ABSTRACT

FIRMAN NOER TA. The Design of Beef Cattle Agroindustry Development Planning and Its Evaluation Model in West Sumatra. Supervised by MARIMIN, ENDANG GUMBIRA SA’ID, ILLAH SAILAH, RUDY PRIYANTO and SUKARDI.

Beef cattle agroindustry is considered as one of the potential agroindustries in West Sumatra, because of its high production rate and demand. However, this agroindustry has yet been optimally developed due to the lack of development planning. Therefore, the strategic planning and its evaluation model need to be carried out to develop the beef cattle agroindustry in order to increase the farmer income and to achieve the high quality product that match up the shareholders preferences. The main objective of this research to develop a strategic planning and its evaluation model for development of beef cattle agroindustry in West Sumatra.

The stages conducted in this research consisted of formulating a strategic development for beef cattle agroindustry, designing a planning model of beef cattle agroindustry and evaluating this model. Methods used in the study were External Factor Evaluation Matrix, Internal Factor Evaluation Matrix, Internal External Matrix, Grand Strategy Matrix, SWOT Matrix Analysis, Fuzzy-Analysis Hierarchy Process, forecasting analysis, economic and financial analysis (benefits and costs, BEP, NPV, IRR, PBP and B/C Ratio) and Knowledge Based Management System (KBMS) Evaluation Model with fuzzy if then rule method using AGRIBEST program and the Statistical Analysis System (SAS) Program.

The results show that the development of products and market is the highest priority strategy with appropriate location planning model is in Agam Regency (East Agam). Spicy dried beef is the chosen product with BEP 25.212 kg/year. Based on the raw material availability, production capacity is designed at 5% of BEP at the first year, 10% at the second year and 20% at the third year. By means of the Cost of Capital at 12% p.a, DER 40:60, investment on Rp 392.855.300, it can be concluded that development of spicy dried beef is feasible with NPV at Rp 6.177.642.886, IRR at 63.89%, PBP at 0.38 year and B/C ratio at 1.47. Resolution conflict with agreement and conformity of shareholders and profit quotient from ulayat land utilization in ranah Minang is the best solution in beef cattle agroindustry development planning model in West Sumatra.

The results of evaluation of KBMS show that the development of commodities and market strategy and location selection of agroindustry development in Agam Regency are suitable. The results also show that the development of spicy dried beef and its source material availability, value and quotient of shareholder, economic impact (direct benefits and indirect benefits) and financial feasibility are high enough. However, spicy dried beef production capacity, conventional bank access and stakeholders commitment through small and middle industry are low. Based on IF THEN RULE of the KBMS Evaluation it was found out that the planning model was needed to increase spicy dried beef production capacity, decrease interest and develop a policy for beef cattle industry.

Key words: Strategic planning, Beef cattle agroindustry, IE Matrix, Grand Strategy Matrix, SWOT Matrix, Fuzzy ME-MCDM, financial analysis