next, the IFE and EFE matrix and the results were entered into a qualitative model. To create a company's competitive strategy, a qualitative SWOT model is used. The match between each SWOT element, consisting of Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) owned and faced by the Bodogol Edu Farm SME (Table 4), will determine the four alternative strategies that will be generated by this matrix.

Table 5. Results of QSPM matrix analysis

Priority	Alternative Strategy	TAS value
1.	Maintain and improve production alignment	8.19
2.	Improve livestock health	8.11
3.	Increasing the added value of livestock waste	8.06
4.	Developing local markets and expanding into new markets	8.01
5.	Improving the quality of livestock health	7.99

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Based on the results of the analysis of the QSPM table in this study, several effective priority strategies can be prepared for the development of Bodogol Edu Farm SMEs. The main strategy identified is to maintain and improve production alignment with the highest Total Attractiveness Score (TAS) value, which is 8.19. This shows the importance of consistency in the production process to ensure continuous efficiency and quality.

The next strategy is to improve livestock health with a TAS of 8.11, which emphasizes the need for special attention to health management to keep livestock productivity optimal. This strategy also plays a role in reducing the risk of diseases that can affect business sustainability.

Furthermore, increasing the added value of livestock waste, with a TAS of 8.06, is the third priority. SMEs can use waste innovatively to create new products with economic value, thereby increasing revenue and resource efficiency.

The development of local markets and expansion into new markets earned a TAS of 8.01, which indicates that the expansion of market reach should be a focus to increase sales and business sustainability. Finally, improving the quality of livestock health with a TAS 7.99 shows the need for better health management to support business competitiveness.

The recommendations issued to improve and sustain business are as follows: 1) Implementation of Modern Technology, Adoption of modern technology in livestock production and health management to improve efficiency and productivity. 2) Innovative Product Development, Product diversification by utilizing livestock waste to create new products that have added value. 3) Improvement of HR Competencies, Training and development of human resources to increase consistency and compliance in daily operations. 4) Strategic Market Expansion: Identify new potential markets and develop effective marketing strategies to expand market reach. 5) Partnerships and Collaborations: Establish cooperation with various parties, including the government and the private sector, to get support and new opportunities in business development.

IV. CONCLUSION

Based on the research conducted, the Bodogol Edu Farm SME stands out as an important entity in the sheep farming sector. Using SWOT and QSPM analysis, this study successfully identified the main strategies to increase business competitiveness and sustainability. The SWOT analysis reveals significant strengths such as self-sustaining feed management and controlled livestock health. However, weaknesses such as team inconsistency and suboptimal infrastructure require special attention.

External factors indicate the existence of great opportunities, especially in the expansion of local and international markets. The threat of lamb imports and fluctuating market conditions are challenges that must be overcome. In this context, the "Hold and Maintain" strategy is recognized as the most appropriate approach, focusing on market penetration and product development.

The QSPM method gives priority to a more structured strategy. The main strategies identified include improving production alignment, improving the quality of livestock health, and optimizing the added value of waste. This strategy was chosen based on the Total Attractiveness Score (TAS) which indicates effectiveness and potential for success. The application of modern technology and product diversification are the main recommendations to improve operational efficiency and competitiveness.

In addition, improving human resource competencies and developing partnerships with governments and the private sector are considered essential to support sustainable growth. This recommendation is expected to have a positive impact on the management and development of Bodogol Edu Farm's SMEs, making it a model for other SMEs in similar sectors.

In conclusion, this study provides a comprehensive strategic guide to confront challenges and capitalize on opportunities in the sheep farming industry. With the implementation of the right strategy, Bodogol Edu Farm SMEs have the potential to achieve long-term sustainability and increase their contribution to the local economy. Further research is recommended to evaluate the long-term impact of this strategy on overall business performance.

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