

Goat-Sheep Livestock Business Development Strategy in Bekasi City

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Abstract

The social assistance program for raising goats in Bekasi City is an alternative to post-Covid-19 economic recovery which has been given to 100 business groups but after one year there were only 73 active breeders, so it is interesting to study with the aim of knowing internal factors (strengths and weaknesses) and external factors (strengths and threats) in formulating a strategy for developing a goat-sheep business in Bekasi City. A sample of 40 respondents was taken through a purposive sampling approach and data analysis was carried out qualitatively (descriptive business activities and determining alternative strategies), as well as quantitatively through instrument testing, IFE/EFE analysis, SWOT Matrix and QSPM Matrix. The results of the study show that the goat livestock business in Bekasi City is in a weak condition with strategic priorities, namely (1) revitalizing the revolving program by benchmarking to regions that carry out best practices, (2) maximizing the promotion of the revolving grant model with good management by policy makers, (3) strengthening the readiness of beneficiaries in raising goats, and (4) increasing the number of beneficiaries of sheep livestock assistance.

Keywords: Program, Strategy, Business Development, Livestock, economy.



A. INTRODUCTION

The post-covid-19 economic recovery shows a series of main activities in creating and increasing people's income independently. The government's economic recovery policy is expected to provide a significant growth rate for existing business activities. The object of implementing this development is oriented towards one of the sectors that can survive in this pandemic situation, namely the livestock sector and is one of the priorities to increase economic growth again. The strategy for developing livestock businesses with an agribusiness perspective is an important foundation in the effort to create a livestock structure that is tough, efficient, flexible and provides added value and improves revenue sharing. The need to develop the livestock sub-sector is not only for economic reasons, but also has a strategic value in meeting food needs (sources of animal protein) which continue to increase as the population increases (Talakua et al., 2022).

The paradigm of agribusiness-based livestock business is very important because it has the potential to increase the income of smallholder farmers and create products with global competitiveness. Livestock agribusiness in general offers an overview of the involvement of all systems that can move to support each other (Rahayu, 2016). The involvement of the agribusiness system is carried out as an aspect of business management consisting of 5 sub-systems, namely (1) livestock production facilities sub-system (upstream), (2) livestock production sub-system, (3) post-harvest

sub-system (downstream), (4) marketing sub-system and (5) supporting sub-system (Zanra et al., 2022). The problem with the orientation of agribusiness-based livestock systems so far has not been carried out optimally because activities are only in the upstream subsystem, cultivation, and only a few in downstream activities, so farmers do not get added value from livestock business (Guna et al., 2020). The development of livestock production nationally can be categorized as an encouraging development in the last five years, with a population growth rate of 27.5%. This increase is far greater than the development of the previous five years which only reached 4.5 percent.

Bekasi City as one of the big cities in West Java Province with the vision of a city of commerce and industry, but still has the agricultural, fishery and livestock sectors. The contribution of this sector to the Regional Gross Domestic Product (GRDP) is only 0.57 percent. This figure shows that this sector still exists in Bekasi City, although the number is not dominant compared to other sectors. Referring to Bekasi Mayor Regulation No. 09.A of 2021 concerning community empowerment by launching a rolling program providing assistance for the cultivation of goats to individuals/groups in Bekasi City. The provision of this assistance is included as a series of economic recovery for communities affected by the Covid-19 pandemic. However, the impact of the Covid-19 pandemic affected a decrease in business income due to social distancing or difficulty doing activities (Wicaksono, et al., 2023).

In addition, there are several obstacles that are often faced by goat-sheep farming businesses in Indonesia (Manurung, 2017), including: a) low productivity and application of technology; b) the narrowing of land for grazing due to land conversion of agricultural areas; c) the livestock business system is carried out in a traditional way and is still in the form of a relatively low-scale side business with an average business of under 5 heads, this will make it difficult to transform a traditional business into an agribusiness that is able to support the farmer's household economy; d) Obtaining the sale value of livestock that are suitable as a source of meat and have economic value with ages over 8 months requires a relatively long maintenance time, especially the quality of the goats that are commonly used with local seeds so that the business pattern is categorized as economically inefficient.

The social assistance program from the Bekasi City Government is rolling in nature and each group is given 11 tails with details of ten females and one male. The long-term condition of this assistance aims to meet the needs of sheep for the people of Bekasi City, especially the increased demand on religious holidays and culinary locations that provide processed meat. The Head of the Bekasi City Food Security, Agriculture and Fisheries Office said the goat farm managers were given subsidized feed ingredients, such as 2 tons of concentrate feed and 10 kilos of odot grass seeds per group, medicines and other equipment. There are 100 groups of recipients of social assistance for the cultivation of goats and sheep spread across 11 sub-districts in Bekasi City. Based on the latest information obtained from the Bekasi City Food Security, Agriculture and Fisheries Service (DKPP), the number of active breeder groups is only 73 groups or 27 percent of the group is no longer active because most

of the livestock obtained are infected with disease and eventually die, other causes are assumed to be inactive members. because he returned to work after the end of the post-pandemic Covid-19 in Bekasi City.

The business development strategy really needs to be carried out systematically to create a resilient agribusiness farm through a series of business managerial decisions and actions. Aspects of the socio-economic characteristics of farmers, in this case the number of livestock, age, level of education, length of farming, and work other than raising livestock, can also influence farmers in making decisions that provide benefits for their livestock business (Talakua et al., 2022). Including environmental monitoring (internal-external), strategy formulation (short term and long term planning), strategy implementation, evaluation, and control. Based on this description, it is very important to research livestock business development strategies for recipients of social assistance for raising goats in Bekasi City. Seeing the condition of the sheep that were handed over to the beneficiaries, some of them were attacked by diseases and there were several target beneficiaries who were considered inappropriate to get social assistance for raising goats. As for this research, it is an alternative policy for livestock business development so that it can continue to grow and develop in a sustainable manner and can truly become a leading livestock business in Bekasi City.

B. LITERATURE REVIEW

The basic concept of the agribusiness-based livestock business development strategy is the integration of agricultural business systems starting from the upstream industrial subsystem or providers of facilities and infrastructure, cultivation, downstream or post-harvest and marketing which are interrelated, namely backward linkage, forward linkage) and outside linkage which leads to agro-industry. Agribusiness activities can be said to be activities based on the advantages of natural resources (onfarm agribusiness) which are closely related to the application of technology and superiority of human resources in obtaining greater added value (off-farm agribusiness) as well as activities that have a variety of activities with a very broad spectrum. from small businesses and households to large businesses, from simple technology to the most sophisticated, all of which are interrelated and influence each other (Saragih, 2010). The principles of strategy can be grouped into three types of strategy, namely management strategy, investment strategy and business strategy. Management strategy includes strategies that can be carried out by management with a macro strategy development orientation, for example product development strategies, pricing, product acquisition, market development, finance, and others.

Business development strategies can be carried out through participation and development of creativity from the government, it is hoped that breeders will be able to take advantage of existing development programs in a sustainable manner (Hermanto & Dewa, 2011). Alternative strategies that can be implemented to increase livestock production are by increasing business practices for fattening quality sheep

and oriented to the global market, improving reproductive management of breeding goats and improving technology in raising sheep (Firdaus & Makmur, 2020). The strategy used to achieve this goal is to encourage social assistance in the form of raising goats as the main program of the Municipal Government of Bekasi. This program has been stipulated in the Decree of the Mayor of Bekasi Number 72 of 2021 concerning social assistance for raising goats in the context of empowering the economy of communities affected by the Covid-19 pandemic.

The strategy formulation has three stages consisting of (David, 2015): a) the input stage, which is the stage of analyzing internal and external factors that can affect business performance. The analytical tool used in this stage is to use the Internal Factor Assessment Strategy (IFAS) matrix; b) the next stage is the matching stage, which is a step in analyzing internal and external factors with the aim of finding out the company's position as the basis for formulating strategy. At this stage the method used in analyzing is the SWOT matrix with the aim of formulating a new strategy; c) the decision-making stage (The Decision Maker Stage) is the stage of determining priority strategies that should be carried out using the QSPM matrix, the basis for making the QSPM matrix is the result of strategy formulation using the SWOT matrix and the results can be used as a basis for making the choice of strategy to be implemented.

C. METHOD

The basic method in this research is descriptive research which is structured in order to provide a systematic description of scientific information originating from the subject or research object by focusing on explaining facts in the field. Descriptive research steps are formulating research problems, formulating research objectives, reviewing literature by examining relevant theories, determining representative samples, compiling research instruments, collecting data, analyzing data, and drawing conclusions (Sanusi, 2013). The research object for groups of sheep breeders receiving social assistance in Bekasi City in 2021 is 100 groups, but only 73 groups are active, so that the population used is 73 groups (each group has a chairman and 11 members).

The sampling technique is through a purposive sampling approach, namely the sampling method chosen deliberately based on certain considerations (Sugiyono, 2016). The considerations that became the criteria for determining respondents included: 1) recipients of social assistance and livestock farming from the Municipal Government of Bekasi; 2) group leader or active group member; 3) willing to be a respondent and be interviewed; 4) the stables are on their own land; 5) experience in raising at least one year; and 6) ownership of at least 5 livestock with at least one offspring. Based on these criteria, it was found that 40 respondents were selected sheep breeders and spread across 11 sub-districts (Rawa Lumbu, East Bekasi, South Bekasi, North Bekasi, Mustika Jaya, Bantar Gebang, Medan Satria, Pondok Gede, Pondok Melati, Jati Asih and Jati perfect). Data analysis was carried out according to the objectives to be achieved in this study. Qualitative analysis was carried out using

descriptive and observational methods to describe the process of livestock business activities and determine alternative development strategies. While quantitative analysis is carried out through instrument testing, IFE/EFE analysis, SWOT Matrix and QSPM Matrix.

D. RESULT AND DISCUSSION

The Bekasi City Government's program to develop a goat-breeding business in empowering and increasing the social-economic independence of the community through raising goats on urban narrow land, reducing unemployment and absorbing labor. The Bekasi City Government has allocated 1,100 lambs to livestock groups in 11 sub-districts (Rawa Lumbu, East Bekasi, South Bekasi, North Bekasi, Mustika Jaya, Bantar Gebang, Medan Satria, Pondok Gede, Pondok Melati, Jati Asih and Perfect Teak). Respondents were sheep breeders who were selected as recipients of assistance from each group in 11 districts, with a total of 73 active groups and 40 respondents selected from 11 districts. Most of the respondents were male (97.5%), and only 2.5% were female. For a clearer description of the respondents can be seen in Table 1:

Table 1. Characteristics of Respondents Recipients of Bekasi City Goat-Sheep Business Assistance

Characteristics of Respondents	Category	Number of Respondents (people)	Percentage (%)
Age	37 – 47 year	11	27.5
	48 – 58 year	20	50
	59 - 67 year	9	22.5
	Total	40	100
Educational level	Elementary School/MI	16	40
	Junior High School/Mts	5	12.5
	High School / Vocational High School	18	45
	Diploma/Bachelor Degree	1	2.5
	Total	40	100
Breeding Experience	1 – 5 year	25	62.5
	6 – 10 year	11	27.5
	11 - 15 year	2	5
	> 15 year	2	5
	Total	40	100
Livestock Ownership	1 – 5	7	17.5
	6 – 10	20	50
	11 - 15	9	22.5
	16 - 20	4	10
	Total	40	100

Source: Primary Data (processed), 2022

Table 1 shows that in the majority of respondents' conditions, starting from the average age of breeders, they are categorized as aged 48-58 years who are included in the productive age (15-60 years) so that their work productivity will increase (Ukkas, 2017). The oldest farmer is 67 years old and the youngest is 37 years old. There were as many as two respondents who were older than 64 years, namely 65 years and 67 years, based on the age productivity category, these respondents were included in the unproductive age category, however, even though their category was unproductive in fact in the field, breeders were still capable and optimistic about doing sheep farming business. The education level of these breeders is dominated at the low level (Elementary School/MI) and medium (High School / Vocational High School), resulting in a lack of knowledge about agribusiness-based livestock business. The condition of a low education level greatly influences a person in carrying out business activities and even has difficulty seeing several internal and external factors that influence business development (Zanra et al., 2022). The fact is that the education level of breeders is still low, so it is also facilitated by carrying out a lot of non-formal education which can be reviewed through training, counseling, and experience from various parties.

Breeding experience supports a decision making to continue, develop and maintain their business. Most of the respondents on average had farming experience ranging from 1-5 years, totaling 25 people (62.5%), stated that they did not have sufficient experience in managing their business. This is in accordance with the opinion of Hastang et al. (2018), having farming experience for an average of 10 years shows that breeders already have important capital for successfully managing a business and are able to overcome problems that occur. The longer the experience of raising sheep gives an indication of the farmer's knowledge and skills in livestock management with better abilities. Respondents with a total ownership of 6-10 goats reached 50%, and many recipients of goat assistance experienced successive deaths leaving one tail at the time this study was conducted. The status of livestock ownership will affect the acceptance or income of farmers (Pakpahan & Pane, 2019). Meanwhile, according to Maesya and Rusdiana (2018), if a goat livestock business of 5-30 heads is raised by each breeder in real terms 100% per year it is possible to get optimal profits and the sheep business has future prospects that can be developed. In response to this, some breeders receiving sheep assistance in Bekasi City also have the potential or prospects of enabling 100% per year in real terms to get optimal profits.

Internal-External Factors of Goat-Sheep Livestock Business in Bekasi City

The development strategy formulated by internal-external environmental factors for goats in Bekasi City was carried out using a qualitative and quantitative approach through direct interviews with breeders, a team of experts and literature studies whose results provide a descriptive picture. The results of a qualitative approach to internal factors include (production, human resources, social, economic, demography and policies) produce strengths and weaknesses, while external factors (Bekasi City Government Policies, demographics, social, economic and cultural)

produce opportunities and threats. The details of internal-external factor identification for goats in Bekasi City are in Table 2:

Table 2. Identification of Internal-External Factors in Goat-Sheep Livestock Business

Factor Identification	Strength	Weakness
Internal	Interest in raising goats is quite high	Livestock management is still traditional
	Breeders actively follow and join the group	Mastery and use of livestock technology is still low
	The age of breeders is still in the productive category	Difficulty finding grass during the dry season
	Have experience in the business of raising goats from generation to generation	Livestock as a side business of the family
	Climatic conditions support the development of goat farming business	Capital is limited and the livestock business scale is still small
	Bekasi City Government support in the development and empowerment of livestock businesses	The government's role has not run optimally
Factor Identification	Opportunity	Threat
External	There is a revolving assistance program for goats and sheep from the Municipal Government of Bekasi	Low institutional documentation of breeders
	Livestock health support by the government	Maintenance technical guidance is still weak
	Increasing the number of residents of the city of Bekasi	Many types of diseases that attack cattle
	Provision of needs for holidays and aqiqah events	Public consumption shifts to substitute products
	The level of consumption of goat meat is quite high	The quality of feeders received by breeders is low
	The development of a culinary center that provides processed goat meat	Entry of livestock from other areas ahead of the holiday

Source: Primary Data (processed), 2022

Furthermore, a quantitative approach to the internal-external factors of the goat farming business in Bekasi City shows the results of the calculation of the IFE matrix (Internal Factor Evaluation) and the EFE matrix (External Factor Evaluation). The direct link between the business actors in the goat farming business in Bekasi City and

the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) obtained weight values, ratings/ranks and scores as shown in Table 3.

The instrument in the IFE matrix has 6 strength factors and 6 weaknesses factors produce a total internal factor score of 2.137 and the instrument in the EFE matrix there are 6 opportunity factors and 6 threat factors produce a total external factor score of 2.428. Calculation of the total score for internal and external factors identified in a weak position because the score is below 2.5. Provisions for the total score on the IFE and EFE matrices of 1.00 - 1.99 is a weak internal position, a total score of 2.00 - 2.99 is an average consideration position and a total score of 3.00 - 4.00 is a strong position (Asnavy et al., 2017). This means that the goat-sheep farming business in Bekasi City has not been able to take advantage of strengths to overcome weaknesses and has not taken advantage of opportunities to anticipate threats in developing their livestock business.

Table 3. Matriks IFE dan EFE Usaha Ternak Kambing-Domba di Kota Bekasi

Code	Internal Strategy Factors	Weight (a)	Ratings (b)	Score (a) x (b)
Strength				
A2	Interest in raising goats is quite high	0.116	2	0.232
B2	Breeders actively follow and join the group	0.097	3	0.291
C2	The age of breeders is still in the productive category	0.112	3	0.336
D2	Have experience in the business of raising goats from generation to generation	0.097	2	0.194
E2	Climatic conditions support the development of goat farming business	0.047	4	0.188
F2	Bekasi City Government support in the development and empowerment of livestock businesses	0.058	4	0.232
Weakness				
G2	Livestock management is still traditional	0.108	2	0.216
H2	Mastery and use of livestock technology is still low	0.083	2	0.166
I2	Difficulty finding grass during the dry season	0.090	1	0.090
J2	Livestock as a side business of the family	0.076	1	0.076
K2	Capital is limited and the livestock business scale is still small	0.040	1	0.040
L2	The government's role has not run optimally	0.076	1	0.076
Amount		1.000		2.137
Code	External Strategy Factors	Weight (a)	Ratings (b)	Score (a) x (b)
Opportunity				
A1	There is a revolving assistance program for goats and sheep from the Municipal Government of Bekasi	0.063	4	0.252
B1	Livestock health support by the government	0.099	3	0.297
C1	Increasing the population of Bekasi City	0.090	4	0.360
D1	Providing the needs of sacrificial animals and aqiqah events	0.121	3	0.363
E1	The level of consumption of goat meat is quite high	0.094	3	0.282
F1	The development of a culinary center that provides processed goat meat	0.072	2	0.144
Threat				
G1	Low institutional documentation of breeders	0.067	1	0.067

H1	Maintenance technical guidance is still weak	0.076	1	0.076
I1	Many types of diseases that attack cattle	0.072	2	0.144
J1	Public consumption shifts to substitute products	0.121	2	0.242
K1	The quality of feeders received by breeders is low	0.076	2	0.152
L1	Entry of livestock from other areas ahead of the holiday	0.049	1	0.049
Total		1.000		2.428

Source: Primary Data (processed), 2022

Based on the table above, it was obtained that the internal factor that became the biggest strength of the respondents in the goat farming business in Bekasi City was the age of the farmer who was in the productive category with a score of 0.336 and the biggest weakness of the respondents in the goat farming business was institutional management with a score of 0.216. The strategy for developing a goat-sheep business in Bekasi City has the potential to maximize strengths to reduce weaknesses and attention so that it requires more attention by breeders. While the external factor that brings the greatest opportunity in the development of the goat-sheep business in Bekasi City is the provision of the needs of sacrificial animals and aqiqah events with a score of 0.363, then the highest threat is public consumption switching to substitute products or other products with the same protein value at relatively higher prices. cheap. Many of the threats that have been experienced by breeders receiving social assistance from the Bekasi City Government in 2021 are that the quality of the feeders received by breeders is low along with the number of goats owned by less than 6 heads, 50% of which is due to the number of goats that have died successively until there was only one tail at the time this research was conducted.

SWOT & QSPM Matrix Approach for Goat-Sheep Livestock Business in Bekasi City

The SWOT matrix (Strength, Weakness, Opportunity and Threats) produces four columns of strategy formulation (Rangkuti, 2016). The formulation of the SWOT matrix is based on a comparison of S-O (Strengths-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strengths-Threats), and W-T (Weaknesses-Threats) to produce four formulations as material for consideration in determining the right decision in the strategy for developing a goat farming business - sheep in Bekasi City can be seen in Table 4:

Table 4. Matriks SWOT Pengembangan Usaha Kambing-Domba di Kota Bekasi

<p>Internal Environment</p>	<p>Strength (S)</p> <ul style="list-style-type: none"> • Interest in raising goats is quite high. • Breeders actively follow and join groups. • The age of the farmer is still in the productive category. • Have experience in goat farming for generations. • Climatic conditions support the development of sheep farming business. • Support from the Municipality of Bekasi in developing and empowering livestock businesses. 	<p>Weakness (W)</p> <ul style="list-style-type: none"> • Livestock management is still traditional. • Mastery and use of livestock technology is still low. • Difficulty finding grass during the dry season. • Raising livestock as a part-time family business. • Capital is limited and the livestock business scale is still small. • The government's role has not run optimally.
	<p>External Environment</p>	
<p>Chance (O)</p> <ul style="list-style-type: none"> • There is a revolving assistance program for goats livestock from the Municipal Government of Bekasi. • Livestock health support by the government. • Increasing the population of Bekasi City. • Provision of the needs of sacrificial animals and aqiqah events. • The level of consumption of goat meat is quite high. • Development of a culinary center that provides processed goat meat. 	<p>SO strategy</p> <p>Increase in the number of beneficiaries</p>	<p>WO strategy</p> <p>Strengthening the readiness of recipients of social assistance in the goat farming business</p>
<p>Threat (T)</p> <ul style="list-style-type: none"> • Low institutional documentation of breeders. 	<p>ST Strategy</p> <p>Promotion of the benefits of the revolving grant model</p>	<p>WT Strategy</p> <p>Revitalizing the rolling sheep program by benchmarking to</p>

<ul style="list-style-type: none"> • Maintenance technical guidance is still weak. • Many types of diseases that attack livestock/PMK. • Public consumption shifts to substitute products. • The quality of progeny received by breeders is low. • Entry of livestock from other areas ahead of the holiday. 	<p>with good management by policy makers</p>	<p>regions that are implementing best practices</p>
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Source: Primary Data (processed), 2022

Based on Table 4, the strategy for developing a goat-sheep business in Bekasi City with the qualitative approach above obtained several alternative strategies based on strengths, weaknesses, opportunities and threats, including: a) increasing the number of beneficiaries of the goat-sheep assistance in Bekasi City, especially interest raising goats is quite high, breeders are still productive, increasing demand for sacrificial animals, aqiqah events and the development of processed meat culinary centers in Bekasi City; b) strengthening the readiness of beneficiaries of social assistance beneficiaries of sheep farming through improving livestock management on a renewable basis, optimizing the government's role, and its implementation is expected to increase the welfare of economically weak communities in Bekasi City, especially goat breeders; c) maximizing the promotion of the revolving grant model with good management by policy makers; d) revitalization of the rolling sheep program by benchmarking to regions that carry out best practices by developing appropriate management technologies.

Furthermore, the QSPM matrix as an analysis that determines the best strategic priorities or evaluates alternative strategies objectively based on the internal and external key success factors that have been previously identified. The QSPM matrix shows the level of attractiveness of each strategic alternative and is prioritized according to the conditions of sheep farming in appropriate management technology. The results of the QSPM matrix for sheep farming in Bekasi City are presented in Table 5:

Table 5. QSPM Analysis of Goat-Sheep Livestock Business in Bekasi City

Code	Defining factor	Weight	SO		ST		WO		WT	
			AS	WAS	AS	WAS	AS	WAS	AS	WAS
A1	There is a revolving assistance program for	0.063	1	0.063	1	0.063	1	0.063	1	0.063

	goats and sheep from the Municipal Government of Bekasi									
B1	Livestock health support by the government	0.099	1	0.099	1	0.099	1	0.099	1	0.099
C1	Increasing the population of Bekasi City	0.090	4	0.360	3	0.270	3	0.270	3	0.270
D1	Providing the needs of sacrificial animals and aqiqah events	0.121	3	0.363	3	0.363	3	0.363	3	0.363
E1	The level of consumption of goat meat is quite high	0.094	3	0.282	2	0.188	3	0.282	2	0.188
F1	The development of a culinary center that provides processed goat meat	0.072	4	0.288	4	0.288	4	0.288	3	0.288
Threat										
G1	Low institutional documentation of breeders	0.067	4	0.268	3	0.201	3	0.201	4	0.268
H1	Maintenance technical guidance is still weak	0.076	4	0.304	4	0.304	4	0.304	4	0.304
I1	Many types of diseases that attack cattle	0.072	4	0.288	4	0.288	4	0.288	4	0.288
J1	Public consumption shifts to substitute products	0.121	3	0.363	4	0.484	3	0.363	3	0.363
K1	The quality of feeders	0.076	3	0.228	3	0.228	3	0.228	3	0.228

	received by breeders is low									
L1	Entry of livestock from other areas ahead of the holiday	0.049	1	0.049	1	0.049	1	0.049	1	0.049
Strength										
A2	Interest in raising goats is quite high	0.116	4	0.464	4	0.464	4	0.464	4	0.464
B2	Breeders actively follow and join the group	0.097	3	0.291	3	0.291	3	0.291	3	0.291
C2	The age of breeders is still in the productive category	0.112	3	0.336	3	0.336	3	0.336	3	0.336
D2	Have experience in the business of raising goats from generation to generation	0.097	3	0.291	3	0.291	3	0.291	3	0.291
E2	Climatic conditions support the development of goat farming business	0.047	3	0.141	3	0.141	3	0.141	3	0.141
F2	Bekasi City Government support in the development and empowerment of livestock businesses	0.058	3	0.174	4	0.232	3	0.174	3	0.174
Weakness										
G2	Livestock management	0.108	1	0.108	1	0.108	1	0.108	1	0.108

	is still traditional									
H2	Mastery and use of livestock technology is still low	0.083	1	0.083	1	0.083	1	0.083	1	0.083
I2	Difficulty finding grass during the dry season	0.090	2	0.180	1	0.090	1	0.090	1	0.090
J2	Livestock as a side business of the family	0.076	1	0.076	1	0.076	1	0.076	1	0.076
K2	Capital is limited and the livestock business scale is still small	0.040	1	0.040	1	0.040	1	0.040	1	0.040
L2	The government's role has not run optimally	0.076	2	0.152	1	0.076	1	0.076	1	0.076
Total Value Amount				4.724		5.386		5.280		5.508

Source: Primary Data (processed), 2022

Based on the results of the QSPM matrix, the strategy that is the main priority that can be carried out for the goat farming business in Bekasi City is the revitalization of the rolling sheep livestock program by benchmarking to regions that carry out best practice values (5,508), promotion of the benefits of the grant model rolling with good management by value stakeholders (5,386), strengthening the readiness of beneficiaries in cultivating value sheep (5,280) and finally increasing the number of beneficiaries of value sheep livestock assistance (4,724). The sequence of this strategy is appropriate and rational in developing a goat farming business in Bekasi City through a social assistance program for raising goats in Bekasi City. This is in accordance with the opinion of Talakua et al. (2022) that developing management and improving SOPs for breeders will increase the ability to carry out the right livestock business so that it will produce quality goat livestock production.

E. CONCLUSION

Based on the results of the discussion, the conclusions of this study are as follows: 1) The internal factors obtained from this research are in the form of strengths and weaknesses, each of which has 6 factors, namely 1) strengths: community interest in livestock business, interest in organizing, the age of the breeder is classified as

productive, livestock business has been carried out for generations, the climate of Bekasi City is supportive and there is support from the Bekasi City government, 2) weaknesses: maintenance management is still traditional, as a side business, limited capital, low mastery of technology, difficulty finding grass in the dry season and the role of the group is not optimal; 2) External factors are factors that are beyond the ability of breeders, consisting of opportunities and threats. Opportunities in livestock development in Bekasi City are government assistance programs, support for livestock health from aid providers, increasing population, supplying the needs of sacrificial animals and aqiqah, a fairly high level of public consumption and the development of tourist and culinary spots in Bekasi City. Threats consist of: low group institutional documentation, weak group coaching, PMK disease in livestock, public consumption switches to other products, low quality feeder received and cattle coming in from other areas ahead of holidays; and 3) The SWOT and QSPM matrices in the decision-making stages of the development strategy for the development of sheep livestock in Bekasi City are rolling by benchmarking each region/district that is implementing best practice. Weaknesses of sheep breeders who are not equipped with knowledge or are required to master various technologies and business management, especially the age of the breeders are still productive and interest is quite high, and the benefit of the revolving grant model is an opportunity for breeders to increase income and improve community welfare.

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