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## Development of Beef Cattle Agribusiness in the Rubber Plantation Farming System in the Community Livestock Center Area, West Java Indonesia

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### ABSTRACT

The development of beef cattle in quantity has had a very real impact on increasing people's income in improving their welfare. The development of animal husbandry, especially in beef cattle, has been carried out for generations and shows quite good development, including in the k groups. The purpose of this study is to identify a canvas business model consisting of nine elements and map out how strategies are used for the improvement and development of beef cattle agribusiness in the rubber plantation farming system. The methods used were qualitative and quantitative with sequential exploratory design. Data collection was carried out with in-depth interviews and observations to farmers and institutions in 15 livestock groups around RNI's rubber plantation plantations. The results obtained where the business model was good when viewed from nine elements according to the concept of business model canvas. This study found that the strength of the livestock group was in the high category. Very high opportunities in the customer segment and high threats in value propositions. Therefore, livestock groups are advised to carry out business development in a way; adding to the customer segment, namely restaurants, DKM mosques and large companies, increasing the value proposition by opening meat stalls and opening meat processing businesses, creating websites, conducting consignments with several sales points and collaborating with universities and looking for freelance web developers.

### INTRODUCTION

The development of beef cattle in quantity has had a very real impact on increasing people's income in improving their welfare. Development that still relies on the power of community animal husbandry makes this business in general still managed traditionally. The purpose of maintenance, which is still a side business of farming activities, causes market demand has not become the main consideration for livestock businesses. In these conditions, it is very difficult to encourage the community to achieve an economical business scale in the livestock business (Fathurohman *et al.*, 2019)

The development of animal husbandry, especially in beef cattle, has been carried out for generations and shows quite good development, including in groups (Amam & Harsita, 2021). In general, the community has livestock, especially sheep and beef cattle with the motive of keeping as a side business and for savings, this is very possible because natural conditions, the availability of grass and the attention of the local government to the development of beef cattle are very supportive (Fathurohman *et al.*, 2020).

The Government of the Republic of Indonesia through the Ministry of Agriculture in 2015 issued a livestock area program under the name Sentra Peternakan Rakyat or commonly known as SPR. SPR is an association of smallholder breeders with the aim of realizing different breeders (Amalo *et al.*, 2017). SPR has been formed for about 2 years. There have been many programs implemented by SPR ranging from improving group

administration, training and assistance from both the central and local governments (Fathurohman, 2016). In 2017 the central government's assistance program for SPR was no longer provided, making the programs that had been running less effective (Fathurohman, 2020b).

One of the livestock areas in Indonesia is the Cinagarabogo livestock area of Subang Regency. For approximately 2 years running a livestock area business, selling through offline and online. According to information obtained from livestock groups belonging to the region, competition in animal husbandry is getting tougher, so breeders are constantly trying to survive and even develop (Nugraha *et al.*, 2015). Many organizations are growing rapidly because they can create the right business model. Business model canvas (BMC) successfully transforms the concept of a complex business model into a simple one (Fathurohman & Baharta, 2020)

People's beef cattle breeders raise beef cattle with 2 (two) maintenance systems, namely the independent system and the system partnership. The independent system is a livestock business system that carried out individually, both input, process, and output, while the partnership system is a livestock business system done collaboratively. The co-op system in practice it consists of 2 (two) types, namely ruminant beef cattle male and female beef cattle rumble. Bull bull rumble generally done for fattening cattle (fattening), meanwhile the rumble of female beef cattle is generally done for cattle breeding (breeding) (Amam & Harsita, 2021).

Simulated increase in the number of main cattle by 50%

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can increase the outpouring of household labor in the beef cattle business, increase beef cattle business production and increase beef cattle business surplus (Amalo *et al.*, 2017). Allocation of land per household is 2.00 ha with details Land courtyard (LP) = 0.25 Ha, Land Enterprises I (LU I) = 0,75Ha and Land Enterprises II (LU II) = 1.00 Ha. it can be formed residential units with a capacity of 300 KK, (3) the Agricultural Development Business Model Transmigration, take priority in optimizing agricultural land includes land courtyard (LP) covering an area of 0.25 hectares, Land Enterprises I (LU I) covering 0, 75 hectares, Land Enterprises II (LU II) covering an area of 1.00 hectares, (4) in connection with the handling of the model, efforts should be made of alternative measures against significant impacts hypothetical (Nugraha *et al.*, 2015). The strategy to increase the role of beef cattle in the economy of Central Java is by classifying the regions into 4 groups: namely based on the source of forage, the region base of beef cattle, and the level of service capacity of beef cattle development (Susanti *et al.*, 2017). From the results of the analysis calculation, namely LQ and Shift Share, it can be seen that the Agriculture, Mining, Finance, Leasing, and Corporate Services Sectors and the Services sector are potential sectors. The minimum transportation cost for the distribution of export cargo from Tanjung Wangi Port to Benoa is IDR 16,350,021 with a DWT of 1050 tons and a transport cost per ton of IDR 15,571. With a port BOR of 85.57%, the required pier length is 573 meters (Gantara & Achmadi, 2012).

Alternative strategy can be implemented in Pagar Alam City is improving farmer knowledge in beef cattle farming specially innovative feed processing technology input through counseling and training feed processing and capital aid to increase business of beff cattle (Agustomo *et al.*, 2020). The government should submit to the public how the farms future through a free market mechanism. Government role is stressed on service and building the regions for crucial problems solving so that the market mechanism can be activated. Animal husbandry and agroindustries development would open employment opportunities and wide-open business. The policy implications of this idea are the roadmap necessary to create a national livestock development and described in detail in every area of livestock development (Mayulu *et al.*, 2013).

The use of a simple business model encourages as many breeders as possible to get involved in the development of the company's business model. Based on the explanations that have been expressed and if it is related to the concept of BMC, the objectives of this research are:

1. Mapping the condition of the ongoing business model of the Subang Regency livestock area.

2. Evaluating the business model of the Subang Regency livestock area using strengths, weaknessess, opportunities, and threats (SWOT) analysis.

Recommend the design of a new business model as a business development for the Subang Regency Livestock Area.

## LITERATURE REVIEW

### Beef Cattle Agribusiness

Cattle fattening can be done individually up to a large business scale, but some are developing their business in the form of groups in group pens (Fathurohman, 2018b). The fattening business brings double profits in the form of gains from body weight gain and feces in the form of manure (bokasi). The amount of this profit depends on the body weight gain achieved in the fattening process, fattening time and the price of the meat at the time of sale. There are various considerations that must be made in starting a cattle fattening business, namely the chosen fattening method, the type of livestock fattened, aspects of management and fattening procedures (Fathurohman, 2018a). Beef cattle business can be said to be successful if it has contributed income and can meet the daily needs of breeders. In order for a beef cattle business to produce quality cattle, breeders must improve their skills and knowledge in raising beef cattle (Agustomo *et al.*, 2020). Preparatory maintenance that must be done before starting to raise beef cattle is to clean the cage with disinfection. Likewise, the use of tools must meet both hygienic factors, livestock safety and efficiency. Mothers who are pregnant are the same as cows who are producing, need food that contains enough protein, minerals and vitamins. Pregnant cows must be separated from non-pregnant cows and bulls. All pregnant sows should be collected together. If it is near the time of giving birth, it must be separated in a separate cage that is clean, dry and bright. The floor of the cage must be covered, for example with straw or grass (Baba *et al.*, 2017).

Extensive cattle rearing is usually found in areas with large pastures, such as in Nusa Tenggara, South Sulawesi and Aceh. During the day the cows are grazed in the pasture, while at night the cows are only gathered in certain places which are fenced, called open pens. Intensive maintenance, namely livestock kept continuously in the cage until harvest time, so that the cage is absolutely necessary. All cattle needs are supplied by breeders, including feed and drink. Other activities such as washing the cows and sanitation in the pens are also carried out. Semi-intensive cattle rearing is a combination of the two extensive rearing methods. In semi-intensive cattle rearing, there must be pens and grazing areas where cows are grazed during the day and penned at night (Amam & Harsita, 2021).

### Livestock Area

A livestock area is an area with certain boundaries in which there are buildings and other production facilities with various activities related to livestock business starting from input procurement, cultivation to other post-harvest activities (buying / selling and slaughter) (Ditjen PKH, 2015). The development of livestock areas is important (urgency) to: avoid overlapping between activities and negative externalities, as well as increase the effectiveness and efficiency of supporting services, ensure the continuity of pre-production activities,

production processes, post-production in agribusiness systems, facilitate linkages between commodities, gather good human resources skilled in an area facilitates the development and improvement of skills, and facilitates monitoring, supervision and publication.

Area development directions and policies are: Efficiency and Effectiveness of Technical and Economic Services: Technical services (IB, Animal Husbandry, Feed, Seeds) and economic services (markets, RPH, credit and capital) which are limited in funds, facilities and personnel are more focused on one area. More Economical Marketing of Results/Services Markets through yield marketing services can be more economical because clusters allow joint marketing of results to occur. Increasing investment through area development can develop attractive investments for all parties because cattle are available and technical and economic services are available. Commodity Growth Centers through regional development can ultimately be directed to become the main production centers of a commodity that lead to a region's comparative advantage (One Village One Product) (Fathurohman & Safitri, 2022).

### Integration of Agriculture and Livestock

The integrated system of agriculture and animal husbandry or known as the Livestock Plant Integration System is the intensification of the farming system through the management of natural resources and the environment in an integrated manner with the livestock component as part of business activities. The aim of developing the Livestock Plant Integration System is to increase the productivity and welfare of the community as part of realizing the successful revitalization of agricultural development. The farming components of the Livestock Plant Integration System include beef cattle, food crops (rice and pulses), horticulture (vegetables), plantations (sugar cane) and fisheries (Fathurohman, 2020a).

Based on science and technology livestock waste can be converted into organic fertilizer, fuel and single cell protein biomass or ethanol. The conversion of waste into organic fertilizer will play an important role in restoring the carrying capacity of the environment, especially in agriculture. Livestock waste is also very potential as a raw material for the manufacture of single cell protein biomass. Single cell protein is a biomass that has high nutritional value and has the potential to be used as a raw material for the manufacture of animal feed, shrimp and fish. Likewise as fuel, livestock waste is a very potential resource (Sufianto, 2018).

The main characteristic of crop-livestock integration is the presence of synergism or a mutually beneficial relationship between crops and livestock. Farmers use livestock manure as organic fertilizer for their plants, then use agricultural waste as animal feed (Jalaludin *et al.*, 2016). In the livestock crop integration model, farmers overcome the problem of feed availability by utilizing crop wastes such as rice straw, corn straw, bean waste, and other agricultural wastes. The advantage of using waste

is that besides being able to increase "feed resistance" especially during the dry season, it is also able to save labor in grass-seeking activities, thus providing opportunities for farmers to increase the number of livestock raising scales (Usman *et al.*, 2017). Utilization of cow manure as organic fertilizer besides being able to save on the use of inorganic fertilizers, is also able to improve the structure and availability of soil nutrients. This impact can be seen by increasing land productivity. The fertilization model with cow dung can reduce the use of inorganic fertilizers by 25-35% and increase rice productivity by 20-29% (Usman *et al.*, 2017).

Management of livestock waste must be created in a system that can change the characteristics of waste that has been a cost burden without results into a cost that contributes to profits. Livestock waste that has been thrown away for granted must be converted into materials that are needed as a means of profitable new activities in the livestock business. Agribusiness is a business in the agricultural sector, both food crop agriculture, plantations, animal husbandry and in the fishery sector. In the Food Crops Agriculture, Plantation and Production Forest Plant Sub-sectors (Forestry Sector), fertilizer is the main means of production that must be available, both in quantity and quality. Fertilizer scarcity today is a national problem that threatens the failure of agribusiness, especially in food security programs (Wahyuningsih & Supriyo, 2017). Livestock waste (cow manure) is processed into organic fertilizer and biogas, agricultural waste (rice straw, corn stalks and leaves, sugarcane shoots, soybean straw and peanuts) is processed into feed. The gas produced from biogas is used for cooking purposes, while the biogas waste (sludge) in the form of solids is used as compost and in the form of liquids it is used as liquid fertilizer for vegetable and fish plants (Sufianto, 2018).

The principle of integrated understanding here is how the livestock waste management system can contribute to the reciprocal relationship between waste as a by-product of the process on the one hand and waste as a resource that can be utilized on the other. Livestock waste consists of most of the metabolic waste of livestock (feces, urine, etc.), leftover feed, and residue from all other activities carried out on the farm. Almost entirely in the form of organic matter, which based on its shape consists of solid, semi-solid and liquid. This characteristic indicates that livestock waste is a very potential resource as energy and nutrition for life, both for microorganisms, animals and plants, which continuously interact with one another. All processes/activities for managing livestock waste will lead to the final result in the form of natural organic fertilizer, which is very much needed as a production facility for agricultural businesses, both food crops, plantations or ornamental plants (Fathurohman *et al.*, 2018).

### MATERIALS AND METHODS

The type of research used is descriptive research. The method used is a combination of qualitative methods and quantitative methods with sequential exploratory design.

Qualitative data is collected by conducting in-depth interviews and observations, while quantitative data uses questionnaires in the form of SWOT analysis to evaluate business models.

The object or place of research chosen is the livestock area of Subang Cinagarabogo Regency (Cipunagara District and Cibogo District). Respondents from internal parties interviewed were group members and group administrators consisting of the Chairman, Secretary and Treasurer elements. Meanwhile, external parties researchers distributed questionnaires to 40 customers and stake holders of the Cinagarabogo Livestock Area. This is done to check the answers of respondents who are internal parties and compare with the perceptions of customers or stake holders as external parties. The sampling technique used in this study is purposive

sampling in which sampling data sources is based on certain considerations (Sugiyono, 2013).

This study uses BMC as a tool for mapping the conditions of implementation of the company's business model, as well as proposing a new business model design. The assessment of the SWOT analysis uses continuum lines that are created categories so that it can help in proposing a new business model (Fathurohman, 2018b).

## RESULTS AND DISCUSSION

The following is an overview of the results of the SWOT assessment evaluation of the Cinagarabogo Livestock Area of Subang Regency and nine building blocks in the area based on the data that has been collected accompanied by the results of the discussion of the appropriate blocks:

**Table 1:** SWOT Assessment Evaluation Results of Cinagarabogo Livestock Area

9 Building Blocks	Strengths	Weaknesses	Opportunities	Threats
Customer Segments (CS)	9.51 = Very High	2.53 = Very Low	9.67 = Very High	6.00 = Enough
Value Propositions (VP)	9.00 = Very High	3.25 = Very Low	7.50 = High	8.00 = Very High
Channels (CH)	9.20 = Very High	3.00 = Very Low	9.00 = Very High	5.00 = Low
Customer				
Relationships (CR)	8.25 = High	4.00 = Low	6.50 = Enough	2.00 = Very Low
Revenue Streams (RS)	7.00 = High	4.00 = Low	6.60 = Enough	5.50 = Enough
Key Resources (KR)	9.51 = Very High	2.90 = Very Low	6.50 = Enough	7.00 = High
Key Activities (KA)	8.00 = High	5.00 = Low	8.00 = High	3.50 = Very Low
Key Partnerships (KP)	8.70 = Very High	3.50 = Very Low	6.00 = Enough	4.00 = Low
Cost Structure (CS)	8.75 = Very High	3.25 = Very Low	6.00 = Enough	4.00 = Low

<b>KP</b> Shipping Establishment, Suppliers of livestock breeds, Cattle Dealer, Consignment Partners College, Freelance web developer	<b>KA</b> Production, Promotion, Sales, Delivery Maintaining and website updates	<b>VP</b> Products: Prospective cows, mother cows, calves, processed products, fertilizers, finished feed and feed ingredients, opening a meat stall, opening a meat processing business	<b>CR</b> Personal communications: SMS, and WhatsApp, Discount dan event, Magazines and Newspapers, Information on the website.	<b>CS</b> Farms in other groups, Meat merchant, Agricultural groups, Government procurement, Restaurant, DKM mosque, large companies
	<b>KR</b> Production tools, processing tools and feed ingredients,  Private capital, government assistance, and bank loans  20 cattle groups, 430 members and administrators  Cinagarabogo livestock area brand	Redemption policy if not appropriate, Quality Assurance Priced, The concept of community empowerment, Partnership with the company	<b>CH</b> Offline: Farmer's cages, SPR secretariat and Slaughterhouses, consignment kiosks  Online: Facebook, website	
<b>CS</b> Value-driven, Earnings of breeders, production, transportation, promotion, Freelance web developer Wages		<b>RS</b> Direct sale, Revenue from consignment sales		

**Figure 1:** Business Model and Business Model Recommendations for Livestock Districts

### Customer Segments

The customer segments targeted by Cinagarabogo livestock area are other groups, meat traders, agricultural groups, government procurement, restaurants, and mosque DKM. The region considers the segment to be the most important customer segment. Herein lies the

weakness of the region, the target customers are groups that tend not to have good profits and still depend on government assistance. But the region can capitalize on an increasingly growing market. This is evidenced by the interest in prospective cow shoes and broodstock that is always growing, so it is possible for the region to serve

new customer segments.

Customer segments are included in the segmented type. The area is difficult to increase product prices, therefore it can be prepared by expanding the customer segment by targeting restaurants and hotels. These people generally have an awareness of the importance of quality and sustainability to maintain customer trust and are supported by financial capabilities because restaurants and hospitality already have clear finances.

### Value Propositions

The Value propositions type is the value that a region offers to its customers. The types of products offered include prospective cows, mother cows, calves, processed products, fertilizers, finished feed and feed ingredients.

The area has advantages in the exchange policy service if it does not match what is ordered, affordable price services, namely a price policy that is not higher than the market price, the concept of community empowerment where in addition to businesses or businesses the area sells the concept of community empowerment to further develop, partnerships with large companies, namely where the custody of imported mother cows in regional member groups.

Value propositions of the region are included in the very high category, because the value offered is in accordance with customer needs and is able to satisfy customers. However, the weakness found in the company is the vagueness of the post-sales service where there are no people or officers as quality control.

Opportunities that can be utilized by complementing or adding to existing needs. The threats facing the company belong to the high category. This is because many competitors or larger companies offer similar products at more attractive prices or offers and make it possible for customers to move to buy competitors' products.

Regions still have the opportunity to supplement or add to existing offers. The area can add to the types of products produced, such as food derived from beef or open meat stalls in the market. In addition, the region must clarify the post-sale services offered, including product exchange policies if they are not in accordance with what the buyer wants. It would be better if the region immediately sets the terms and conditions for using the service, and then communicates it to customers through the company's sales channels.

### Channels

The region uses the channel online and offline, For the online channel used is facebook. For offline sales channels, the company has workshops located in several groups and at the secretariat of SPR Cinagarabogo Padamulya Village, Kecamtan Cipunagara in addition to that also at the Pagaden Slaughterhouse. In addition to workshops, the company also participates in product exhibition events.

The strength of the company's sales channels is in online channels that are considered to be effective, efficient and

in accordance with customer segments. Meanwhile, the company's weakness lies in the workshop location which is less strategic and difficult to reach.

The area does not yet have a Website. Regions can use the services of universities or freelance website developers, but it must be noted that the cooperation that is established must have a contract and a written agreement according to mutual agreement. The benefits obtained by the region by using the website include: (a) it can be used as an online catalog to make it easier for users to see products, (b) it is easy to find in search engines by applying search engine optimization (SEO), (c) navigation on the website is easier so that users feel comfortable, (d) can clarify information on both products and services, and orders can be made at website thus simplifying the purchase process.

### Customer Relationships

The region has used several ways of establishing relationships with customers to retain customers, among them using social media networks. For personal communications, the company uses short message services and whatsapp. To attract the attention of customers, the region also provides promotions including discounts, events, and marketing in print media

The strength of the region is the ability to build strong relationships with customers and stake holders of the services provided. Meanwhile, the company's weakness is that it does not bind customers through high moving costs. The opportunity to improve relations with customers falls into the category of sufficient and the threat to the relationship established with customers is relatively low.

The relationship established between the region and the customer is a buying and selling relationship that is included in the category of personal assistance relationship types. The ongoing relationship is that customers can interact and communicate directly with salespeople to get help during the sales process, or the buying process is complete. By using the website, the region can communicate the advantages of the services offered, because so far online customers do not get clear enough information about existing services. Regions can educate customers by providing knowledge behind the production process. Informed about the value that has been paid and can be enjoyed by customers. Use this media to sell stories or stories behind the production process or maintenance process, either through writing or video.

### Revenue Streams

The area obtains income from the sale of products, namely the sale of prospective cows, mother cows, calves, processed products, fertilizers, finished feed and feed ingredients through online sales, exhibitions, and workshops. The pricing of products in the region is determined by the cost of production, judging from the price of raw materials, the scarcity of raw materials,



as well as the type of customer whether it is a routine customer or a temporary customer. The weakness of the region is that it relies only on product sales revenue directly to consumers. There is an opportunity to add or create a source of income.

Regions can add revenue streams from consignment. If you implement consignment cooperation, the turnover of money will be faster, and income will not be focused on one dealer alone.

### Key Resources

The physical assets needed are housing and equipment for production. Small equipment for the processing of feed and feed retrieval breeders brings their own. The area only provides large production tools such as coppers, mixers etc. and materials such as decomposing bacteria, molasses. The source of funds was initially from group funds, then developed assistance from the government and loans from banking and CSR companies.

Human resources, the area has 430 breeders spread across 20 groups, while to take care of managerial affairs is handled by 9 regional administrators commonly called the Livestock Owner Representative Group (GPPT) and 1 technical manager. For intellectual resources in the process of applying regional technology in collaboration with IPB and Padjadjaran University.

The region is able to maximize its strength. However, there are still weaknesses, namely limited sources of capital and quality mother cows are difficult to find. The opportunity to take advantage of opportunities from the resources used is included in the low category.

The threat to regional resources is included in the high category, this is because the region faces large companies where the prices offered by large companies tend to be lower and use imported cattle and threats to the resources used, for example farmers who change professions to factory workers.

Motivating breeders, the region can show expressions of recognition to breeders including;

- Some people are motivated by the opportunity to get their names displayed on the wall, put up posters with photos of employees with themes such as the most diligent employees, employees who achieve targets, absentee rates, accuracy without being late, lack or no work mistakes,

- Give a gift such as a small gift or a family leisure ticket,
- Holding internal regional events that strengthen relations between breeders,

- Build a family atmosphere and comfort,
- Give bonuses fairly, that is, based on the performance of each breeder.

### Key Activities

The area provides friendly service to satisfy its customers. Activities to reach customers include promotions every day, every time there is stock piled up in the workshop area will make discounts to regular customers. Activities to maintain relationships with customers, keep contact

and ask for feedback from customers. Activities to get income, the region is always ready for products.

Regional activity belongs to the high category, rudimentary because production activities are easily imitated by other groups. The opportunity to increase key activities in the company belongs to the category of very high. Regions can standardize on key activities, and are supported by the presence of information technology (IT) to improve regional efficiency.

Activities that occur in the region are included in the production category. This activity is related to the design, manufacture and delivery of products in large quantities and or superior quality. The presence of a website, the area must also prepare how to maintain and update the content of the website. This can be submitted and discussed with freelance website developers.

### Key Partnerships

Relationships with outside parties include cattle delivery service providers, cattle breeding companies and buyers or cattle dealers. The area purchases its own seeds or candidates and raw materials by visiting its store or provider. As for packaging, there are the same suppliers for subscriptions and for sample tests in collaboration with UNPAD, IPB and BPTP West Java.

The weakness of the region is that it does not have partners to assist the region in selling regional products. Threats that can disrupt relationships with partners fall into the low category, the region is less dependent on one partner and is less of a problem when those partners collaborate with competitors or even lose partners.

The area can conduct consignment with several sales points with consideration.

- Workshops that are invited to work together are in a strategic location,

- Many customers visited,
- The sales of the workshop are relatively high,

- Choose a consignment partner that targets the same target market as the region,

- The selected consignment partner does not offer the product

Another collaboration that is built is cooperation with universities or freelance web developers. The use of freelance power is carried out to save costs incurred. Find freelancers at the cheapest possible price if it can be free. Companies can take advantage of the expertise of students who understand in developing corporate IT. Establish cooperation and good relations so that there is no confusion as before.

### Cost Structure

The costs incurred include costs for the purchase of raw materials and auxiliary materials. Transportation costs incurred include costs at exhibitions and coordination with partners or stake holders. The promotional costs incurred pay for the printing of the product catalog. The most expensive activity is production, and the most expensive resource is human resources.

The opportunity to minimize the costs incurred by the region belongs to the low category. This is because the region cannot reduce existing costs. The threat to regional costs is included in the low category, because regional administrators and managers are able to control costs so that there are no unpredictable costs.

Regions have a value-driven cost structure where the region does not make cost a major consideration but rather focuses on the value that will be created for customers to provide satisfaction. By conducting consignment with several sales points, the region will incur costs for profit sharing costs with consignment partners. Using the website area will increase the cost of paying freelance website developer wages. This needs to be considered because the role of IT is needed to improve regional efficiency.

## CONCLUSIONS

The results obtained where the business model is said to be good when viewed from nine elements according to the concept of business model canvas. This study found that the strength of the livestock group is in the high category. Very high opportunities in the customer segment and high threats in value propositions. Therefore, livestock groups are advised to develop their business in a way; adding to the customer segment, namely restaurants, DKM mosques and large companies, increasing the value proposition by opening meat stalls and opening processed meat businesses, creating websites, conducting consignments with several sales points and collaborating with universities and looking for freelance web developers.

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