



Strategic analysis of long term with swot and QSPM methods (case study at fatabarfarm in grobogan)

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ABSTRACT

This study aims to examine one of the MSMEs (Micro, Small, and Medium Enterprises) of Fatabar Farm, which operates in the goat farming sector in the Grobogan area. The research seeks to reevaluate its develop a structured long-term strategy for its business operations. The objective of this research is to determine the most appropriate strategy by analyzing the long-term strategy using SWOT analysis and the QSPM matrix. This approach aims to formulate new strategies that enhance the competitive advantage of the livestock business. The methods used include SWOT analysis and the QSPM, comprising several steps such as the IFAS matrix, EFAS matrix, IE matrix, IE combination matrix, and QSPM. The research was conducted using qualitative methods, including interviews and observations at Fatabar Farm in Grobogan. The results of the IFAS and EFAS matrices indicate that Fatabar Farm's SWOT analysis is above average, as evidenced by an IFAS final score of approximately 2.92 and an EFAS final score of 3.42. The IE matrix also shows that the company is positioned in Cell II, which signifies a "grow and build" phase. Thus, based on the SWOT method, Fatabar Farm is proven to be viable for expansion and development using this strategy. In the SWOT strategy combination, Fatabar Farm is more advantageous when focusing on the combination of strengths and opportunities, particularly emphasizing high-quality, naturally sourced, and its strategic location as an agro-tourism destination. Meanwhile, the QSPM matrix results indicate that the best strategy is strategy 1, with a score of 5.14.

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1. INTRODUCTION

Fatabar Farm is a small and medium enterprise (SME) established in 2018, specializing in goat farming. This farm manages two types of goats: goats bred for Etawa goat milk production and goats for meat processing. This research focuses on examining the strategies used in milk goat farming. Fatabar Farm not only cultivates goats but also sells breeders, goat kids, meat, and milk (Karima et al., 2022).

Fatabar Farm is located in Timongo, Jeketro Village, Grobogan Subdistrict, Grobogan Regency, Central Java. The farm was founded to improve the living standards of the community around its location. Beyond being a farm, Fatabar Farm has evolved into a popular agro-tourism and educational center. The farm actively participates in environmental conservation activities, such as tree planting and maintaining cleanliness in the area. Its achievements are proven through various awards, including 1st Place in the Livestock Farming and Product Processing Competition at the Grobogan Regency Level in 2018 and the National-Level Quality and Productivity Improvement Award for Livestock Farming and Product Processing (P2MP2HT) in 2020.

The farm also features an educational center through the PKBM Hebat (Great Community Learning Activity Center) program. Fatabar Farm ensures high-quality goat milk by maintaining health, hygiene, and providing nutritious, vitamin-rich feed. The feed includes processed soybean, corn, bran, and polar. Corn waste is sourced from Demak Regency and processed using a silage method, where the plants are chopped, dried, and maintained at a 60% moisture content.

The regulation of the Minister of Agriculture of the Republic of Indonesia number 25 of 2023 article 2 no 2 reveals that NTDSP activities are carried out to empower livestock and business actors such as livestock investment, improving the quality of food and non-food, developing business utilization of technology, marketing, and promotion of animals and the implementation of Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises and Regulation of the Minister of Agriculture number 13 concerning Livestock Business Partnerships. This is closely related to Fatabar Farm MSMEs for their development in business ventures, especially in the qualities, strengths, and opportunities seen at Fatabar Farm

The business world now utilizes agrotourism to introduce the products they sell, several agrotourism trends can be applied in Fatabar Farm, namely tourism villages because of the large farm area and the many visits of kindergarten children traveling (Pambudi et al., 2018). For processed goat milk products such as goat cheese, yogurt, canned sterile milk, goat milk candies, or skincare products containing goat milk (Anam et al., 2022).

By using the QSPM matrix, strategic priorities are obtained that are structured consecutively as in increasing hospital promotion (Novita, 2023). So, Fatabar Farm can also apply this QSPM method to improve its strategy to be structured in previous research. Research from (Jihad Akbar & Fitriani Nur Maghfiroh, 2022) reveals that this SWOT strategy is also well used to increase sales because it can develop strategies, strengthen the implementation of existing methods, and evaluate business shortcomings.

Despite utilizing traditional production processes, the farm employs production machines such as pasteurizers and canning machines to maintain the quality and durability of goat milk products. These steps aim to deliver the true benefits of goat milk to customers. However, Fatabar Farm faces challenges, particularly in defining its long-term strategies, and conducting a SWOT (Strengths, Weaknesses, Opportunities, & Threats) analysis as it does not yet have one. Consequently, the key issue addressed in this study is identifying the most effective strategies and evaluations to apply to the farming business (Wulandari et al., 2022). The research aims to determine appropriate strategies by analyzing the farm's long-term plans, SWOT, and QSPM matrix to formulate new strategies that provide a competitive advantage for the business.

2. RESEARCH METHOD

This study uses a qualitative and a quantitative model involving interviews and observations at Fatabar Farm in Grobogan. Interviews were conducted with the owner, Mr. Ruru, and his son, Fatih Akbar. This quantitative research uses Microsoft Excel as the overall data processing matrix, while the long-term strategy is measured based on observation data. The interview process is carried out with structured interviews, which are carried out by direct and telephone interviews by asking the SWOT method, SQPM, and the company's long-term term in a row with questions following the template in the results and discussion.

Alternative strategies at Fatabar Farm have not yet been conducted perspectives with stakeholders but to develop this livestock business venture, Mr. Ruru as the owner stated that most of his business was assisted by his colleagues who worked on the farm and the youth of the Grobogan region who worked in Korea provided their investment for the development of Fatabar Farm.

2.1 Strategic Management

This refers to the discipline aimed at decision-making using tactics to achieve an organization's success goals (Desbalo & Woldesenbet, 2024)

2.2 SWOT Analysis

This is regarded as a tool for forecasting an organization's position from internal and external perspectives (Prayudi & Yulistria, 2020). SWOT analysis identifies internal (strengths and weaknesses) and external (opportunities and threats) factors (Munier et al., 2019).

Fatabar Farm's SWOT findings are outlined below: (a) Strengths (Internal Factors). 1) Fatabar farm's milk and processed products are made from natural ingredients and are free from preservatives, 2) The farm employs sustainable farming practices to minimize environmental impact, 3) Fatabar farm is a popular educational and agro-tourism destination in Central Java, 4) the farm is committed to improving the living standards of the surrounding community. (b) Weaknesses (Internal Factors). 1) Goat milk production fluctuates depending on the season, 2) Fatabar farm faces competition from other Etawa goat farms in Indonesia, 3) The farm requires additional capital to expand its business, 4) The technology in use is inadequate, relying only on cooling and pasteurization machines. (c) Opportunities (External Factors). 1) The demand for goat milk products continues to grow due to increased health awareness, 2) Fatabar Farm has the potential to expand its market to other regions, 3) The farm can develop new processed goat milk products, 4) The relatively low competition in goat milk sales creates a significant growth opportunity. (d) Threats (External Factors). 1) Disease outbreaks in Etawa goats can significantly impact milk production and farm income, 2) Rising prices of raw materials, such as feed and packaging, may increase production costs, 3) Changes in government regulations related to farming may affect Fatabar Farm's operations, 4) Lengthy licensing processes due to sterilization standards hinder the development of production.

2.3 QSPM (Quantitative Strategic Planning Matrix)

The QSPM (Quantitative Strategic Planning Matrix) is an analysis tool used to evaluate various strategies by determining the main scale of priority (Qanita, 2020). The Quantitative Strategic Planning Matrix (QSPM) is utilized as a strategy-first tool at any level including corporate, business, and functional (Pagot & Andrighetto, 2024). So, it is suitable for Fatabar Farm as a beginner-developing business venture.

This scale is derived from prior analyses by combining internal and external strategies to identify the best implementation strategy (Hasni & Fahira, 2021). Key factors in

assessing the QSPM matrix include the following elements: alternative weights, Attractiveness Score (AS), Total Attractiveness Score (TAS), and the Overall Total Attractiveness Score (Alamsyah et al., 2020). This method employs scoring or weighting for each strategy. Scores range from 1 to 4, with the following scale (Budihardjo et al., 2023) : (a) Not attractive, (b) Slightly attractive, (c) Moderately attractive, (d) Very attractive

2.4 Long Term Strategy

Long-term strategies are considered very important for the sustainability of a company or business venture because they are considered a measure of the business's success (Krasniqi & Elezaj, 2023). SWOT is also needed in good long-term planning because it increases the effectiveness of strategy development, communication, and organizational learning (Puyt et al., 2023). So, it is also necessary for Fatabar Farm to use a long-term strategy that is supported through the calculation of the QSPM matrix. To ensure sustainability and long-term growth, Fatabar Farm needs to focus on several key strategies: (a) Increasing Goat Milk Production Capacity. Expand the Etawa goat population through effective breeding programs, optimize milk production efficiency by improving feed quality, and implement better milking techniques. (b) Expanding Market Reach. Market products beyond current segments and locations, including export opportunities and sales in new regions. (d) Developing Innovative Goat Milk-Based Products. Create innovative products to attract new customers and boost revenue, such as goat cheese, goat milk candies, or skincare products containing goat milk. (e) Improving Operational Efficiency. Adopt new technologies, such as computer-based livestock management systems, and optimize production processes to reduce waste. (f) (g) Strengthening the Brand. Build brand awareness through digital marketing, participation in exhibitions, and events. (i) By implementing this comprehensive long-term strategy, Fatabar Farm can ensure sustainability, growth, and its position as a leader in the goat milk industry in Indonesia.

3. RESULTS AND DISCUSSIONS

3.1 SWOT Analysis Results IFAS and EFAS Matrix

Table 1 IFAS Matrix

No.	Internal Variable	Weighted	Rating	W x R
1	Natural and preservative-free raw materials	0,20	4	0,80
2	Strategic location	0,10	4	0,40
3	Improving human livelihoods by involving the community to work at Fatabar Farm	0,05	1	0,05
4	Utilizing livestock farming and manure as fertilizer	0,12	3	0,36
Total Strength				1,61
5	Goat milk production can fluctuate depending on the season	0,08	2	0,16
6	Similar competitor	0,20	4	0,40
7	High capital requirement	0,10	3	0,30
8	New technology	0,15	3	0,45
Total Weakness				1,31
Total internal		1,0		2,92

Table 2 EFAS Matrix

No.	External Variable	Weighted	Rating	W x R
1	Increase in raw material costs	0,10	3	0,3
2	Licensing for sterilization standards	0,20	4	0,8
3	Disease outbreaks	0,18	3	0,6

4	Changes in government regulations related to livestock	0,07	1	0,07
Total of opportunities				1,77
5	Potential market share	0,08	3	0,24
6	Product development	0,10	4	0,40
7	Health benefits of the product	0,20	4	0,80
8	Expansion of sales areas	0,07	3	0,21
Total of threats				1,65
Total external				3,42

The results of the calculations based on the IFAS and EFAS matrix tables are shown with scores for each element. For internal factors (IFAS), the strength model has a score of 1.61, and the weakness model has a score of 1.31. Thus, the total IFAS matrix score is 2.92. For external factors (EFAS), the opportunity model has a score of 1.65, and the threat model also has a score of 1.65. Therefore, the total EFAS matrix score is 3.42. It can be concluded that the results of the IFAS and EFAS calculations provide measurements that have not previously been made by Fatabar Farm. So, that this helps business ventures know which assessments should be prioritized in which strategies. From the explanation of the IFAS and EFAS tables, conclusions about the scores of both matrices can be drawn using the IE matrix.

3.2 IE Matrix

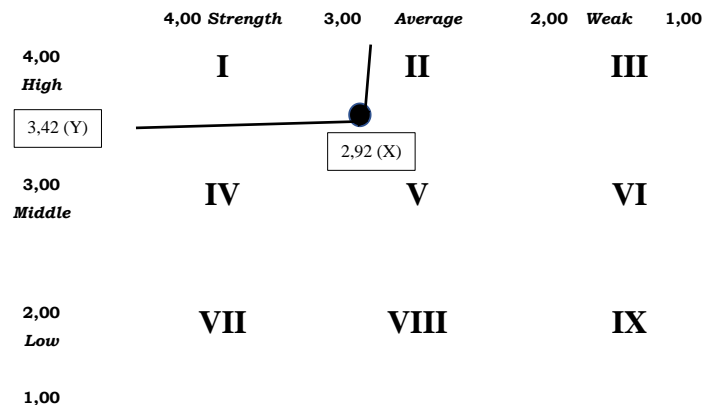


Figure 1. IE Matrix

The IE (Internal-External) Matrix uses the total IFAS score as the X-axis and the total EFAS score as the Y-axis to determine the company's position within the nine cells of the matrix. With an IFAS total score of 2.92 and an EFAS total score of 3.42, the company is positioned in cell II, which signifies "grow and build." The results of this IE Matrix are supported by research from (Juarsa & Sangadah, 2023) which explains that oil palm companies that enter the type of MSMEs are in the growth and development phase. Other research analyzed by (Innaka Nasya et al., 2024) also shows that the company studied by the IE matrix is in quadrant II, which is grow and build by producing integration strategies and intensive strategies. The strategies commonly applied in this condition are product development strategies. This aligns well with Fatabar Farm, as it fits within the forward integration strategy, where products are directly created using natural ingredients and fresh milk from the farm. This strategy serves as the primary basis for formulating alternative strategies in the SWOT matrix.

3.3 SWOT Matrix Analysis Results

Matriks Swot	Strengths	Weakness
Opportunities	<p>S - O Strategy</p> <ol style="list-style-type: none"> 1. Providing High-Quality Raw Materials That Are Proven To Be Natural/Preservative-Free 2. A Strategic Location As An Agrotourism Site By Introducing Dairy Products To Other Regions. 	<p>W - O Strategy</p> <ol style="list-style-type: none"> 1. With The Increasing Competition In Goat Milk, Fatabar Farm Can Take Advantage Of Offering Other Processed Products Such As Uht Milk, Cheese, Etc. 2. Business Expansion Can Be Achieved By Raising Public Awareness About The Importance Of Drinking Milk For Health.
Threats	<p>S - T Strategy</p> <ol style="list-style-type: none"> 1. Improving The Quality Of Goats And Goat Milk 2. Enhancing The Use Of High-Quality Raw Materials 	<p>W - T Strategy</p> <ol style="list-style-type: none"> 1. Expanding The Market To Other Regions 2. Improving Bpom-Certified Products

The author used the results of previous research experiments to show that the order of selection of corporate development strategies in the context of big data for electronic tourism is: SO strategy, ST strategy, WO strategy, and WT strategy (Li, 2022).

Based on the calculation results of the IFAS and EFAS matrices, the authors chose two statements from the four existing matrix combination strategy management statements to continue the analysis and calculation of the matrix combination.

3.4 Combination Matrix

IFAS EFAS	Strength	Weakness
Opportunities	<p>SO Strategy: With these strengths, opportunities arise for Fatabar Farm to expand its business and products.</p> <p>Calculation: (Total Opportunities + Total Strengths) = 1.77 + 1.61 = 3.38</p>	<p>WO Strategy: These opportunities can help mitigate the risks and weaknesses faced by Fatabar Farm in operating its business.</p> <p>Calculation: (Total Opportunities + Total Weaknesses) = 1.71 + 1.31 = 3.02</p>
Threats	<p>ST Strategy: The strengths are expected to address the threats faced by Fatabar Farm, particularly in terms of competition.</p> <p>(Total Strengths + Total Threats) = 1.61 + 1.65 = 3.26</p>	<p>WT Strategy: This strategy is expected to reduce weaknesses and use them as an evaluation to avoid threats faced by Fatabar Farm.</p> <p>(Total Weaknesses + Total Threats) = 1.31 + 1.65 = 2.96</p>

Based on the SWOT strategy combination matrix results, the highest score is found in the SO (Strength–Opportunity) strategy with a value of 3.38. Therefore, it can be concluded that the most appropriate strategy for Fatabar Farm is to leverage its strengths and opportunities. The SO strategy offers two suitable alternatives: Providing high-quality raw materials that are proven to be natural and free from preservatives and utilizing its strategic location as an agrotourism destination while introducing its milk products to

other regions. This research is in line with research from (Rucitra, 2020) which shows that the right combination strategy to improve business is strengths and opportunities (SO).

3.5 QSPM Matrix

Table 5 Matriks QSPM

No	Internal & External Factor	Weighted Score	Strategy 1		Strategy 2	
			AS	TAS	AS	TAS
Strength						
1	Natural raw materials and free from preservatives	0,20	4	0,80	3	0,60
2	Strategic location	0,10	4	0,40	3	0,30
3	Improving the standard of living by encouraging the local community to work at Fatabar Farm	0,05	1	0,05	2	0,10
4	Utilizing livestock farming and manure for fertilizer	0,12	3	0,36	4	0,48
Weakness						
1	Goat milk production may fluctuate depending on the season	0,08	1	0,08	1	0,08
2	Competitors in the same industry	0,20	2	0,40	1	0,20
3	High capital investment required	0,10	1	0,10	-	-
4	Need for new technology	0,15	1	0,15	3	0,45
Opportunities						
1	Rising raw material costs	0,10	2	0,20	2	0,20
2	Licensing and sterilization standards	0,20	4	0,80	3	0,60
3	Disease outbreaks	0,18	3	0,60	2	0,36
4	Changes in government regulations related to livestock farming	0,07	1	0,07	-	-
Threats						
1	Potential market share	0,08	2	0,16	4	0,36
2	Product development	0,10	3	0,30	3	0,30
3	Health benefits of the products	0,20	3	0,60	3	0,60
4	Expansion of sales regions	0,07	1	0,07	2	0,14
			5,14		4,77	

Table 5 shows that the QSPM matrix calculation results provide significant strategy scores. This is evidenced by Strategy 1 scoring 5.14 and Strategy 2 scoring 4.77. Therefore, it can be concluded that Strategy 1 is the most suitable according to the QSPM matrix, as it has a higher score than Strategy 2. QSPM helped also to help Fatabar Farm understand the importance of using this method because it is considered an alternative strategy attraction in assessing the worth of internal and external factors (Sumiarsih et al., 2018). SWOT analysis and the SQPM matrix described in the study (Jeelani & Shah, 2024) aim to manage the area, focusing on sustainable tourism promotion. The main issue is to recognize and address the challenges of weaknesses and threats simultaneously that impact the industry's reputation for service excellence and environmental management. However, several aspects of Strategy 1 need further development: (a) Strategic Location: Fatabar Farm has a spacious farm with many unused lands. These areas can be utilized for recreational facilities such as agrotourism and cafés. This strategy aligns with research from (Mallick et al., 2020) which explains that the quantitative strategic planning matrix (QSPM) approach is used to manage the sustainability of appropriate ecotourism. So, it is suitable for Fatabar Farm MSMEs to use the QSPM matrix because it is also to manage the environment, and recreational activities like camping, archery, and fish ponds. (b) Natural and High-Quality Raw Materials: Since high-quality raw materials come at a higher cost, ensuring the quality of goats, farm sterilization, and milk is crucial for the sustainable success of Fatabar Farm. Incorporating new technology is essential to maintain these standards. in the internal

analysis results section, the research (Stylianou et al., 2024) also shows that industries and manufacturing areas are investigated based on: the number and type of units operating in the area, the need for raw materials, and the type and volume of waste generated. So, it can be concluded that raw materials are the main thing to increase Fatabar Farm in the IFAS method. (d) Expanding the Market: Fatabar Farm should expand its goat milk product market beyond Central Java and explore opportunities for global marketing. Developing a global marketing strategy also needs to use SWOT analysis, for example, research (Xi, 2021) shows Huawei sorting out the factors of the external environment and internal environment to explore the international marketing strategy of Chinese telecommunications equipment companies. Thus, Fatabar Farm can also implement and develop its market share globally.

3.6 Result method

Researchers overcame the problem of time constraints during observations which were only two days by contacting Fatabar Farm owner by phone whatsapp intensely to ensure appropriate data and results, then also previous researchers from Karima had already conducted research on Fatabar Farm so that it helped the missing data.

4. CONCLUSION

Fatabar Farm has great potential for growth and becoming a reputable business, making it essential for the farm to implement the right strategies for sustainable business development. Fatabar Farm is already positioned as a sustainable farm from its long-term goals, but this can be supported using the SWOT analysis and the QSPM matrix.

The results from the IFAS and EFAS matrix calculations show that the SWOT analysis conducted for Fatabar Farm is above average, as evidenced by the final IFAS score nearing 3 and the final EFAS score exceeding 3. The position of the company in the IE matrix also places it in cell II, indicating a "grow and build" strategy. Thus, it can be concluded that with this SWOT method, Fatabar Farm is well-suited for expansion and development. The results of this research are also in line with research showing that SWOT can provide policymakers and industry practitioners with recommendations and insights into the current development status and improvement strategies to promote REG-related rare earth recycling (Zhang et al., 2024) .

In the SWOT strategy combination, Fatabar Farm is more likely to become a more reputable business by focusing on the combination of strengths and opportunities, prioritizing high-quality, proven natural ingredients that are free from preservatives, and leveraging its strategic location as an agrotourism destination. This will increase the QSPM matrix score, as shown in Table 5, where Strategy 1 has a score of 5.14. Based on the overall strategies and steps taken in this strategic management approach, Fatabar Farm is on track for successful business growth. The results of this analysis are in line with research from (Chandra & Kumar, 2021) that tourism can be positioned as a competitive tourism and has prospects for growth.

By using the SO strategy, Fatabar Farm can take advantage of its strengths and long-term opportunities, long-term strategies on its strengths are applied to product differentiation and diversification, for example, creating sterile goat could milk products such as "Bear Brand" because of the boycott on nestle products due to the Palestinian war being a strength for Fatabar Farm to develop, while the opportunity strategy is to make yogurt because making it is not so difficult with pasteurization before fermentation, this is in line with research from Anam, this can be an opportunity because the area has not made this innovation and Fatabar Farm has the tools, therefore this is a good opportunity. So, it can be concluded that the SO strategy at Fatabar Farm is very profitable in the long run.

The limitations of this research are the lack of time in interviews and observations only conducted twice because the location is quite far from the author's residence and in addition, the data obtained is also limited.

Suggestions for future research include applying other strategic management methods, such as the Boston Consulting Group (BCG) matrix, Balanced Scorecard, and PEST (Political, Economic, Social, and Technological) analysis. The researcher suggested that SWOT analysis should be combined with PESTLE in future research because previous research conducted (Amega et al., 2024) showed that PESTLE analysis allows for further analysis focusing on internal and external factors proven through SWOT analysis to be good strategies. Thus, the synergy of SWOT and PESTLE results in an in-depth analysis and better understanding of the situation analysis of a system that helps improve Fatabar Farm's strategy if it later becomes a large company. This would provide a broader perspective and allow for comparisons with the results obtained through the methods used in this research. Additionally, researchers could compare Fatabar Farm with other companies in the same sector that are already more developed.

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