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ETAWA GOAT BUSINESS DEVELOPMENT STRATEGY IN KARANGANYAR VILLAGE LANGSA CITY

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ABSTRACT

Karanganyar Village is located in Langsa City and has prospects for Etawa goat farming (*Capra aegagrus hircus*). The demand for meat produced by Etawa goats (milk and meat) constantly increases. Efforts have been made to increase the livestock population, production, and productivity to meet market demand. Quantitative descriptive research was conducted to analyze the external and internal factors influencing the development of the Village-owned enterprises (BUMG) for Etawa goat farming in Karanganyar Village, Langsa Baro District, Langsa City, and to formulate a business development strategy. The research locations were purposefully chosen using the purposive method, and the respondents were selected using the purposive sampling method. The study included 5 respondents: livestock owners, managers, disease supervisors and controllers, expert lecturers, and consumers. Data was collected through a questionnaire, and the respondents were determined using purposive sampling. The data were analyzed using the EFE matrix, IFE matrix, and SWOT matrix to analyze the external factors (opportunities and threats) and internal factors (strengths and weaknesses). The results of this study indicate that to increase goat milk production. Several measures can be taken, such as increasing the goat population, increasing the number of male broodstock to accelerate breeding, using substitute feed such as tofu dregs as an additional main feed along with forage, and utilizing goat manure as organic fertilizer. Establishing strict operational standards (SOP) and supervision by relevant agencies is urgently needed to ensure the effective implementation of the policies and the success of the goat farming business in Karanganyar Village.

Keywords: development strategy; etawa goats; SWOT analysis.

INTRODUCTION

The livestock sub-sector plays an important role in Indonesia's economic growth and is a driving force for development, especially in rural areas (Agus & Widi, 2018). The livestock sector significantly contributes to Indonesia's gross domestic product (GDP). According to data from the Central Statistics Agency (BPS, 2022), the livestock sub-sector contributes around 13.4% to Indonesia's GDP. The livestock sector also has great job creation potential (Keeling et al., 2019). Broiler and dairy farming, for example. It can create many jobs. From farmers. Milk collectors. Egg collectors. to milk and meat processing factory workers (Neethirajan, 2020). The livestock sub-sector also makes a significant contribution to Indonesia's exports. Livestock products such as meat. Eggs and milk can be exported to other countries so that they can increase the country's foreign exchange (Chatellier, 2021).

Meat and milk from livestock. Such as cows and goats. have long been sources of animal protein for humans (Wanapat et al., 2015). Consumption of meat and milk. Which are rich in protein. Vitamins and minerals. In recent years, they have been important in meeting human nutritional needs (Górska-Warsewicz et al., 2019). The demand for livestock products has increased along with the growth of the human population and changes in the consumption patterns of people who consume more animal products (Komarek et al., 2021). Cattle and goats are the main focus of efforts to meet

these needs. Both are the most widely developed livestock species for meat and milk production. They also have high economic value (Khanal et al., 2022).

However. the goat population experiences high yearly fluctuations (Miller & Lu, 2019). Various factors cause these fluctuations. Such as climate change. Inadequate feed quality. And disease attacks (Hampton et al., 2021). Therefore. More serious efforts are needed to increase goat production and productivity to meet the growing market demand. Currently, fresh milk production in Indonesia is facing problems in terms of insufficient production (Sakti & Purwanti, 2019), according to data from (Kementerian Pertanian, 2021). Fresh milk production in Indonesia in 2020 reached only around 2.9 million tons. In comparison, the national demand for fresh milk was approximately 6.5 million tons per year. This indicates that Indonesia still imports significant fresh milk to fulfill its national consumption needs.

Karanganyar is located in Langsa. Baro District. Langsa City. Aceh Province. Indonesia. This area has great potential for developing Etawa goats (*Capra aegagrus hircus*). The Etawa goat originates from the Etawah region in India and is currently widely cultivated in Indonesia (Winaya et al., 2017). Etawa goats have several advantages over other types of goats. One of which is high milk productivity. Averaging 3-4 liters of milk daily at peak production (Sumarmono, 2022). Additionally. Etawa goat milk is of good quality. Rich in nutrients. And low in fat, making it economically valuable (Nayik et al., 2021). In Karanganyar Village. The development of Etawa goat farming has been carried out for the past few years. This is due to the increasing demand for Etawa goat milk, both for direct consumption and for processing into products such as cheese, yogurt and more. Furthermore. the Etawa goat farming business is also expected to positively contribute to the local economy and reduce dependence on imported products.

In operating the Etawa goat farming business, various obstacles are encountered, both from external factors such as unpredictable weather and competition with competitors. as well as internal factors like the lack of employee skills and the inability to meet the high demand for goat milk (Agus & Widi, 2018). Therefore. Conducting in-depth research is necessary to identify the factors influencing livestock development and the constraints faced. Farmers must devise the appropriate business development strategy to ensure success and sustainable growth (Cyrilla et al., 2016).

The information in this research is needed to develop a goat farming business. The livestock service urgently needs the results of this study. Industry, community and related parties. Research on business development information for Etawa goats has been conducted on a small scale, and similar research has never been done in Karanganyar Village. Given the prospects in the village, this research is of utmost importance. A similar study was conducted by Prasetyo & Nurkholis (2018). but it did not discuss the external and internal factors affecting the development of Etawa goat farming. This study aims to determine the development strategy for Etawa goats by analyzing the internal and external factors that influence the development of BUMG Etawa goats in Karanganyar Village. Langsa Baro District. Langsa City.

MATERIALS AND METHODS

The research was conducted at BUMG Dairy Goat Farm in Karang Anyar Village. Langsa Baro District. Langsa City from October 2020 to November 2020. This research consisted of quantitative research and descriptive research. Quantitative research examined specific populations using quantitative data collection and analysis instruments. Meanwhile, descriptive research aims to describe and explain the facts and characteristics of an object found in the field (Math Asnavy. Mohd Harisudin, 2017). Descriptive research can also be referred to as a survey because data is collected through interview techniques. The research location was determined using the purposive method, while the selection of respondents used the purposive sampling method, which is a sampling technique that gathers data from specific target groups (Utami et al., 2019). The number of respondents in this study was five people. Consisting of livestock owners. Livestock managers. Disease supervisors and controllers, expert lecturers, and consumers.

The method used to collect primary data is through direct observation in the field. Conducting interviews and administering questionnaires to each selected respondent. In this step, secondary data is obtained by requesting reports on the activities of companies and other institutions/agencies related to the research. External factors that influence research on animal husbandry are introduced. These factors include the general environment (such as politics, economics, socio-culture, and technology) and the industrial environment. which involves the five competitive forces (i.e., competition between similar companies and the possibility of new competitors). Potential substitute products. Negotiations with sellers or suppliers and negotiations with buyers or consumers). This process identifies all the opportunities and threats the livestock business faces. These opportunities and threats are important

success factors used as variables in formulating strategies (Purnomo et al., 2017). In the internal environment analysis phase, the internal factors of goat farming were identified.

Involving various aspects such as management, production, marketing, finance, research and development. And management information systems (Math Asnavy. Mohd Harisudin, 2017). In this study, these success factors become the basis for determining the priority of the strategy to be selected after going through the stages of strategy formulation. The SWOT analysis approach (Farzana Choudhary et al., 2018) was used to analyze data, which included qualitative and quantitative data. Each factor scores 1 (very bad) to 4 (very good) to assess internal and external factors. The data processing process will follow certain stages according to the SWOT analysis approach to identify internal and external livestock factors, which will then be used to prioritize the best business development strategy. The stages of the data analysis method include descriptive analysis, external environment analysis, internal environment analysis, SWOT analysis (external strategy factor matrix (Azizah, 2020), internal strategy factor matrix (Cyrilla et al., 2016), analysis phase (Shapiro et al., 2017), and SWOT matrix (Farzana Choudhary et al., 2018)

RESULTS AND DISCUSSION

Characteristics Respondent

The individuals involved in this research possess knowledge, experience, and information about Etawa goat farming owned by a State-Owned Enterprise (BUMG) in Karang Anyar Village. Langsa Baro District. Langsa City. The selected respondents (Table 1) comprise livestock owners, livestock managers, animal disease supervisors and controllers, expert lecturers and involved consumers.

Table 1. Characteristics of respondent

No	Work	Age (Years)	Education	Gender
1	Farm Owner	49	Senior High School	Man
2	Livestock Manager	30	Senior High School	Man
3	Animal Disease Supervisor and Controller	35	Bachelor	Woman
4	Expert Lecturer	45	Masters	Man
5	Consumer	29	Bachelor	Man

Table 1 shows livestock owners and managers aged between 49 and 30 years, indicating that they are in their productive age (WHO, 2022). At this age, breeders and managers take their business seriously and acquire new information and knowledge more quickly, Which can support the ongoing Etawa goat farming business. Etawa goat farms in this area have good supervision. as evidenced by the field expertise of disease controllers and managers. The disease is one of the factors that can lead to failure in goat farming (Lianou et al., 2022). Suppose sick goats are not handled properly. It can result in death. Goats require special handling, particularly newborns (Key et al., 2018). Consumers in this business demonstrate a high level of education, indicating that they understand the quality of Etawa products produced. Therefore. to maintain a stable market. The level of consumer satisfaction is always considered (Cyrilla et al., 2015b).

Internal and External Factors

Internal and External Factors in Table 2 contain the analysis results of Etawa goats owned by BUMG in Karang Anyar Village. Langsa Baro District. Langsa City. There is information on opportunities and threats from the external environment. as well as strengths and weaknesses from the internal environment of the pond. The table shows the analysis results of the general environment, such as politics, economics, and socio-cultural and technological factors. as well as the industrial environment. Including competition between similar companies, the possibility of new competitors entering the market, the potential for the development of substitute products and the bargaining power of sellers/suppliers and buyers/consumers. By identifying external factors on the farm. We can obtain opportunities and threats that influence the strategy's success for developing the Etawa goat farming business owned by BUMG in Karang Anyar Village. Langsa Baro District. Langsa City.

Table 2. EFE matrix

No	Identification of the External Environment	Weight Average	Rating Average	Weighted Value
	External Factors Opportunities			
1	Demand for goat meat for cooking and events	0.098	3.4	0.333
2	High demand for dairy products	0.087	3.6	0.313
3	Wide open goat milk market	0.086	3.8	0.326
4	Few competing manufacturers	0.111	3.2	0.356
5	Income opportunities from waste treatment	0.090	3.4	0.306
	Total			1.635
	External Factors Threats	0.096	3.4	0.325
1	Limited availability of forage feed			
2	Availability of similar products	0.121	2.6	0.316
3	Development of an unfavorable environment	0.130	2.6	0.339
4	Seasonal conditions	0.099	3.4	0.337
5	The existence of competitors in the same business	0.081	3.6	0.292
	Total			1.609
	Total External Factors			3.244
	Difference O - T			0.026

The analysis includes management, production, marketing, finance, research and development, and management information systems (Table 3) in the internal livestock environment. By identifying these internal factors, several strengths and weaknesses will be obtained, which become strategic factors influencing the success of BUMG's Etawa goat farming development strategy in Karang Anyar Village. Langsa Baro District. Langsa City.

Table 3. IFE matrix

No	Internal Environment Identification	Weight Average	Rating Average	Weighted Value
	Faktor Internal Strenght	0.086	3.6	0.311
1	Goat milk has benefits and high nutritional value.			
2	Forage feed substituted with tofu pulp	0.090	3.6	0.324
3	Good goat quality	0.107	3.2	0.341
4	High milk price with maintained quality	0.110	2.8	0.308
5	Goats are easy to breed	0.108	3.0	0.324
	Total			1.608
	Internal Factors Weakness	0.099	3.4	0.336
1	Limited cage space			
2	Limited grass availability	0.114	2.6	0.297
3	Untreated waste pollution	0.093	3.6	0.335
4	Limited milk production	0.087	3.6	0.315
5	Limited quality of human resources	0.106	3.0	0.317
	Total			1.600
	Total Internal Factors			3.207
	Difference S- W			0.008

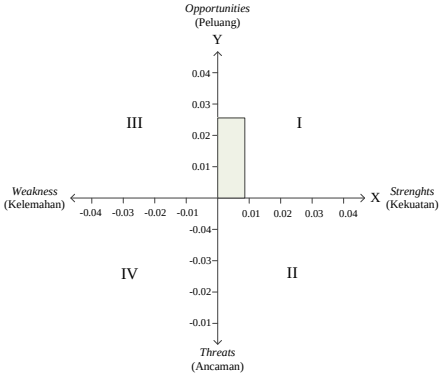

Figure 1. SWOT diagram

After calculating the difference in the farm's total weight of internal and external factors, The next step is formulating alternative strategies through quadrant positioning in the SWOT analysis diagram. The strategic position of the farm is determined based on the coordinates located in quadrants I, II, III, or IV in the SWOT diagram. The aim is to identify the type of strategy suitable for the farm, whether it is aggressive, diversification, turnaround, or defensive. Figure 1 shows the SWOT analysis diagram.

To find strategic options for the company. The SWOT matrix is used by combining internal and external strategic factors. These factors are obtained from identifying internal and external factors, represented by weight values in the IFE and EFE matrices. Furthermore, The formulation of alternative strategies is based on developing four strategies: SO, WO, ST, and WT. The quadrants resulting from the comparison of internal and external factors in the SWOT analysis are shown in Table 4. From Table 4, it can be seen that the following SO strategies are being used:

1. Increase the number of goats. Increasing the production of goat milk is expected to meet the demand for goat milk from customers.
2. Increase the number of male breeders to improve breeding efficiency, hoping to produce higher-quality offspring. Therefore, it is necessary to add the number of males in the population to optimize the breeding process.
3. In anticipation of a shortage of forage as the main feed for goats. Substitute feed, such as tofu residue, can be used as a supplement to forage.
4. Goat manure, Which is usually discarded and has the potential to pollute the environment, can be utilized to produce organic fertilizer. Thereby increasing farmers' income through processing.

Table 4. SWOT matrix

Internal Factors / External Factors	Strength	Weakness
	1. Goat milk has benefits and high nutritional value 2. Forage feed substituted with tofu pulp 3. Good quality goat livestock 4. High milk price with maintained quality 5. Goats are easy to breed	1. Limited cage space 2. Limited availability of grass 3. Untreated waste pollution 4. Limited milk production 5. Limited quality of human resources
Opportunities	S-O Strategy	W-O Strategy
1. Goat meat demand for cooking and events 2. High demand for dairy products 3. Wide open goat milk market 4. Few competing producers 5. Income opportunities from waste processing	1. Increase the number of goats to increase goat milk production. 2. Increase the number of breeding males to optimize the breeding process. 3. Utilizing substitute feed such as tofu pulp to accompany forage feed as the main feed 4. Utilizing goat waste to be used as organic fertilizer	1. Expanding existing land 2. Collaborate with waste processors to produce organic fertilizer 3. Increase the number of livestock so that the reproduction process is faster and more numerous 4. Conduct training for human resources on goat cultivation to produce good-quality goats
Threats	S-T Strategy	W-T Strategy
1. Limited feed availability due to small land area and dry season 2. Competitor's more skilled labor 3. Unfavorable urban environment 4. Unpredictable season 5. Competitors from other breeders with more competitive quality and prices	1. Looking for partners who can supply grass feed 2. Utilize the good quality of dairy products and marketing about goat milk nutrition so that people around the city are interested in consuming goat milk.	1. Conduct training and guidance for workers and farmers in running livestock businesses. 2. Establish cooperation with grass feed providers who have large areas of land.

There are several similarities and differences based on the research on the factors that influence the Etawa goat livestock business. Several studies have shown that the opportunity factors owned by Etawa goat farms include a high demand for goat meat, a high demand for goat milk products, and a broad market (Miller & Lu, 2019; Tesfaye et al., 2015; Devendra, 2015). In line with the opportunity factors mentioned in the context of Etawa goat farming in Karang Anyar Village. Namely the demand for goat meat for certain dishes and occasions. The community's high demand for dairy products and the wide market for goat milk.

However, there are differences in the opportunity factors owned by Etawa goat farms and other regions. For example. in other areas. The opportunity factors include government support in animal husbandry programs, good technology, and market access (Kebebe et al., 2019; Baltenweck et al., 2020). Meanwhile, the threat factors faced by Etawa goat farms in other studies include competition with similar products that are cheaper and of higher quality (Cyrilla et al., 2015), limited natural resources (Dubeuf, 2022) and climate change (Cyrilla et al., 2016). This is different from the threat factors faced by Etawa goat farms in Karang Anyar Village. Namely, limited feed availability due to limited land and dry seasons, more skilled labor competitors, an unsupportive urban environment, uncertain seasons and competition from other breeders that are more competitive in quality and price.

In terms of strategies that can be taken to overcome threat factors, several studies show steps that can be taken. These steps include increasing the quality and productivity of livestock (Mada, 2018) and seeking alternative feeds (Pazla & Arief, 2023). improving product and service quality (Sepe & Argüello, 2019), and establishing partnerships with related parties (Celozzi et al., 2022). These steps are in line with the actions that can be taken by Etawa goat farms in Karang Anyar Village to overcome the threat factors they face.

In this case. Even though there are differences in the opportunities and threats faced by Etawa goat farms in various regions, the strategies that can be implemented to overcome these threat factors tend to be similar. Therefore. Etawa goat farms in Karang Anyar Village can adopt a strategy that has proven effective in overcoming the threat factors to Etawa goat farms in other areas, for example. Research conducted by Damry (2018) discusses the factors that affect the productivity of Etawa goats in Palu. The results showed that the factors influencing the productivity of Etawa goats are internal factors, such as genetics and management. as well as external factors, such as feed and the environment in this context. The strength factors are owned by BUMG's Etawa goat farm in Karang Anyar Village. Langsa Baro District. Langsa City is goat's milk, which has high nutritional value. The quality of milk products is maintained, and BUMG owns the quality of Etawa goat's milk. Goats kept for easy breeding can be compared with internal factors such as management and genetics that affect the productivity of Etawa goats. Meanwhile. The weak factors owned by BUMG's Etawa goat farm in Karang Anyar Village. Langsa Baro District. Langsa City. Namely the limited area of the enclosure. Limited grass consumption and the absence of waste treatment that pollutes the environment can be compared with external factors such as feed and the environment that affect the productivity of Etawa goats.

In this study. The total score of the EFE matrix was 3.244. and the difference between the values of opportunities and threats was 0.026. This shows that the opportunity factor has a greater influence on farming performance than the threat factor. Additionally, the total score of the IFE matrix is 3.207, and the difference between the values of strengths and weaknesses is 0.008. This shows that the strengths and weaknesses factors are almost balanced in their influence on farming performance.

Based on the SWOT diagram mapping results, ponds are in Quadrant I, namely the quadrant with good internal strengths and good external opportunities. Therefore, the recommended strategy is an aggressive strategy for business development. In an aggressive strategy, the pond will utilize its internal strengths to take advantage of existing external opportunities (Cyrilla et al., 2016) to significantly improve business performance and growth (Escribano & Development, 2017). An aggressive strategy can be carried out by diversifying products, expanding markets, or acquiring businesses. When carrying out an aggressive strategy, livestock must also consider possible risk factors. Such as intense competition and changes in market conditions or other business risks (Adamseged & Grundmann, 2020).

To address these risks, farms can conduct risk analysis and develop effective mitigation plans (Kerer et al., 2015). Additionally, farms must strengthen their internal capabilities. such as improving product quality, optimizing human resources and enhancing financial management (Math Asnavy. Mohd Harisudin, 2017). Apart from the aggressive strategy, Other strategies can be considered based on the SWOT analysis results. A defensive strategy can be employed if the farm falls into quadrant II, representing good internal strength but significant external threats (Gaga, 2021). A diversification

strategy can be pursued if the farm falls into quadrant III, characterized by internal weaknesses but favorable external opportunities. The fallback strategy can be adopted if the farm falls into quadrant IV, representing internal weaknesses and significant external threats (Purnomo et al., 2019). While implementing any strategy, farms must have clear and measurable plans and be able to adapt quickly to changes in the business environment (Bubenik et al., 2022). SWOT analysis and strategies can guide livestock farmers in developing more sustainable and successful businesses.

CONCLUSIONS AND SUGGESTION

Based on the research, the development strategy for the Etawa goat business in Karanganyar Village Langsa City can be implemented by analyzing internal and external factors. These factors include increasing the number of goats to enhance goat milk production, increasing the number of male breeders to improve the breeding process, utilizing alternative feeds such as tofu dregs to supplement forage feed as the primary source, and utilizing goat manure as organic fertilizer. To determine the effectiveness of each strategy, It is crucial to have management and control from relevant parties. This ensures that the efforts put in place can run smoothly and positively impact the growth of the Etawa goat farming business in Karanganyar Village. Langsa City.

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