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Strategy of development of the business of the farmers group in the district of Bandung

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ABSTRACT

The objective of this study is to develop a design-oriented innovation strategy for the Potato Farmers Group through the formulation of strategies aimed at opportunity generation. This study employs a qualitative methodology with a case study approach. The researchers interviewed key informants who met the following criteria: they had to be the potato farmer group's core manager, still actively involved in the group's management, have potato farmland, and be directly involved in the cultivation of potato crops. These individuals were thought to be the most knowledgeable about the business situation of the potato farmer group. In order to create business plans that recognize various possibilities, threats, strengths, and weaknesses as crucial elements in business development, the IFE matrix design, the EFE matrix, and the QSPM matrix are utilized. The Potato Farmers Group is in cell V position and has the ability to increase market share, improve production methods, and leverage technology for marketing, according to the findings of the Internal and External Matrix (IE) assessment. Finding the appropriate strategy formula is the first step in starting a firm.

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1. Introduction

Potatoes are one of the horticultural crops whose development is able to boost the economy of government, entrepreneurs and also farmers, (Abhar, 2018; Anisa S & Wulandari E, 2021; Aprianto et al., 2023). Nowadays, the potato farming industry is growing because of the increasing popularity of potato-growing ideas published on social media, which makes food dealers such as dining houses, shops and even coffee shops seize an exciting opportunity, surrounded by the crowd of people who are always eager to take advantage of the trend foods that are on the social media, (Rahmah & Wulandari, 2021)

Potatoes also have a lot of benefits, potatoes are high in carbohydrates, proteins, and minerals. It makes parents happy to give potato processing, such as fries, vegetables, soups, parsley, and many others to their children either for breakfast, lunch, or dinner, (Merek et al., 2020; Rozaqi et al., 2021; Wahyuliana & Adi, 2023). West Java is one of the largest potato producers in Indonesia. By 2021, West Java has produced 240.482.00 Tons, and by 2022, West Java produced 272.074.00 Tones of potatoes., (Badan Pusat Statistik, 2022b).

One of the regions in West Java that produces quite good potatoes is Pangalengan district of Bandung, even Pangalengan district is the district with the most potato production than Bandung district in 2020 until 2022 which is 516.249 quintals in 2020, 521.654 quintal in 2021, and 482.620 quintales in 2022,(Badan Pusat Statistik, 2022a)

The price of potatoes itself is always changing depending on the wishes of the market, the weather, and also the seed of each farmer, in 2023 this potato has experienced several times the price jump up to Rs.

20,000/kg, this is usually due to the lack of commodity supply due to rainy season factors, usually during the raining season, the potato faster undergoes degradation, making some farmers suffer losses and failure to produce.

The economic development of the farmers in the district is fairly good because they have their respective consumer relationships, whether it's outside the city or even outside the country, which makes potato farmers rarely experience a decline in income. Potatoes tend to grow well on high plains, (Khatimah & Febriyono, 2021; Kiloes et al., 2019) This adds to the potential for success for the potato farmers in Pangalengan, besides, the Punjab district has a considerable potato productivity potential with natural conditions that match the conditions of potato growing.

The production of potatoes in the town of Pangalengan is channelled to farmers through the skull or what farmers usually call a vegetable town, then the shell sells it to the big merchants, small traders, retailers, to the final consumer. The potatoes are not only distributed to meet the demand of the district of Pangalengan or Bandung district, but also distributed in Purwakarta, Cikarang, Jakarta, and Tanggerang.

What makes some farmers less interested in potato farming is the long supply chain conditions and the weak bargaining power of farmers, resulting in the price of sale increased by farmers, skulls, traders, until the retailers have a high margin difference, while the area of Pangalengan has natural resources that support in terms of potato cultivation, (Khatimah, 2023; Nurhuda et al., 2017).

There are some ways in which this study differs from earlier research, beginning with the research object, the problem examined, the extent of the area to be explored further, and the conclusions drawn from the investigation. The purpose of this research is to acquire insight into potato farming attempts to boost potato farmers' productivity and income, as well as to provide the authors with fresh knowledge and insights, particularly in the area of strategy management.

2. Research Method

The research was carried out directly on potato farmers who were in the district of Pangalengan, precisely in the village under the supervision of the village of Margamulya, Pangalengan District, Bandung District, West Java. The study lasted three months, starting in August 2023 and ending in October 2023. The research location is selected purposively. In this study, the researchers used the qualitative and descriptive methods used to obtain the data naturally. This approach, the researcher serves as the primary instrument, (Lenaini & Artikel, 2021; Rizki Pratama et al., 2023).

The selection of research locations in the district of Pangalengan is based on data from the Central Statistical Agency which indicates that the districtionis the most potato-producing district in Bengaluru western Java.

In this study, the researchers used primary and secondary data, to collect primary data. The researchers conducted direct interviews with potato farmers in Pangalengan district to answer the problem formula. They also identified the SWOT that exists in the potato farmer's enterprise in Pangalengan district. With the technique of interviews, researchers could find out the information and data accurate according to the facts in the field, the secondary collection of data came from documents or archives, websites, and also obtained from relevant parties such as the government of the Pangalengan village, the Central Statistical Agency (BPS), and also previous journal articles that could support the results of the research, (Rahayu et al., 2022; Waluyo et al., 2023)

SWOT analysis is a method used by companies to evaluate Strengths, Weaknesses, Opportunities, Thereats. (Ancaman). SWOT is the abbreviation of internal and external groups, weaknesses and strengths included in the internal factors of a company, opportunities and threats included in external factors of the company, (Hasna Wijayati, 2019; Syaiful & Elihami, 2020).

3. Results And Discussions

Strategy management is a plan or direction made by an organization to a defined business objective, (Budiman et al., 2021). Strategic management also includes the allocation of resources, such as capital and human resources, to those objectives, strategies also made so that the company can compete using planning that is obviously different from its competitors., (Maulana et al., 2023)

Based on the results of the observations and interviews that the researchers have done, there are some conclusions that can be drawn, interviews about SWOT conducted with farmers who are considered to have mastered and understand aspects of this business, the outcome of identifying the current situation of SWOT potato farmers in the district is as follows:

Table 1. SWOT analysis of potato farmers' ventures in pangalengan

Strenght	Weaknesses	Opportunities	thereats
1. Have a fixed consumer, either inside or outside the territory of Pangalengan	1. Farmers' capital is sometimes limited.	1. High market demand	1. Fake pesticides circulating
2. Location near the market	2. Supply chain systems are less profitable for farmers	2. There are financial institutions that provide credit for agricultural enterprises	2. Instable price fluctuations
3. A partnership system in the village group	3. Use of technology is still simple	3. Environment suitable for potato cultivation	3. Increasing production costs
4. A supportive natural resource in terms of potato cultivation	4. High wages for workers	4. Often there are training courses for a group of farmers in the district of Pangalengan.	4. Uncertain weather and changing climate
5. Year-round production	5. Difficulty getting fertilizer subsidized.	5. Increased public awareness in meeting nutritional needs for health	5. More and more competitors
		6. Many opportunities in the potato processing industry	6. Attacks of pests and diseases

The farmers' business development strategy in the Banalengan district will be carried out through the IFE (Internal Factor Evaluation) and EFE (Exsternal Factors Evaluation) matrices, the SWOT analysis IFE matrix is used to identify and evaluate internal factors that include Strengths and Weaknesses that exist in the Pangalengan district farmer's business, while the EFE matrices are used to evaluate external factors which include Opportunities and Thereats present in the Pangalengan caterpillar business., (Milda Selvia et al., 2019)

Table 2. Results of calculation matrix IFE business group potato farmers

No.	Strenght	Weight	Score	Weight x Score
1.	Having a fixed consumer, either inside or outside the territory of Pangalengan	0,14	3,3	0,462
2.	Location close to market	0,10	3,6	0,36
3.	A partnership system in the village group	0,10	2,9	0,29
4.	A supportive natural resource in terms of potato cultivation	0,11	3,3	0,363
5.	Year-round production	0,09	2,8	0,252
Strenght Subtotal				1,727

No.	Weaknesses	Weight	Score	Weight x Score
1.	The peasant's capital is sometimes limited.	0,10	1.5	0,15
2.	A supply chain system that is less profitable for farmers	0.09	1.5	0,135
3.	The use of technology is still simple	0,09	2,2	0,198
4.	The high wages of the workers	0,10	2,5	0,25
5.	It's hard to get fertilizer	0,08	2,4	0,192
Weaknesses Subtotal		1		0,925
Total IFE Matriks				2,652

The results of the IFE (Internal Factor Evaluation) Matrix showed that the main strength of the Pangalengan farm business group is to have a fixed consumer both inside and outside the area with a consideration value of 0.462.

Based on table 2. The results of the analysis of the IFE Matrix (Internal Factor Evaluation) showed that the total weighted value owned by the Pangalengan farmers' business group is 2,652. The total value is the total value that belongs In this section, it is explained the results of research and at the same time is given the comprehensive discussion. Results can be presented in figures, graphs, tables and others that make the reader understand easily (Grieshaber, 2020). The discussion can be made in several sub-chapters.

The outcome of the EFE Matrix (External Factor Evaluation) showed that the main opportunity in the Pangalengan farmers' business group is an environment suitable for potato cultivation with a weighted value of 0.288, The main threat to the Pangalengan potato farmer's business group are pests and disease attacks with a total weighted of 0.198.

Based on table 3. The results of the analysis of the EFE Matrix (External Factor Evaluation) showed that the total weighted value owned by the Pangalengan farmers' enterprise group is 2,589. The total value is the total value that belongs to the average category, in the sense that the group is able to take advantage of the existing opportunities, as well as minimize the influence that may arise from external threats.

IE Matriks (Internal and External)

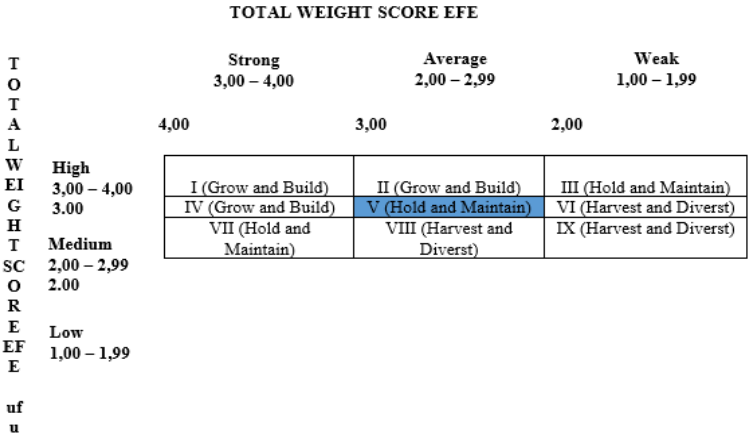

Figure 1. Matrix IE group of farmers in pangalengan
Source: Processed data, 2023

Based on the results of the Internal Factor Evaluation (IFE) Matrix in table 2 and the External Evaluations Matrix (EFE) in table 3 as well as the internal and external matrix in figure 1 can be seen the position of the potato farmer group in the position V of the cell, which is Hold and Maintain, which means to maintain and maintain with the scores of the internal factor evaluation 2,652 and the external factor assessment scores 2,589. In this correct strategy applied to the cell V is the group of potato farmers, which has to develop the product quality of its objective, that is, to avoid farmers losing sales and profits, the farmers group can improve market relationships, production facilities and can also increase the use of technology for marketing strategy.

Table 4. SWOT matriks

IFE / EFE	Strenght	Weaknesses
	1. Have a fixed consumer, either inside or outside the territory of Pangalengan 2. Location near the market 3. Partnership system within the farm group 4. 4. Natural resources that are supportive in terms of potato cultivation 5. Year-round production	1. Farmers' capital is sometimes limited 2. A supply chain system that is less profitable for farmers 3. Use of technology that is still simple 4. The high wages of the workers 5. Hard to get subsidized fertilizer
Opportunities 1. High market demand	Strategy SO 1. Meet the market's wishes by increasing the volume of	Strategy WO 1. Increase the use of technology to expand the marketing and sales

2. There are financial institutions that provide credit for agricultural enterprises 3. Environment suitable for potato cultivation 4. Frequently held training-training for the group of farmers in the district of Pangalengan 5. Increased public awareness in meeting nutritional needs for health 6. Many opportunities in the potato processing industry	production and increasing sales channels 2. Maintain a good relationship between existing partners	system 2. Using the credit system offered by the financial institution as an additional capital
Thereats	Strategy ST	Strategy WT
1. Fake pesticides circulating 2. Instable price fluctuations 3. Increasing production costs 4. Uncertain weather and changing climate 5. More and more competitors 6. Attacks of pests and diseases	1. Improve the ability of members in potato cultivation to minimize the product failure during harvest due to disease and can also improve the quality of the potatoes produced 2. Service Differentiation	1. Make your own fertilizer using natural materials such as organic material of livestock dirt. 2. Cultivate different kinds of vegetables at the same time to reduce capital losses when potato production fails

Considering Table 4 of the SWOT Matrix, there are 8 (eight) alternative strategies that can be used by a group of potato farmers, each block has 2 (two) strategies in each field of strengths, weaknesses, strengths and threats.

Quantitative Strategic Planning Matrix (QSPM)

Determining the main strategy using the QSPM Quantitative Strategic Planning Matrix. The priority strategy obtained is a strategy that is superior and superior in reaching opportunities and minimizing threats and maximizing strengths and minimising the weaknesses of the Pangalengan Potato Farmers Group. Through QSPM analysis and SWOT matrix priorities are used in looking at potential levels in both internal and external environments. Other strategies can be carried out based on the standing results of the priorities of interest. Table 5 describes the results of QSPM calculations as the alternative priority strategy of the group. Priority strategies are performed according to the level of interest or urgency to the weaknesses that the group faces

Taking note of Table 4, based on the QSPM matrix can be seen through the highest TAS (Total Attractiveness Score) indicates that the main priority of alternative strategies can be carried out by potato farmers group is to meet the desire of the market by increasing the quantity of production and enhancing sales channels with TAS of 0.64. Given the current market desire is in a boom due to increased public awareness in meeting nutritional needs for health, the importance of the plan is determined by its degree of conformity with the internal and external strategic variables of the previous phase.

The next priority strategy with a TAS of 0.56 that potato farmers can do is to use the credit system held by financial institutions as additional capital. The next step with TAS 0.39 is to increase the ability of members in potato farming to minimize the product failure during harvest due to disease and can also improve the quality of the potato produced, the importance of the capacity of farmers is significant because the failure or failure of potato production depends on the farmers ability to manage it.

Table 5. Quantitative srategic planning matrix (QSPM)

No	Factors	weight	Strategi Alternatif		
			AS	TAS	Rank
1.	Meet the market's wishes by increasing production and increasing sales channels	0.16	4	0,64	I
2.	Maintain a good relationship with existing partners	0.12	3	0,36	IV
3.	Increase the use of technology to expand the marketing and sales system	0.12	3	0,36	V
4.	Using the credit system offered by financial institutions as an additional capital	0.14	4	0,56	II

5. Improves the ability of members in potato cultivation to minimize the product failure during harvest due to disease and can also improve the quality of the potatoes produced	0.13	3	0,39	III
6. Service Differentiation	0.12	3	0,36	VI
7. Make your own fertilizer using natural materials like organic material from livestock dirt	0.11	2	0,22	VII
8. Cultivate different types of vegetables at the same time to reduce capital losses at times when potato production fails	0.10	2	0,20	VIII
Total	1			

Source: Processed data, 2023

Continue to maintain well the relationship of partners that have worked together to prevent the occurrence of a decline in sales, besides also in the rank of the V that scored 0.36 there is also a strategy to increase the use of technology to expand the marketing system, it will have a good impact in the increase in sales because the better the technology system the easier others access the sales system of the potatis farmer, and the potatito farmer groups must make a differentiation of services, the Potato farming service differential is a marketing strategy carried out by potato farmers to distinguish their products from competing products. This strategy is aimed at increasing the added value of the product and obtaining greater profits. In differentiating services, potatofarmer offers better or unique services compared to competitors, such as faster delivery, better product quality, or better after-sales service, thus, the farmer can attract more customers and increase their market share.

The next step of the strategy with a TAS of 0.22 is to make its own fertilizer using natural materials such as organic material from livestock debris so that the cost of fertilizers is more affordable for replacements if subsidized fertiliser is already starting to be difficult to obtain. The last strategy in the development of the farm group with the TAS score of 0.20 is to cultivate different types of vegetables at the same time to reduce capital losses when potato production fails, this is done so that farmers continue to have benefits from other vegetables that have been planted along with potato planting.

4. Conclusion

IFE Matrix Planning, the EFE matrix, and the QSPM matrix are used to design business strategies that identify several opportunities, threats, strengths and weaknesses as key factors in developing a business. Based on the Internal and External Matrix (IE) assessments, the potato farming group is in cell V position, the steps to be taken are market penetration and product development with the aim of avoiding a decline in sales and loss of profits. The potato tani group can expand the market, the means of production and use technology for marketing. The first step in developing a business is to understand the right strategy formula. Therefore, it is recommended that strategic management in the Potato Group should be proposed. With the help of strategic management can be found the right orientation in the upgrading of the current potato group in Pangalengan district.

The benefits and utility of this research include the possibility that it will offer fresh insights, perspectives, and techniques for enhancing the caliber of potato production and advancing farmer-run farming operations. Additionally, it is anticipated that the research will serve as a valuable resource for the government's innovation development initiatives aimed at advancing agriculture in the district, Farmers must reconsider how their vision and goals relate to the demands of their target market, the location of their businesses, and developing trends in order to create a stronger business strategy.

The limitation in this research is the difficulty of setting a timetable between the source and the source as well as the lack of complete data obtained in the field, the advice that the researcher can give to the future researcer is that the researchers should set a maximum time possible so that all matters related to the source can be resolved quickly, clearly, and orderly, in addition, the future researchers can sort the source that has complete data in their agricultural endeavours.

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