



DEVELOPMENT STRATEGIES FOR CATTLE CORPORATION VILLAGES IN ACEH BESAR REGENCY

Firdaus¹, Zakiah², Sofyan²

¹Student of Master of Agribusiness Study Program, Faculty of Agriculture, Universitas Syiah Kuala

²Master of Agribusiness Study Program, Faculty of Agriculture, Universitas Syiah Kuala

Corresponding Email : geureutee@gmail.com

Abstract

The local government has made several efforts to increase the population using technology, but so far the availability of existing resources has not been optimized. This is realized by the ability to raise beef cattle, which is still mostly done as a side activity with a very simple and distributed maintenance system. To be able to anticipate the problems that arise, a measurable and directed concept is needed to establish a strategy for developing beef cattle businesses in Aceh Besar Regency through the Cattle Corporation Village. The objectives of the study were (1) to identify the internal and external conditions that support the development of Cattle Corporation Village in Aceh Besar Regency; (2) to formulate strategies to develop cattle production through the development of Cattle Corporation Village in Aceh Besar Regency. The methods used in this research are descriptive method (SWOT) and quantitative method (QSPM). Based on the results, the results of the IFE matrix analysis show a strong internal position. The main strengths in this cattle corporation village are Availability: (1) potential land; (2) feeds; and (3) sufficient water sources. Meanwhile, the main internal weakness in the cattle corporation village is the inadequate marketing system. The results of the EFE matrix analysis show a strong external position. The main opportunity in the cattle corporation village is the availability of feed raw materials and agricultural waste that is abundant and has not been maximally utilized. The main threat to the village corporation is the decline in agricultural production. The results of the IFE and EFE matrix analysis show that the IFE matrix total weight score of 3.52 is in a high position and the EFE matrix total weight score of 3.40 is in a strong position. This indicates that Cattle Corporation Village is in cell I, which can be described as growing and developing. Based on the SWOT Matrix, 11 (eleven) alternative strategies can be obtained, then grouped into 6 (six) strategies that will be tested using QSPM Analysis. Based on the QSPM results, the priority order of the Cattle Corporation Village Development strategy is obtained, namely: Optimizing livestock businesses in the farming system of both food crops and plantations; Increasing the quantity and quality of cattle production; Intensifying the management of reproductive diseases and livestock health; Establishing good cooperation with local governments, educational institutions and the private sector both in the provision of program assistance and the development of Corporate Villages; Managing human resources in terms of managerial and operational efficiency; and Providing market information and coaching for cattle farmers/entrepreneurs/traders.

Keywords: *Cattle Corporation Village, SWOT, QSPM*

1. INTRODUCTION

Livestock production was developed to increase food security and increase people's purchasing power by increasing income. For this reason, the strategy used is to increase active community participation, encourage investment in livestock businesses in rural areas, and empower livestock communities (Gunawan, Jamal and Sumantri, 2012); (Sudaryanto, 1999). In 2020-2024, in the context of accelerating the increase in the cattle population as the country's mainstay product and beef production to fulfill sufficient animal protein, the Directorate General of Livestock and Animal Health has prepared Minister of Agriculture Regulation Number 17 of 2021 concerning Increasing Production of Cattle and Buffalo, the Country's Mainstay

Commodities. The public's need for food sourced from animal protein such as meat is increasing in line with population growth. Changes in tastes, lifestyles, prices, and increasing people's purchasing power influence demand for food (Liu, 2018); (Benda-Prokeinová and Hanová, 2016). Meat consumption will continue and increase in the future (Binnie et al., 2014).

Based on Presidential Regulation Number 18 of 2020 concerning the National Medium Term Development Plan for 2020-2024 and Minister of Agriculture Regulation Number 112/KP.00/M/07/2021 dated 13 July 2021, the General Governance of Livestock and Animal Health proposes to ensure increased social formation through programs and activities for the development of craft villages of the Joint Cattle Company for the 2021 fiscal year, which is achieved by integrating the development of animal husbandry and cattle breeding with the development of regional farmer-based livestock production which will be implemented in 9 (nine) provinces in 2021. This program is combined with the Plan National Medium Term Development and Strategic Plan of the Ministry of Agriculture 2020-2024.

Animal husbandry is one of the agricultural subsectors which is one of the economic development priorities of Aceh Besar Regency, it can be seen from the availability of savanna land for grazing cows (pasture), cow feed sources such as from home industries making tofu, tempeh and others are also still widely available to the strategic position of Aceh Besar Regency as a hinterland for Banda Aceh City in distributing beef needs even to Sabang City. In the last 10 (ten) years (2010-2019), the livestock industry has experienced a high growth rate, mainly influenced by the annual growth rate of meat production. In 2019, beef production in Aceh Besar Regency reached 1,364,520 kg. Beef is a leading regional commodity as well as a production center in Aceh Province with a total of 77,192 livestock (BPS-Statistics Aceh Besar, 2022).

Fluctuations in beef cattle population and production, from 2015 to 2019 there was an increase, but in 2020 there was a decline. This is due to various factors, starting from the way cattle are raised; limited access to information/technology; limited access to business capital; weak group management capabilities; and the absence of business partnerships. Starting in 2021, there will be an increase in the cattle population, for this reason there needs to be support from all parties to develop beef cattle. One of them is with a program Development of Cattle Corporate Villages. The Cattle Corporation Village is a program Ministry of Agriculture which consolidates livestock groups/breeder groups in one institution, with an integrated maintenance system from upstream to downstream. Implementing an integrated livestock area development system will also be able to maximize existing local potential (DG, 2022). Overall, the livestock business development program in Aceh Besar Regency aims to meet the need for food derived from animal protein, improve genetic quality, population and meat production in order to be able to provide animal protein from local animals to meet the needs of the region and neighboring areas.

The local government has made several efforts to increase the population using technology, but so far these efforts have not been able to achieve the level of farmer happiness considering the income the farmers receive. This is realized by the ability to raise beef cattle, which is still mostly done as a side activity with a very simple and distributed rearing system. To be able to anticipate problems that arise, a measurable and targeted concept is needed to determine a strategy for developing beef cattle businesses in Aceh Besar Regency through the Cattle Corporate Village.

2. LITERATURE REVIEW

Strategy is a means to achieve long-term goals. Strategy is a potential action that requires top-level management decisions and resources to carry out large amounts of business activities. Strategy has multifunctional consequences by taking into account the external and internal factors faced (David, 2011). A successful strategy is able to combine four main characteristics in the strategic analysis approach, namely: targets; environmental understanding; resource and capability assessment; and effective implementation (Craig and Grant, 1996).

According to J. David Hunger and Thomas L. Wheelen (2003) The concept in strategic management is to apply long-term concepts which are used as techniques for interconnectedness. Strategic management has been successfully developed and used for company business. Strategic management does not necessarily require formal processes to be effective. Research on the planning practices of real organizations shows that the real value of strategic planning should be more directed towards the future orientation of the planning process itself rather than the results of written strategic plans.

According to (Porter, 2007), a company's strengths will influence its ability to serve customers and earn profits. A change in one of these forces requires the company to reassess its market. The condition of a company's business according to Harvard Michael E. Porter explains that the nature and degree of competition in an industry depends on five factors or forces. In the five forces model, it is illustrated that in competing with potential competitors several things must be considered, namely those who will enter, suppliers, buyers or consumers, and producers of substitute products. There are five forces that determine the characteristics of an industry, namely: a. intensity of competition between existing players, b. threat of new entrants, c. bargaining power of suppliers, d. bargaining power of buyers, and e. threat of substitute products.

In identifying the development strategy of a business, there are various factors that are arranged systematically to formulate a company strategy. Analysis that uses logic to find strategic fit between external opportunities and internal forces. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is used to evaluate opportunities and challenges in the agribusiness environment. To make it easier to carry out a SWOT analysis, a SWOT matrix is needed. The SWOT matrix will make it easier to formulate various strategies that need to be implemented, by grouping each SWOT element problem into a table. (Kuncoro, 2006).

Quantitative Strategic Planning Matrix (QSPM) is an analytical tool used to decide which strategy to use based on the attractiveness of existing strategic alternatives. The QSPM calculation is based on input from the internal external matrix weights, as well as alternative strategies at the matching stage. QSPM analysis objectively shows the best strategy choice from each available alternative. (David, 2011) explaining that QSPM analysis can help evaluate various alternative strategies objectively based on the important external and internal success factors that have been previously identified. QSPM analysis is the final stage of the strategy formulation analysis framework.

The breeder corporation concept is a livestock business management that aims to change the work patterns of breeders in a more modern direction, both in terms of mindset (paradigm), cultivation business management and methods of processing and marketing products using modern platforms. Of course, this change has the potential to cause "shocks" for the farming community who receive assistance from the 1000 Cow Villages or Corporate Cattle Villages program because so far the so-called (small/people) breeders manage livestock on a subsistence basis of 1-2 animals/breeder or in groups that manage no more than from 20 head/group, then suddenly have to manage 200 beef cattle (100 brood cows and 100 feeder bulls) at the same time. The implementation of 1000 cattle villages means that the group's readiness to provide sufficient feed for livestock is one of the keys to the success of implementing this activity. There are 3 things that need to be considered in implementing cattle corporation village activities, namely preparation, in this case the availability of "Food", the institutional system of the group (corporation) and maintenance management.

3. IMPLEMENTATION METHOD

3.1 Research Time and Place

This research was conducted in Aceh Besar Regency. This location was chosen because it has high livestock potential, and is a Cattle Corporation Village Development area for the 2021 Fiscal Year, in accordance with the Decree of the Director General of Livestock and Animal Health

Number: 9548/Kpts/PK.010/F/07/2021 dated 21 July 2021 The research will be carried out in July – September 2023.

3.2 Object and Scope of Research

The objects of this research are 9 villages that received the Cattle Corporation Village Development program for Fiscal Year 2021 in Aceh Besar Regency. The scope of the research starts from the development prospects of the cattle corporation village starting from identifying internal and external factors and formulating a development strategy.

3.3 Determination of Population and Sample

The population in this research is the recipient community of the Cattle Corporation Village Development program. A sampling technique using purposive sampling was used to determine sample respondents, namely 50 percent of the number of people who received the Cattle Corporation Village program (Arikunto, 2002). Meanwhile, samples for related parties (Regency Government) were taken from those in charge of community economic development in Aceh Besar Regency, as well as District Government supervisors who were in charge of livestock functions in Aceh Province.

3.4 Data Analysis Technique

The methods used in this research are descriptive methods and quantitative methods. Nazir (2003) explains that the descriptive method is a research method to create a picture of a situation or event, by accumulating the data obtained. The strategy formulation process according to (David, 2011) carried out through three stages of analysis, namely:

3.4.1 Input Stage (Input Stage)

Evaluation of external and internal factors is carried out to identify and evaluate external and internal factors that influence the development of the Cattle Corporate Village in an effort to carry out business development. The results of this external factor analysis can be opportunities or threats that are considered to influence the performance of the Village Cattle Corporation.

3.4.2 Matching Stage (Matching Stage)

a) IE Matrix

The IE (Internal-External) Matrix is a mapping of the EFE and IFE matrix scores that have been generated from the input stage and positions the company in a nine-cell display. The IE matrix is based on two key dimensions, namely the total IFE weighting score on the horizontal axis and the total EFE weighting score on the vertical axis. The concept of the IE matrix can be seen in Figure 1 below:

Evaluation of External Factors		Evaluation of Internal Factors		
		Strong 3.00 – 4.00	Currently 2.00 – 2.99	Weak 1.00 – 1.99
Evaluation of External Factors	Tall 3.00 – 4.00	I	II	III
	Currently 2.00 – 2.99	IV	V	VI
	Low 1.00 – 1.99	VII	VIII	IX

Picture1. Internal – External (IE) Matrix

The IE matrix can be divided into three main areas that have different strategic implications, namely:

- 1) The divisions included in cells I, II, and IV can be described as growing and building. An intensive strategy (market penetration, market development, and product development) or an integrative strategy (backward integration, forward integration, and horizontal integration) may be the most appropriate strategy for the divisions in this cell.
- 2) Divisions that are included in cells III, V, or VII can be managed in the best way using a hold and maintain strategy. The right strategy for this type is market penetration and product development.
- 3) The divisions included in cells VI, VIII, and IX are harvest or divestiture. The strategy that is widely used is company downsizing and divestment.

b) SWOT analysis

This analysis is used to maximize opportunity and strength factors, while simultaneously minimizing threat and weakness factors. The results of the SWOT analysis consist of four quadrants. Each quadrant is a combination of external factors (opportunities and threats) and internal factors (strengths and weaknesses)(David, 2011).

Table1. SWOT Matrix

Internal factors		<i>Strengths(S)</i>	<i>Weaknesses(W)</i>
External Factors		<i>SO Strategy</i>	<i>WO Strategy</i>
<i>Opportunities(O)</i>	Use strengths to take advantage of opportunities	Use strengths to take advantage of opportunities	Minimize weaknesses to take advantage of opportunities
<i>Threats(T)</i>	Using force to overcome threats	ST Strategy	WT Strategy
		Using force to overcome threats	Minimize weaknesses to avoid threats

Source: David, 2011

3.4.3 Decision Stage (Decision Stage)

The final stage in the strategy formulation process is decision making. The analysis used at this stage is the Quantitative Strategic Planning Matrix (QSPM). This analysis technique helps choose the best strategy to choose based on several alternative strategies that have been created in the previous matching stage. The basic form of QSPM is as follows:

Table2. Basic Form of QSPM

Key Factors	Weight	Strategy Alternatives			
		1		2	
		US	BAG	US	BAG
EXTERNAL Opportunity Threat					
INTERNAL Strength Weakness					
Amount					
Rating					

Source: David, 2009

The left column consists of external and internal factors resulting from the EFE and IFE matrices at the input stage. The top section contains recommended alternative strategies, the results of the SWOT matrix. The weight column is filled in based on the assessment obtained by each factor in the EFE and IFE matrices in the previous input stage. The main components of QSPM analysis consist of: key factors in the form of external (opportunities and threats) and internal (strengths and weaknesses), weighting values, Attractiveness Score (AS), Total Attractiveness Score (TAS) and Sum Total Attractiveness Score (STAS). The analysis steps according to David (2011) are as follows:

- a) Enter the opportunity, threat, strength and weakness factors obtained at the input stage in the left column of the QSPM table.
- b) Provide a weight value that is the same as the weighting value given in the EFE and IFE matrices in the weight column in the QSPM table.
- c) Enter alternative strategies obtained in the matching stage at the top of the QSPM table. Arrange strategic alternatives in exclusive series whenever possible.
- d) Determine the Attractiveness Score (AS) which shows the attractiveness value of each main key factor in each strategy alternative and make a comparison of the main key factors in the series of existing strategy alternatives. The determination of the AS value is determined by the respondent. The attractiveness score consists of: 1 = no attractiveness, 2 = low attractiveness, 3 = moderate attractiveness, and 4 = strong attractiveness.
- e) Determine the Total Attractiveness Score (TAS) by multiplying the weight by the Attractiveness Score (AS) of each main key factor.

Calculate the Sum Total Attractiveness Score (STAS) by adding up all the TAS for each row of the main key factors. The highest STAS score in the alternative strategy column indicates that the strategy is more attractive compared to other strategies, so it becomes a recommendation to prioritize and implement.

4. RESULTS AND DISCUSSION

4.1 Characteristics of Respondents

The characteristics of respondents in this study are by describing the identity of respondents who joined farmer groups in Aceh Besar Regency based on group name, age, highest

level of education, gender, number of family dependents and farming experience. The dominant age characteristic is 31-49 years old, amounting to 25 people or 50% of the total respondents. Gender, all of those who received benefits were male, totaling 50 people. Regarding farming experience, in the 15-25 year category there were 27 people or 54% of the total respondents. Characteristics of family dependents, they support a maximum of more than three (3) people totaling 27 people or 54% of the total respondents. And the final level of education, the average respondent was at SMA/MAN/Equivalent education level, amounting to 32 people or 64% of the total respondents.

4.2 Strategy Formulation

The formulation of a cattle corporation village development strategy in Aceh Besar Regency consists of three stages, namely: at the input stage, Internal Factors (Strengths and Weaknesses) are first identified and External Factors (Opportunities and Threats) identified. Next, analyze internal and external factors which will then become input material for Phase II analysis.

Table3. Internal Factors of Corporate Village Strength

Factor	Strength
Availability of sufficient potential land, food and water sources	- The geographical location of Aceh Besar really supports the livestock sector
High Interest in Breeding	- The tradition of raising cattle is deeply embedded in the people of Aceh. - There is an emotional closeness between breeders in the business of raising cattle.
Use of superior mother cows	- Superior cows usually have a higher level of productivity - The use of mother cows that produce high quality meat can increase the marketability of beef products
Livestock businesses are integrated with agricultural and plantation businesses	- It is hoped that the use of integrated patterns can increase feed availability throughout the year, thereby increasing livestock productivity

Source: Primary Data, 2023

Table4. Internal Factors Weaknesses of the Cattle Corporation Village

Factor	Weakness
Limited capital and reach of financial institutional system services for the community	- The role of financial institutions and services is still very minimal in villages
Limited Human Resources (HR) of Breeders	- Weak livestock group management capabilities
The marketing system is inadequate (does not use scales and does not use cash)	- Limited access to information on the marketing system
Lack of diversification of product processing	- Lack of mastery of information regarding production and marketing techniques by breeders - The livestock business still uses traditional methods obtained from the farmer's family

Source: Primary Data, (2023)

Table5. External Factors Cattle Corporate Village Opportunities

Factor	Opportunity
Market demand increases along with population growth	- Can expand the cattle market, and market expansion will increase the level of specialization in the economy
There is government program assistance	- There is synergy between the government and breeders in terms of increasing productivity
Product prices (beef) are relatively stable and increasing	- Increase the income contribution of breeders
The availability of feed raw materials and agricultural waste is abundant and has not been utilized optimally	- A business group providing feed raw materials and agricultural waste was formed

Source: Data, Primary, (2023)

Table6. External Factors Threats to Villages of Cattle Corporations

Factor	Threat
High level of market and business competition	- Competition comes from outside Aceh (North Sumatra)
The spread of livestock diseases in cattle and buffalo is sporadic	- People's purchasing interest in local cattle is decreasing
Climate change (climate change) such as global warming	- Decline in agricultural production
Farmers/livestock institutions are still weak	- farmers' lack of insight and knowledge regarding the proper functioning of institutions

Source: Primary Data, 2023

Analysis of the IFE matrix in the Cattle Corporation Village in Aceh Besar Regency produces four strengths and four weaknesses which are key factors in the internal strategic environment.

Table7. IFE Matrix Analysis

No	Internal Key Factors	Weight	Ratings	Score
Strength				
1	Availability of sufficient potential land, food and water sources	0.14	4	0.56
2	High Interest in Breeding	0.13	3	0.39
3	Use of superior mother cows	0.12	4	0.47
4	Livestock businesses are integrated with agricultural and plantation businesses	0.13	4	0.54
Weakness				
1	Limited capital and reach of financial institutional system services for the community	0.11	3	0.32
2	Limited Human Resources (HR) of Breeders	0.11	3	0.34
3	The marketing system is inadequate (does not use scales and does not use cash)	0.13	4	0.51
4	Lack of diversification of product processing	0.13	3	0.39
Total				3.52

Source: Primary Data, 2023



The results of the IFE matrix analysis show that the total internal factor score is 3.52. A total score of more than 2.5 indicates a strong internal position. The main strength of this cattle corporation village is the potential availability of sufficient land, feed and water sources with a score of 0.56. In general, the development of beef cattle shows that it can be carried out in Aceh Besar Regency because the conditions are very supportive for the development of cattle commodities. Aceh Besar Regency has grass gardens with an area of around 619 hectares spread across 18 sub-districts. Most of the grass gardens are located along the banks of Krueng Aceh, a fairly large livestock grazing area of around 51,296 hectares in 23 sub-districts in Aceh Besar Regency.

Meanwhile, the main internal weakness in the cattle corporation village is that the marketing system is inadequate with a score of 0.51. Marketing cattle commodities is different from marketing agricultural products. Cattle marketing is very simple, and in principle the same for all villages or regions. In cattle marketing there are no village collecting traders or sub-district collecting traders or district traders. Here there are no roles for trading system functions, such as warehousing, sorting, processing and so on. In marketing agricultural products, there are village collecting traders or sub-district collecting traders or district traders so that there are trading functions, such as warehousing, sorting, processing and so on.

External factor matrix analysis, also known as the EFE matrix, facilitates strategy development by summarizing and evaluating economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive information. EFE matrix analysis produces four opportunities and four threats as external strategic factors for the Cattle Corporation Village in Aceh Besar Regency.

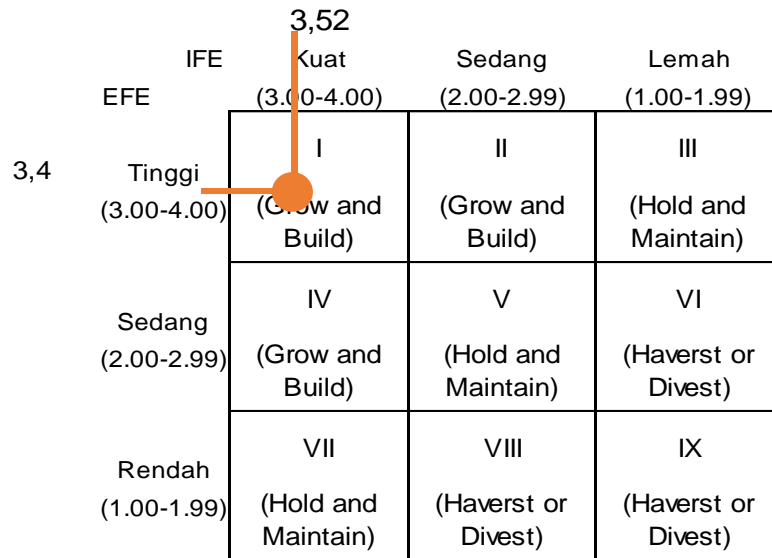
Table 8. EFE Matrix Analysis

No	External Factors	Weight	Ratings	Score
Opportunity				
1	Market demand increases along with population growth	0.12	3	0.36
2	There is government program assistance	0.12	4	0.48
3	Product prices (beef) are relatively stable and increasing	0.13	3	0.38
4	The availability of feed raw materials and agricultural waste is abundant and has not been utilized optimally	0.14	4	0.55
Threat				
1	High level of market and business competition	0.12	3	0.35
2	The spread of livestock diseases in cattle and buffalo is sporadic	0.12	3	0.35
3	Climate change (climate change) such as global warming	0.14	4	0.55
4	Farmers/livestock institutions are still weak	0.12	3	0.36
Total				3.40

Source: Primary Data, 2023

The results of the EFE matrix analysis show that the total external factor score is 3.40. A total score of more than 2.5 indicates a strong external position. The main opportunity in the cattle corporation village is the availability of feed raw materials and agricultural waste which is abundant and has not been utilized optimally with a score of 0.55. The main threat to rural corporate villages is a decline in agricultural production.

At the Matching Stage, the results of the IFE and EFE matrix analysis of the Cattle Corporation Village show that the IFE matrix total weight score of 3.52 is in a high position and the EFE matrix total weight score of 3.40 is in a strong position. This shows that the Village Cattle Corporation is in cell I, which can be described as growing and developing. The image below shows the results of IE matrix analysis.



Picture2. IE Matrix
Source: Primary Data, 2023

To improve its competitive position, it can use intensive and integrative strategies. There are three intensive approaches that can be used. One strategy is market penetration, where companies use aggressive marketing strategies to increase market share. The second strategy is market development, where the company enters its products into new markets through geographic expansion or geographic expansion. The third strategy is product development, where the company tries to increase product sales through innovation, modification and development(Syafira, 2017).

The SWOT Matrix (Strengths, Weaknesses, Opportunities, and Threats) is an analytical tool used to create four types of strategy development: SO Strategy (Strengths-Opportunities), WO Strategy (Weaknesses-Opportunities), ST Strategy (Strengths-Threats), and Strategy WT (Weaknesses-Threats). Analysis of a company's internal and external environment was previously used to determine strengths, weaknesses, opportunities, and threats. The SWOT Matrix will be used as a guide to determine appropriate strategies for the Village Cattle Corporation. The results of the SWOT matrix analysis will show the intensive strategies (market penetration, market development, and product development) and integration strategies (backward integration, forward integration, and horizontal integration) that are most suitable for the Cattle Corporate Village. After that, the next stage is to create a more specific and in-depth strategy through the SWOT matrix, with alternative strategies related to intensive and integrative strategies. Table 10 shows the best combination of the four.

Table9. SWOT Matrix

	<i>Strength (S)</i>	<i>Weakness (W)</i>
	<ul style="list-style-type: none"> a. Availability of sufficient potential land, food and water sources b. High Interest in Breeding c. Use of superior mother cows d. Livestock businesses are integrated with agricultural and plantation businesses 	<ul style="list-style-type: none"> a. Limited capital and reach of financial institutional system services for the community b. Limited Human Resources (HR) of Breeders c. The marketing system is inadequate (does not use scales and does not use cash) d. Lack of diversification of product processing
<i>Opportunities (O)</i>	SO Strategy	WO Strategy
<ul style="list-style-type: none"> a. Market demand increases along with population growth b. There is government program assistance c. Product prices (beef) are relatively stable and increasing d. The availability of feed raw materials and agricultural waste is abundant and has not been utilized optimally 	<ul style="list-style-type: none"> 1. Establish permanent cooperation with the Regional Government in providing program assistance 2. Implementation of integrated livestock areas (clusters) 3. Optimization of livestock businesses in farming systems for both food crops and plantations 	<ul style="list-style-type: none"> 1. Establish animal markets and provide market information 2. Improving guidance for livestock breeders, entrepreneurs/cattle traders
<i>Threat (T)</i>	ST Strategy	WT Strategy
<ul style="list-style-type: none"> a. High level of market competition b. The spread of livestock diseases in cattle and buffalo is sporadic c. Climate change (climate change) such as global warming d. Farmers/livestock institutions are still weak 	<ul style="list-style-type: none"> 1. Intensify control of reproductive diseases and livestock health 2. Improve the function and strengthen the institutional role of livestock breeders both in terms of management and their role in empowering group members 3. Increasing the quantity and quality of cattle production 	<ul style="list-style-type: none"> 1. Manage human resources from a managerial and operational perspective efficiently 2. Creating a forum that can accommodate and manage the group's own business capital

Source: Primary Data, 2023

Next, for the Decision Stage, from the results of the SWOT analysis and strategy grouping, 10 (ten) strategies were obtained for the cattle corporation village, grouped into 6 (six) strategies as follows:

1. Establishing good cooperation with regional governments, educational institutions and the private sector in providing program assistance and developing Corporate Villages (SO2)
2. Optimization of livestock businesses in farming systems for both food crops and plantations (SO3, SO4, ST2, WT1)
3. Increasing the quantity and quality of cattle production (ST3, WO2)
4. Manage human resources from a managerial and operational perspective efficiently (WT1)
5. Providing market information and guidance for breeders, entrepreneurs/traders/cattle (WO1, ST2)
6. Intensifying control of reproductive and livestock health diseases (ST1)

These 6 (six) strategies will be analyzed using the Quantitative Strategic Planning Matrix (QSPM), which is a technique that can objectively determine prioritized alternative strategies. QSPM analysis uses input from IE and SWOT matrix analysis. To determine the value of priority strategies based on the assessment of expert respondents who are competent in the field of Cattle Corporate Village Development in Aceh Besar Regency.

Table10. Selection of Alternative Strategy for Development of Cattle Corporate Villages in Aceh Besar Regency, 2023

No	Strategy Priority	STAS	Rating
1	Establishing good cooperation with regional governments, educational institutions and the private sector in providing program assistance and developing Corporate Villages (SO2)	6,396	4
2	Optimization of livestock businesses in farming systems for both food crops and plantations (SO3, SO4, ST2, WT1)	7,370	1
3	Increasing the quantity and quality of cattle production (ST3, WO2)	6,675	2
4	Manage human resources from a managerial and operational perspective efficiently (WT1)	6,257	5
5	Providing market information and guidance for breeders, entrepreneurs/traders/cattle (WO1, ST2)	6,118	6
6	Intensifying control of reproductive and livestock health diseases (ST1)	6,536	3

Source: Primary Data, 2023

Based on the QSPM analysis, the priority order of the Cattle Corporation Village Development strategy in Aceh Besar Regency was obtained.

1. *Optimization of livestock businesses in farming systems for both food crops and plantations (SO3, SO4, ST2, WT1).*

The livestock and food crops subsector has a strategic position in agricultural development. Optimizing the integration of livestock and food crops with linear design is expected to provide an alternative for increasing income in farming. Apart from that, it is also hoped that it will be able to show the direction of cattle herd development in an area with certain agroecological conditions. This is in line with research by Fahlevi, Deli and Monalisa (2021), by reallocating resources it turns out that income and the efficient use of production factors can be increased significantly. Normatively, farmers need to expand more profitable commodities by developing recommended planting patterns. Especially for medium and large farmers in lowland areas with a fairly low increase in income for the optimal solution, it is necessary to strive for crop cultivation technology that is able to provide a more decent income for farmers. The pattern of integration between crops and livestock, or what we often call integrated agriculture, is a combination of livestock and

agricultural activities. This pattern really supports the provision of manure on agricultural land, so this pattern is often called a zero-waste farming pattern because livestock waste is used for fertilizer, and agricultural waste for animal feed. The integration of animals, livestock and plants is intended to obtain optimal business results, and in order to improve soil fertility conditions. Integration between livestock and crops must be complementary, supportive and mutually beneficial, so that it can encourage increased production efficiency and increase profits from farming results.

2. *Increasing the quantity and quality of cattle production (ST3, WO2)*

To increase the quantity and quality of cattle production, a holistic strategy needs to be implemented. First, selection of parents based on superior genetics can be the main foundation. Furthermore, proper nutrition at every stage of a cow's life is the key to improving production quality. Additionally, effective livestock management is also a key element. By combining all these aspects, farmers can achieve sustainable increases in the quantity and quality of production, increasing competitiveness and providing significant economic benefits. This is in line with Putra (2011), increasing the quality and quantity of cattle cannot be separated from the efficient use of production facilities and infrastructure.

3. *Intensifying control of reproductive and livestock health diseases (ST1)*

Animal health aspects play a very important role in ensuring the sustainability of beef cattle farming businesses. Fast and quality animal health services will contribute to increasing livestock productivity and also preventing the transmission of diseases that have the potential to cause economic and public health losses.

4. *Establish good cooperation with regional governments, educational institutions and the private sector in providing assistance.*

To support the success of cattle corporation village activities, it is necessary to create a business development formulation so that farmers get good results, whether in the short, medium or long term. Support from local governments, both provincial and district, is very necessary for the implementation of this program, including educational and private institutions. With this approach, collaboration between local governments, educational institutions and the private sector can be synergistic and have a greater positive impact on the development of Corporate Villages.

5. *Manage human resources from a managerial and operational perspective efficiently (WT1)*

Breeders can also use market information to sell their products. Providing market information and coaching for cattle breeders, entrepreneurs and traders has a crucial role in ensuring the sustainability and success of their businesses. This program is designed to provide an in-depth look at current market trends, effective marketing strategies, and a better understanding of consumer needs. Through collaboration, information exchange and ongoing development, it is hoped that stakeholders in the cattle farming industry can increase their competitiveness, support animal welfare and contribute to local economic growth. This is in line with research by Suresti and Wati (2012), the high interest of consumers in consuming meat will automatically spur the enthusiasm of breeders to increase their production. With this increase in meat production, it is very possible to develop the market in the future, in addition to the local market where demand always increases every year.

6. *Providing market information and guidance for breeders, entrepreneurs/traders/cattle (WO1, ST2)*

Managing human resources in the context of cattle farming not only requires a deep understanding of managerial aspects, but also requires operational efficiency to ensure livestock welfare and business sustainability. Business sustainability and livestock welfare are no longer just dreams, but are the result of efficient and resilient human resource management. This is in line with Putra's (2011) research, experience is needed to understand the physical and economic environment in which breeders work, the decisions that must be taken, the importance of these decisions, the freedom they have in choosing in relation to

limited resources, relationships with markets and so on. In general, breeders use their limited resources and knowledge to carry out their livestock business patterns so that they still run traditionally. Farmers cultivate their land traditionally with limited capital and work with simple tools. The way to increase farmers' income and welfare is through providing new technology and also providing market information.

5. CONCLUSION AND SUGGESTIONS

5.1. CONCLUSION

Based on the results of calculations and analyzes that have been carried out, it can be concluded that:

1. Based on the SWOT results, the development of the cattle corporation village in Aceh Besar Regency is at the grow and build stage and uses intensive strategies to improve its competitive position, namely with one of the strategies, namely market penetration.
2. Based on the QSPM results, six priority strategies were selected in sequence: 1) Optimization of livestock business in the farming system, both food crops and plantations; 2) Increasing the quantity and quality of cattle production; 3) Intensify control of reproductive diseases and livestock health; 4) Establish good cooperation with regional governments, educational institutions and the private sector in providing program assistance and developing Corporate Villages; 5) Manage human resources from a managerial and operational perspective efficiently; and 6) Providing market information and guidance for cattle breeders, entrepreneurs and traders.

5.2. SUGGESTIONS

Based on the results of the research, there are things that need to be done further, including:

1. UFor the development of beef cattle in the Cattle Corporation Village area in Aceh Besar Regency, a pattern that can be implemented through integration is adapted to agricultural cultivation in the area, such as the pattern of beef cattle development integrated with food crop cultivation, plantations and production forests.
2. BeBased on the beef cattle area development framework, it can be carried out in a two-stratum pattern where the Department that handles the livestock function and the Aceh Cattle Superior Livestock Breeding Center are the core while the smallholder farmers are the plasma with an economic development scale (minimum 10 heads), based on an integrated agribusiness approach.

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