



## QSPM Analysis to Determine the Strengthening Strategy of Livestock Farmer Groups in Barru Sub-District, Barru Regency

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Article History	Abstract
Received: 09 July 2023 Revised: 11 August 2023 Accepted: 19 August 2023	<p><i>This study aims to formulate a strategy for strengthening livestock farmer groups and determining priority strategies for strengthening beef cattle farmer groups in Barru District, Barru Regency. The research was conducted in March 2021, employing a qualitative approach with a case study strategy. The research analysis methods utilized in this study were the SWOT analysis method and the QSPM analysis method. The conclusion of this research is that the priority strengthening strategy suitable for the institutional conditions of livestock farmer groups in Sepe'e Village includes: optimizing the role of the group (members and group managers), enhancing human resource capacity, optimizing land functions, improving the quality and market-oriented practices of beef cattle fattening businesses, and fostering partnerships with livestock farming in the field of financial institutions.</i></p>
CC License CC-BY-NC-SA 4.0	<b>Keywords:</b> Strengthening Strategy, Livestock, Farmer Groups

### 1. Introduction

The success of a livestock farming enterprise can provide significant sustainable benefits to society, particularly to farmers, encompassing economic, social, and ecological advantages (Hudiyani et al., 2017). The optimization of these benefits can be achieved when the farming activities are supported by strong farmer organizations. This is because farmer organizations play a strategic role in nearly every stage of farming, ranging from the management of production factors, the production process, post-harvest activities, to the marketing of products (Santoso & Darwanto, 2015).

The establishment of farmer group institutions aims to enhance and develop the capabilities of farmers and their families as active participants in group approaches, thereby contributing more effectively to development. Improved farming activities result in increased productivity, subsequently raising the income of livestock farmers and supporting better welfare for both farmers and their families. The nurturing of these farmer groups needs to be carried out more intensively and purposefully, thus enhancing their roles and functions (Ikbal, 2014).

Barru Regency is the area with the highest population of Bali cattle in South Sulawesi. Statistical data (BPS, 1994) indicates a yearly increase in the population of beef cattle, making beef cattle a reliable potential for population growth through breeding development, as well as enhancing farmers' skills through group institutions in Barru Regency.

In Barru District, a phenomenon is observed: the development of beef cattle is carried out both individually and collectively. Livestock farmer groups are generally formed based on technical convenience to facilitate coordination during government activities or programs, resulting in a program-oriented approach that lacks group independence and sustainability. The current situation shows many livestock farmer groups not functioning due to member abandonment. The economic performance of rural areas is predominantly weak in agriculture and livestock, partly due to low institutional capacity. A weak point in the livestock agribusiness system in Barru District, especially in Sepe'e Village, is the absence of a robust economic organization for beef cattle farmers, which is characteristic of modern farmers or those with business orientation. This is due to a lack of clear planning for post-formation activities of the group, incomplete organizational structure, and the group not functioning according to its roles. The current efforts of beef cattle farmer groups in Sepe'e Village are hindered by several factors, such as group management, provision of production facilities, working capital, and member collaboration networks.

Therefore, deriving from the realities and aspirations stated above, the appropriate strategy for livestock farmer groups becomes a solution to the issues faced by farmer/livestock members, making it an interesting topic to explore. Based on the current circumstances, the focal point of inquiry is "What should be the strategy to strengthen the institutional framework of livestock farmer groups in Barru District, Barru Regency.

## 2. Materials And Methods

This research was conducted in March 2021, in Sepe'e Village, Barru District, Barru Regency. The research employed a qualitative approach with a selected case study strategy. The research analysis methods used in this study included the SWOT analysis method, and the final stage analysis (decision stage) was conducted using the QSPM analysis. The utilization of these analyses aimed to determine the priority strategies among several alternative strategies that were generated in the previous analysis stage.

## 3. Results and Discussion

IFAS Matrix (Internal Factor Analysis Summary)

Below is the table presenting the calculated values from the IFAS (Internal Factor Analysis Summary) matrix:

**Table 1: IFAS Matrix**

<b>Internal Strategy Factors (Strength)</b>	<b>Weight</b>	<b>Rating</b>	<b>Value</b>
Availability of land in Sepe'e Village	0,11	3,23	0,36
Strategic location	0,13	2,67	0,35
The age of the group members is included in the productive category	0,15	2,97	0,45
Group members are experienced in beef cattle business	0,15	3,50	0,53
Subtotal	0,54		1,69
<b>(Weaknes)</b>			
Minimal infrastructure and facilities	0,12	2,10	0,25
The bargaining position of farmers in marketing is low	0,13	2,37	0,31
Group members lack interest and motivation	0,12	1,67	0,20
The knowledge of group members in developing beef cattle business is still minimal	0,09	1,80	0,16
Subtotal	0,45		0,92
<b>Total</b>	<b>1,00</b>		<b>2,61</b>

Source: Primary Data After Processing, 2022

EFAS Matrix (External Factor Analysis Summary)

The following table results from the calculation of values from the EFAS matrix (External Factor Analysis Summary):

**Table 2: EFAS Matrix**

<b>External Strategy Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Value</b>
<b>(Opportunity)</b>			
The rapid development of science and technology and information technology	0,12	3,07	0,37
Increasing public awareness of consuming animal protein	0,14	3,53	0,49
Market demand for beef cattle continues to increase	0,16	2,77	0,44
The government has a big role	0,16	3,17	0,51
Subtotal	0,58		1,81
<b>(Threat)</b>			
The enactment of the free market era (free trade)	0,06	2,83	0,17
There is an outbreak of reproductive and infectious diseases in beef cattle	0,16	3,00	0,48
Limited application of technology	0,08	2,00	0,16
Limited financial institution	0,06	2,07	0,12
Subtotal	0,41		0,93
<b>Total</b>	<b>1,00</b>		<b>2,74</b>

Source: Primary Data After Processing, 2022

### SWOT Matrix

Based on the identification of internal factors (strengths and weaknesses) and external factors (opportunities and threats) for strengthening the institutional framework of livestock farmer groups in Sepe'e Village, the SWOT matrix consists of four alternative strategies: SO, strategy (Strengths-Opportunities), WO strategy (Weaknesses-Opportunities), ST strategy (Strengths-Threats), and WT strategy (Weaknesses-Threats). The SWOT matrix is presented in the following table:

**Table 3: Strengthening Strategies for Livestock Farmer Groups in Sepe'e Village**

<i>Internal factors analysis summary (IFAS)</i>	<b>(Strength)</b>		<b>(Weakness)</b>	
	<i>External factors analysis summary (EFAS)</i>	1. Availability of land in Sepe'e Village	2. Strategic location	3. The age of the group members is included in the productive category
	1. Minimal infrastructure and facilities	2. The bargaining position of farmers in marketing is low	3. Group members lack interest and motivation	4. The knowledge of group members in developing beef cattle business is still minimal
<b>(Opportunity)</b>	Strategy SO		Strategy WO	
1. The rapid development of science and technology and information technology	2. Increasing public awareness of consuming animal protein	3. Market demand for beef cattle continues to increase	4. The government has a big role	
	1. Optimizing land functions.	2. Optimizing the role of the group		1. Increasing the capacity of human resources
<b>(Threat)</b>	Strategy ST		Strategy WT	
The enactment of the free market era (free trade)	There is an outbreak of reproductive and infectious diseases in beef cattle	Limited application of technology	Limited financial institution	
	1. Improving quality and market-oriented cattle fattening business practices			1. Developing farm-livestock partnerships in the field of financial institutions.

Source: Primary Data After Processing, 2022

Based on the table above, there are several alternative strategies for strengthening livestock farmer groups in Sepe'e Village:

Strategy S - O (Strength - Opportunity) The strategies obtained by combining strengths and opportunities of the livestock farmer group institution are:

- 1) Optimizing land function
- 2) Maximizing the role of the group

Strategy S - T (Strength - Threats) The strategy obtained by combining strengths and threats of the livestock farmer group institution is:

- 1) Enhancing human resource capacity

Strategy W - O (Weakness - Opportunity) The strategy obtained by combining weaknesses and opportunities of the livestock farmer group institution in Sepe'e Village is:

- 1) Improving quality-oriented and market-oriented beef cattle fattening practices.

Strategy W - T (Weakness - Threats) The strategy obtained by combining weaknesses and threats of the livestock farmer group institution is:

- 1) Developing partnerships with livestock farming in the field of financial institutions.

### Decision Stage

The decision stage is the final phase in strategy formulation. In this stage, the best and prioritized alternative strategies are selected for implementation by the livestock farmer group. The tool used for analysis is the QSPM (Quantitative Strategic Planning Matrix).

The Quantitative Strategic Planning Matrix (QSPM) is a tool that allows strategy developers to objectively evaluate alternative strategies based on key internal and external success factors identified earlier (David 2009). This technique objectively indicates which alternative strategies are best to be adopted by the livestock farmer group in Sepe'e Village, Barru District, Barru Regency. QSPM utilizes inputs from the analysis in stage 1 and the results of analysis in stage 2. The Quantitative Strategic Planning Matrix (QSPM) analyzes eight alternative strategies derived from the SWOT analysis results. The QSPM analysis will yield priority strategies to be undertaken by the livestock farmer group based on assessments provided by two respondents. The Total Attractiveness Score (TAS) from each respondent will be summed and averaged to generate the final summed TAS value. The first priority is the strategy with a Total Attractiveness Score (TAS) sum greater than the other strategies. The sequence of strategies with the largest to the smallest TAS values represents the priority order of strategies. The alternative strategies are presented in the following table:

**Table 4:** Alternative Strategies for Strengthening the Institutional Framework of Livestock Farmer Groups in Sepe'e Village, Barru Regency.

Priority	Strategy	TAS Score
I	Optimizing the role of the group	5,43
II	Increasing the capacity of human resources	5,35
III	Optimizing land functions	5,24
IV	Improving quality and market-oriented cattle fattening business practices	4,27
V	Developing farm-livestock partnerships in the field of financial institutions	4,21

Source: Primary Data After Processing, 2022

Based on Table 4, the prioritized strategies suitable for strengthening the institutional framework of livestock farmer groups in Sepe'e Village, Barru District, Barru Regency are as follows:

#### I) Optimizing the Role of the Group (Members and Group Managers)

Utilizing the strength of productive age members and their experience, this strategy involves optimizing the group's role. This strategy could be utilized to enhance the livestock farmer group and leverage external opportunities. Groups can serve as platforms for learning, cooperation among members, and joint production units (Subekti et al., 2015).

#### II) Enhancing Human Resource Capacity

This strategy aims to improve business capabilities through training that addresses specific needs and challenges in business development (Fatony Nur, Nurmalina Rita, 2021). Enhancing human resource

capacity within the livestock farmer group could address technical, managerial, and social weaknesses among all members. Utilizing external opportunities, such as government programs targeting farmer groups, government policies supporting farmer groups, and the attention of advisors, can support the implementation of this strategy.

### III) Optimizing Land Function

The internal strength of having ample land for livestock feed crops and a strategically located area for beef cattle development could be harnessed for external opportunities. This aligns with local regulations to sustainably manage agricultural land and maintain ecological balance.

### IV) Improving Quality-Oriented and Market-Oriented Beef Cattle Fattening Practices

As the market evolves, there is a need to enhance beef cattle fattening practices. External threats can be addressed through strategies focusing on improving the quality of fattening practices. This can be achieved by optimizing internal strengths such as experienced members, vast land for feed production, and efficient use of crop residues.

### V) Developing Partnerships with Financial Institutions in Livestock Farming

One of the weaknesses identified in the livestock farmer group in Sepe'e Village is limited access to financial institutions. To address this weakness, partnering with various entities can be an effective solution. Establishing cooperative relationships ensures sustainable marketing and trust, enabling continuous business development (Sularno & Jauhari, 2017).

Overall, the combination of internal strengths and external opportunities forms the basis for prioritizing and implementing these strategies to strengthen the institutional framework of the livestock farmer groups.

## 4. Conclusion

The conclusion of this study is that the prioritized strengthening strategies that align with the institutional conditions of livestock farmer groups in Sepe'e Village are as follows:

1. Optimizing the role of the group (both members and group managers).
2. Enhancing human resource capacity.
3. Optimizing land utilization.
4. Improving the quality and market-oriented practices of beef cattle fattening.
5. Developing partnerships in livestock farming with financial institutions.

These strategies are identified based on a comprehensive analysis of internal and external factors and are deemed appropriate for addressing the challenges and opportunities faced by the livestock farmer groups in Sepe'e Village. By implementing these strategies, the groups can enhance their overall efficiency, productivity, and sustainability, contributing to the betterment of both farmers and the local community.

### Conflict of interest:

The authors declare no conflict of interest.

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