

DEVELOPING "SEKOLAH PETERNAKAN RAKYAT" PROGRAM USING THE BUSINESS MODEL CANVAS APPROACH (CASE STUDY: BOJONEGORO REGENCY)

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ABSTRACT

SPR Maju Bersama is one of the location where the concept of "Sekolah Peternakan Rakyat (SPR)" is implemented, with the aim to encourage small-scale beef cattle breeder establish a professional collective enterprise under one management. SPR is designed to change the mindset, knowledge and capability of the beef cattle breeder to become the best and self-reliant entrepreneurs in the beef cattle business. In the effort to achieve its objective, the organization has not been able to carry out the model business effectively thus new strategies are needed to improve the business model. The objectives of this research are: 1) identify the present business model carried out by SPR Maju Bersama; 2) to carry out SWOT evaluation on each element of the business model; 3) formulate strategic to improve the business model that is formulated in an accurate programs. This research used the combination of business model canvas (BMC) approach and SWOT matrix analysis. The results it is concluded that the SPR Maju Bersama need to improve the business model through alternatives strategies that have been developed include: 1) increase the number of farmer members; 2) apply the concept of "agrosilvopastura" to optimize the management of natural resources; 3) increase the intensity of assistance through e-learning; 4) improve the quality and intensity of the relationship between management and farmers; 5) develop curricula, programs and guide books as well as strengthen the system of membership; 6) expand the partnership by utilizing information technology and existing business partners; 7) establish training centers and services as a resource in the field of SPR and beef cattle; 8) utilizes a strong partnership to change the mindset of farmers; 9) increasing leadership skill and the ability to use communications technology in the management of SPR.

Keywords: sekolah peternakan rakyat, Bojonegoro, BMC, matrix SWOT

ABSTRAK

SPR Maju Bersama adalah salah satu lokasi penerapan konsep Sekolah Peternakan Rakyat yang bertujuan untuk mendorong peternak sapi potong berskala kecil berkonsolidasi membangun perusahaan kolektif yang dikelola secara profesional dalam satu manajemen. SPR dibentuk untuk mengubah pola pikir, pengetahuan dan kemampuan peternak agar dapat menjadi wirausaha-wirausaha handal dan mandiri dalam menjalankan bisnis sapi potong. Di dalam mencapai tujuannya, organisasi belum mampu menjalankan model bisnisnya dengan efektif sehingga diperlukan strategi-strategi baru untuk memperbaiki model bisnis tersebut. Tujuan dari penelitian ini: 1) mengidentifikasi potret model bisnis yang dijalankan SPR Maju Bersama saat ini; 2) melakukan penilaian SWOT pada masing-masing elemen dalam model bisnis; 3) menyusun beberapa strategi sebagai bentuk perbaikan model bisnis yang dirumuskan dalam program-program perbaikan yang tepat. Penelitian ini menggunakan kombinasi antara pendekatan business model canvas (BMC) dan analisis matriks SWOT. Hasil analisis maka diambil kesimpulan bahwa SPR Maju Bersama perlu melakukan perbaikan model bisnis melalui strategi yang telah disusun meliputi: 1) meningkatkan jumlah peternak anggota; 2) menerapkan konsep "agrosilvopastura" untuk mengoptimalkan pengelolaan sumber daya alam; 3) meningkatkan intensitas pendampingan melalui e-learning; 4) meningkatkan kualitas dan intensitas hubungan antara manajemen dan peternak; 5) menyusun kurikulum, program dan buku panduan serta memperkuat sistem keanggotaan; 6) memperluas kemitraan dengan memanfaatkan teknologi informasi dan mitra usaha yang ada; 7) mendirikan pusat pelatihan dan layanan jasa sebagai narasumber di bidang SPR maupun peternakan sapi potong; 8) memanfaatkan hubungan kemitraan yang kuat untuk mengubah pola pikir peternak; 9) meningkatkan kemampuan leadership dan penggunaan teknologi komunikasi pada manajemen SPR.

Kata kunci: sekolah peternakan rakyat, Bojonegoro, BMC, matriks SWOT

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INTRODUCTION

"*Sekolah Peternakan Rakyat*" (SPR) is a program intended to develop cattle breeder to be self-reliance and be able to synergize through the knowledge. The presence of the SPR program is an effort to improve the Indonesian husbandry pattern which 98% is dominated by community husbandry (BPS, 2013), the breeder carried out the breeding activity in a small scale, not in a group, without educational knowledge and not in business oriented as yet. The result in low competition and bargaining position of the breeder is due to worst animal husbandry management, productivity, and low product quality (LPPM IPB, 2015).

The establishment of SPR based on three major concepts i.e. bonding (change the breeder mindset through education), bridging (bridge the gap between the breeder to collaborate) and networking (have an external network as a social capital). SPR is designed distinctively to the previous existing breeder group in Indonesia. Breeders are no longer the object of the topdown government support, but become the subject who have their deliverance to decide their own future. SPR become a forum for the breeder that enable them have business together and independently be a smart breeder. Through the knowledge that they gained from the SPR, it is expected that together the breeder could be self-supported to fulfill their own need such as providing the need in raising livestock, manage, selling and earning profit. The role of the government is just as facilitator that fulfil the breeder needs in implementing the SPR program while the academician works closely with the breeder in four year period. The first year is for strengthening the institution, in the second and third year of accompaniment, the breeder will be given the knowledge and technology, technically or non-technically. In the fourth year, the breeder will be given the liberty to run business together through a collective corporation that will be independently managed by the breeder. These were the basic of the background of the name "school" given to the SPR, as the school program could be given anywhere and anytime because working closely together is carried out unlimited within an informal condition.

The chosen area as the location to implement the SPR concept is SPR Maju Bersama at Kedungadem district Bojonegoro regency. Expert considered that compared to other SPR in other location, this SPR has the best progress. However, the "school" program carried out

by the SPR Maju Bersama has not been effectively implemented so that it affected the output process expected by the organization. The internal organization invalidity caused the improper coordination between the management and members. The "school" program is restricted by an unprepared curriculum and program schedule, limited distance, time and budget and insufficient SPR "school" facility. On the other hand the awareness of the breeders to absorb knowledge is still low, most of them joined the SPR because they expect to obtain government support or from other party for personal needs.

This pointed out that the organization has not been able to reach the SPR expected target at the first and second year of accompaniment, where the organization should have been able to establish strong institution and have better capability of raising livestock. The cattle breeder has not significantly affected by the SPR program in improving their knowledge, mindset and skill.

The development could be achieved if the organization is aware of the present implemented "school" business model, so that the SPR Maju Bersama could easily make improvement on the planned development and coinciding target. A business model reflected a strategic choice and operational implication that assists an enterprise to communicate, analysis, test and validate a cause and effect contact due to the chosen strategy. (Shafer et al. 2005). Due to its function a Business Model could be divided into three i.e. business model as a process, as a business component and as business strategy for an enterprise (Kastelle, 2012). The present developed business model designed by Osterwalder (2010), Johnson (2010), Abdekjafi (2013) is focussed at value invention concept. Business model canvas (BMC) developed by Osterwalder and Pigneur is one of the popular business model approach being used.

This business model is applied not only by profit oriented enterprise but also by not profit enterprise like SPR. Nine elements arranged in a canvas could assist an organization described the present running business model, so that new strategies could be introduced easily through improvement of the business model. The business model improvement could fill up the gap by availing some alternative business model described as future programs. (Tian and Martin, 2012). This was the basic background for the research on "People School Farm" Development Program through Business Model Canvas Approach. (Case Study: Bojonegoro Regency)

The research is expected to be able to assist the SPR to be developed as a place for local breeder to increase their product competitive potency and selling value through a suitable business model school. Beside, as solution to the problem of availability of national meat.

The objectives of the research are: 1) To identify the present business model portrait carried out by SPR Maju Bersama; 2) To evaluate SWOT analysis on each element in business model; 3) To arrange strategy as a form of accurate improvement of the business model.

METHODS

The research was carried out at the SPR Maju Bersama location, Kedungadem district, Bojonegoro regency, East Jawa. It was a three months research that started in November 2015 to Januari 2016. Data being used in the research is Primary data obtained from field observation and direct interview, with 10 internal and 3 external respondents involved in the SPR Program. The internal respondents consist of a manager and 9 members of the Board of Cattle Owner (DPPT) SPR Maju Bersama, while external respondents consists of an SPR expert, (SPR coordinator from LPPM IPB), while 2 from Animal Husbandry and Fishery Agency of Bojonegoro regency. The interview was carried out referring to the prepared questionnaire in a focus group discussion (FGD). During the research four times FGD with the internal respondents at the SPR

Maju secretariat in December 2015. Beside, secondary data obtained through literature study and supporting document related to this research was also being used.

At the early stage of this research an analysis on the environment and organizational internal business activity was carried out using nine BMC elements looking into the customer segment, proposition value, distribution channel, customer relationships to improve the sale of product and service (Figure 1). The four elements were clearly depicted because it will decide the value obtained by the enterprise to present revenue streams. The management of key resources availability element, kind of activity that could become the key activities, and key partners who could assist the efficiency and the last element is the cost structure (cost relationship) for the organization operational. In BMC the term left and right brain, whereas left brain directed the efficiency of an enterprise and the right brain showed the value offered by the enterprise to its client. Each BMC element linked to each other, so that any change took place in one element could affect the other element.

The next step is to identify the factors the affected internal and external environment in each element on SPR Maju Bersama business model. This was carried out by SPR Maju Bersama through depicting the strength, weakness, opportunity, and threat based on the result of the questionnaire, FGD and direct observation.

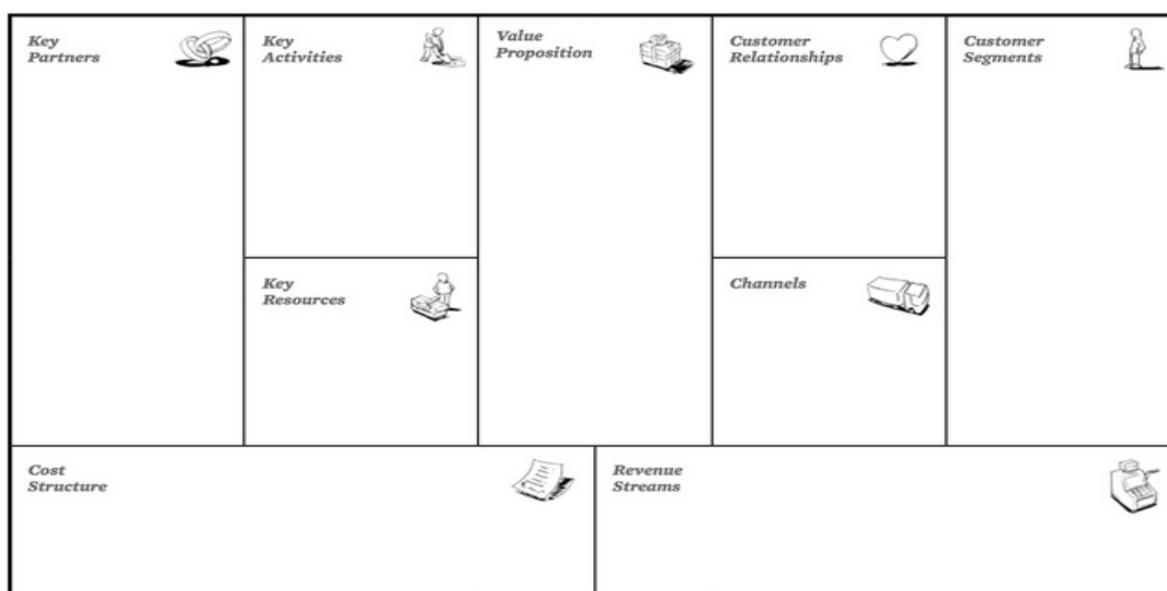


Figure 1. Business Model Canvas (Osterwalder dan Pigneur, 2014)

From the outcome of this framework (Figure 2), some factors were chosen to be the strategic issue in the SPR Maju Bersama business model development. These issues later were analysed through matrix the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Rangkuti (2011) by putting together the strength with the opportunity (SO strategy), the Strength with the threat (ST strategy), the Weaknesses with the opportunity (WO strategi) and the Weaknesses and the threat (WT strategy). The combination between BMC and SWOT will enable to obtain the outcome of more focused and sharp SWOT evaluation. The combination of the two analysis means could complement each other, where BMC is used to evaluate the integration, the entire business model and SWOT is used to look into the entire elements components in detail so that directive for business model renewal will be more effective. The outcome of the SWOT analysis could create strategic alternatives that is used as basic reference in the new business model formula for “school” development program which was further clarified through improved programs.

RESULT

Program Portrait of SPR Maju Bersama “School”

At present, there are 85 breeders (Customer segments) from the “school” program of SPR Maju Bersama who are eligible to be the member of SPR. To be a member of SPR, a breeder should have 1–5 cows and residing at Kedungadem district, specifically at Drokilo village and Sidorejo. The offered Value propositions are three basic major benefits that cover the role of SPR as accompaniment for the breeder to be self-reliant and properly synergize through a business oriented knowledge (bonding), SPR as a connector for the breeder to collaborate in establishing a collective enterprise under single professional management (bridging) and SPR expose network between breeder and external client (networking). At present, the bonding activities are very much depends to the academician while distance, time and operational cost are obstacles in the implementation. The bridging concept has been carried out although most of the activities do not go through the SPR, however, the collaboration among the breeders to establish an enterprise is significant. The SPR Maju Bersama has already vast grass area which is the result of communal green planting feed.

Manure processing has been started and applied to SPR grass area. In the networking concept, the presence of Bojonegoro district regional government and IPB academician has indirectly gained the community trust on the existence of SPR Maju Bersama, so that it is easier for the organization to establish cooperation with strategic business partners.

In communicating the value proposition, SPR Maju Bersama is using the word of mouth method, besides using telephone and sms services. The method is used to inform the member of the activity agenda and coordinate with the business partners. To communicate widely on SPR Maju Bersama activities, face book is being utilized, unfortunately the account has not been properly managed. While for distribution flow, SPR Maju Bersama presented the value proposition through routine meeting and accompaniment in terms of concept, field practice as well as discussion forum in the field of animal husbandry. SPR Maju Bersama established the relationship with its member through personal assistance. A relationship that based on direct interaction with its customers. SPR Maju Bersama established the customer relationships through membership, routine meeting between the members and the administrators, and also through the founded group. These for element should be outlined clearly as these will determine the value gained by the enterprise to obtain revenue stream.

At present, income flow of SPR Maju Bersama comes from the support of the regional government through the APBD fund allocated for the Fishery and Animal Husbandry Agency of Bojonegoro district, membership contribution, and honorarium for the resource persons from other Regencies/Provinces in a visitation to SPR Maju Bersama. There is no income flow from the customer segments, because the members do not pay for anything that they gained from the “school” program. For the continuance of the SPR program did not get momentary support from the regional government but physical resources such as feed raw material, greenery seedlings, equipment and feed processing machine. The contribution from the members is collected only if the SPR Maju Bersama has other matter that is not supported by the PEMDA, while the income from the manure and greenery sale are not continue. Honorarium for the resource persons as a form of gratitude is given by the people from the other local governments visiting the location of SPR Maju Bersama to learn SPR. Accordingly, SPR is established by the central

government to be applied by a number of areas which have livestock potentials, and SPR Maju Bersama is a Pilot SPR which is considered to be the most advanced compared to SPR in other areas.

To run its business model the SPR Maju Bersama has some key resources such as physic, financial, intellectual and human resource. In terms of physical resource the organization has 1 unit secretariat office, feed processing equipment, A 5 Ha area of Elephant Grass (Napier grass; *Pennisetum purpureum*), and 30 communal cage. However, the SPR has not beef cattle as sample yet so that during the practice 966 cattle belonging to the members were taken in turn as sample. As intellectual resource SPR Maju Bersama has the database of total number of breeder members and number of cattle they own. However, the database has not been properly managed because data updating is rarely done especially the number of cattle belonging to the member. The existence of SPR as a government program also raised the community trust, especially investor to cooperate with SPR Maju Bersama. The “school” concept and curriculum is the most important assets in the implementation of SPR. Unfortunately, the SPR curriculum has not been given in a form of a book but usually it was given directly in the field as training and practice matters. The present SPR Maju Bersama “school” business program model in Figure 3.

To make the business model running, the SPR Maju Bersama has to implement major activities i.e. carried out the “school” program theoretically and practically in the field. The “school” is carried out not as a conventional school, the SPR is not carried out daily inside a room but it can be done everywhere even at a coffee shop. 3 months of academician assistance is implemented based

on the invitation of the local Pemda. While other vacant time is filled out by the Animal Husbandry Agency of Bojonegoro or manager or DPPT administrator which has been divided according to their expertise. This activity is carried out minimum twice week at a routine meeting. In the implementation, this program has not been running effectively as scheduling and socializing has not been arranged properly. This organization also focused on promotion activity through trying to cooperate with some strategic clients. However, the activity is still traditionally carried out without using the advanced information technology. This is inefficient due to distance, time and promotion coverage. Thus, in terms of other activities, the management of SPR has conducted an SPR program socialization to assess the “school” implementation carried out by SPR Maju Bersama whose program is in line with the other local governments aiming to establish SPR in their areas and the investors.

In the development of “school” program, the role of various partners who had pushed the implementation of model business was very important such as the Bojonegoro district pemda as the facility provider for the SPR activity, IPB academician as accompaniment in knowledge transferring for 4 consecutive years and village administrators who provide the facilities and infrastructure in the implementation of the “school program. Key resources, key activities and key partnerships elements management determined the budget spent by SPR Maju Bersama to run its business model. The budget structure of the SPR Maju Bersama business activity covers operational routine budget covers manager and DPPT salary, SPR secretariat monthly cost of electricity.

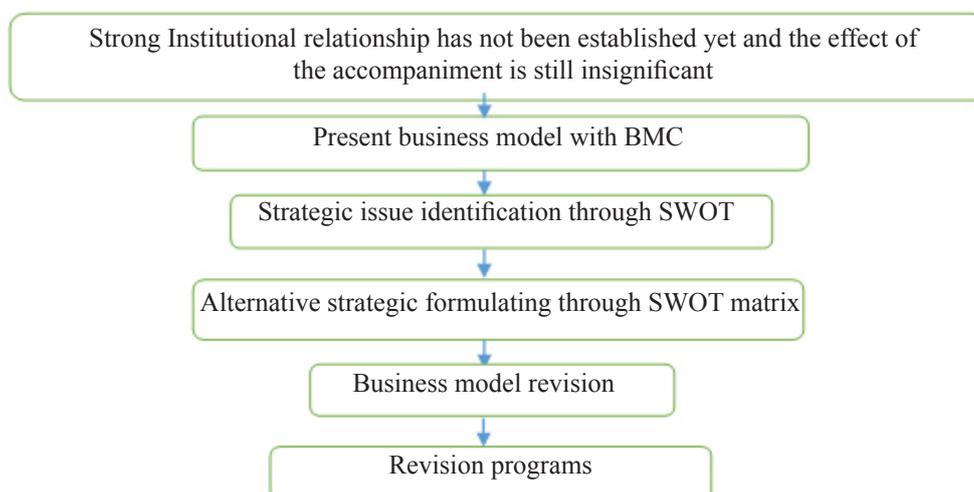


Figure 2. Conceptual framework

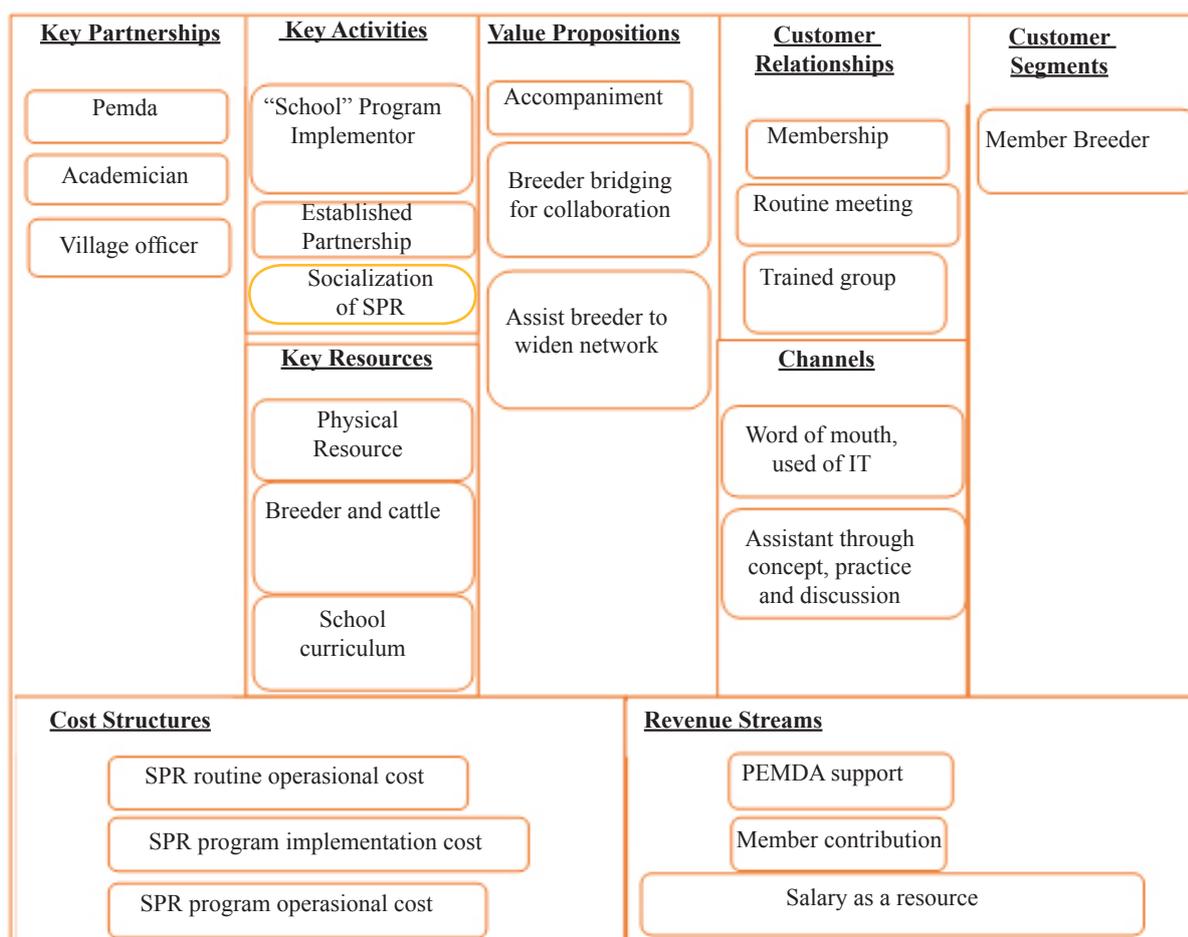


Figure 3. The present SPR Maju Bersama "school" business program model

- SPR program implementation cost that covers academician honorarium, cost of building and equipment to do presentation such as laptop, LCD projector and cost for consumption/refreshments for members and guests in each meeting.
- SPR program operational that cover purchase of raw material, fuel and equipment for field practical and land leasing.

SWOT Evaluation on Each BMC Element of "School" Business Model and SWOT Matrix Analysis

After identifying the SPR Maju Bersama BMC program Elements of "School" Business model at present, the next step is carried out an outline towards the strength, weakness, opportunity and treat on each of the BMC elements. SWOT evaluation on each BMC elements in "school" program in Table 1.

Strategic issues in matrix SWOT are chosen based on the result of questionnaire, interview and direct observation on the SPR condition. The result of the analysis is formulated into some strategic alternatives, as shown in Table 2.

SPR Maju Bersama Business Model " School" Improvement

Improvement or business model reformation is very important for the success of an enterprise that will enable the enterprise to adapt the change in the market or a competitive environment. Beside it can also improve and establish the internal organization of the enterprise. (Casadesus and Ricart, 2010). Some studies stated a business model innovation should be able to synchronize internal competence or adapt the external changes such as technology development (Chesbrough, 2010) or change the consumers values (McGrowth, 2010).

Table 1. SWOT evaluation on each BMC elements in “school” program

Element	Strength	Weakness	Opportunity	Threat
Customer segments	-	Discrepancy between the curriculum and member needs	Breeder cognizant to compete and many breeder who has not joined in	Wrong community perception on “school” program
Value proposition	bonding, bridging and networking concepts	Assistance constrained distance, time and cost	Founded by PEMDA and academician for four years	Cooperation with PEMDA and Academician has time limit, breeder mindset that is not easy to change
Channels	Direct two ways communication	Bad coordination and inefficient	Development of information and communication technology	Expensive cost of communication infrastructure
Customer relationships	-	Weak and lack of collaboration activities the membership system	Electronic communication media as a place for discussion /sharing info	Breeder choose other profitable activity
Revenue streams	Has more than one income source	Has not had an independent continuous source of income yet	Opportunity to obtain funding through a cooperation with new customer	APDN funding often late and complicated bureaucracy system
Key resources	The SPR status as a government program brings about the community trust	Insufficient infrastructure, physic and human resource, legal agency and curriculum (key resources)	Government made the SPR as a national program. Abundant nature resource in Bojonegoro	Difficult to reach agreement, as land owner is reluctant to let their land
Key activities	Manager and DPPT initiative in motivating member involvement	Improper Program scheduling and communication	Advance technology and communication media in Animal husbandry	Breeder has other major activity
Key partnerships	Has strong relationship with some strategic partners	SPR management and marketing is still weak	The present partner could help to widen the SPR network	Time dependency toward partner
Cost Structure	Efficient managing cost	Increasing operational cost	Animal husbandry technology and communication can safe cost	Many unpredictable costs

Based on the SWOT analysis matrix, SPR Maju Bersama has the opportunity to increase the number of its member by requesting the breeder around Kedungadem to join and follow the school” program offered by SPR. SPR Maju Bersama assists the other local governments from other areas and parties which require training and information regarding SPR as new customer segments through training activities and services from the resource persons offered by SPR Maju Bersama.

The increased customers need wide promotion and SPR facilities development in the implementation of “school” program. To create a value proposition that is in line with the SPR concept and the members’ demand, SPR Maju Bersama need to do some improvement. Learning system in the internal organization needs to be straightened up immediately, to overcome distance and time limit in the accompaniment implementation. In the effort to solidify the management and member relation improvement is also needed. Further relation could be carried out through intensive collaboration. (Machacha, 2008).

In the effort to improve the communication quality and intensity with its members, the organization could take the advantage of various modern internet based communication services such as instagram, line, whatsapp, email, website and blog. This Media could be used as discussion, promotion and marketing media for the SPR product and it will also give efficient operational cost, time and effort. Effective communication and high meeting intensity is the key to the success of manager and customer relationship. Long-term relationship will also increase customer's trust to the enterprise (Bell, 2005) so that skepticism to market product in a management could be avoided. SPR Maju Bersama could implement programs that could develop human resource and at the same time as a place for the breeder to strengthened the relationship

with the SPR management. Human development activities could become an alternative to carry out such edu-trip, , fieldtrip, gathering, event, or a contest that motivate the breeder to collaborate and present their creative ideas. Due to the fast technology development especially in the field of communication, SPR Maju Bersama could take the advantage to compile an SPR Maju Bersama digital handbook (e-book). The existing of an "e-book could be a way of SPR to keep the relation with its consumers because the book could explain in detailed how the SPR concept is carried out so that the activity could be implemented in line with the SPR vision. Accurate technology recommendation at the breeder level will determine the implemented program (Kariyana, 2014). SPR Maju Bersama "School" business model Improvement in Figure 4.

Table 2. SWOT Matrix

<p style="text-align: center;">Internal factor</p> <p style="text-align: center;">External factor</p>	<p style="text-align: center;">Strengths-S</p> <ol style="list-style-type: none"> Bonding, Bridging and Networking Concepts Status of SPR as a government program Strong partnership 	<p style="text-align: center;">Weaknesses-W</p> <ol style="list-style-type: none"> Problems in Mentoring due to the obstacles in distance, time and costs Weak membership system and lack of collaborative activities Having no independent income sources Inadequate infrastructure, human resource corporation, and curriculum Not well-scheduled and well-socialized Programs
<p style="text-align: center;">Opportunities-O</p> <ol style="list-style-type: none"> Awareness of farmers in competing with a number of non- farmer members around the location of SPR Other parties' interests in learning about SPR and livestock Technological development in information and livestock Abundant availability of natural resources in Bojonegoro The current partnership is involved in expanding SPR cooperation network 	<p style="text-align: center;">S-O Strategy</p> <ol style="list-style-type: none"> Increasing the number of farmer members by socializing three main SPR concepts (S1, S2, O1, O3) Applying the concept of "agrosilvopastura" to optimize the present human resource management by empowering human resources, having strong partnership and advanced technology in the field of livestock (S2, S3, O1,O3, O4, O5) 	<p style="text-align: center;">W-O Strategy</p> <ol style="list-style-type: none"> Increasing the mentoring intensity through e-learning (W1, O1, O3) Increasing the quality and intensity of the relationship between the management and farmer members (W1, W2, O1, O3) Designing curriculum, programs, modules and creating a stronger membership system (W1, W2, W4, W5, O3, O5) Expanding the cooperation to develop SPR infrastructure (W4, O3, O5) Establishing a training center and services as the resources or mentoring program related to SPR or livestock farming (W3, O1, O2, O5)
<p style="text-align: center;">Threats-T</p> <ol style="list-style-type: none"> Cooperation with the local government and academicians with a time limitation Low capacity of the members in utilizing technology Difficulty in changing the mindset of the farmers 	<p style="text-align: center;">S-T strategy</p> <ol style="list-style-type: none"> Utilizing strong partnership to slowly change farmers' mindset, so that SPR will become the primary activity (S1, S2, S3, T1, T3) 	<p style="text-align: center;">W-T strategy</p> <ol style="list-style-type: none"> Elevating the leadership capacity of the management and farmers' knowledge on the utilization of communication technology through workshops and a curriculum addition (W1, W2, W4, T2)

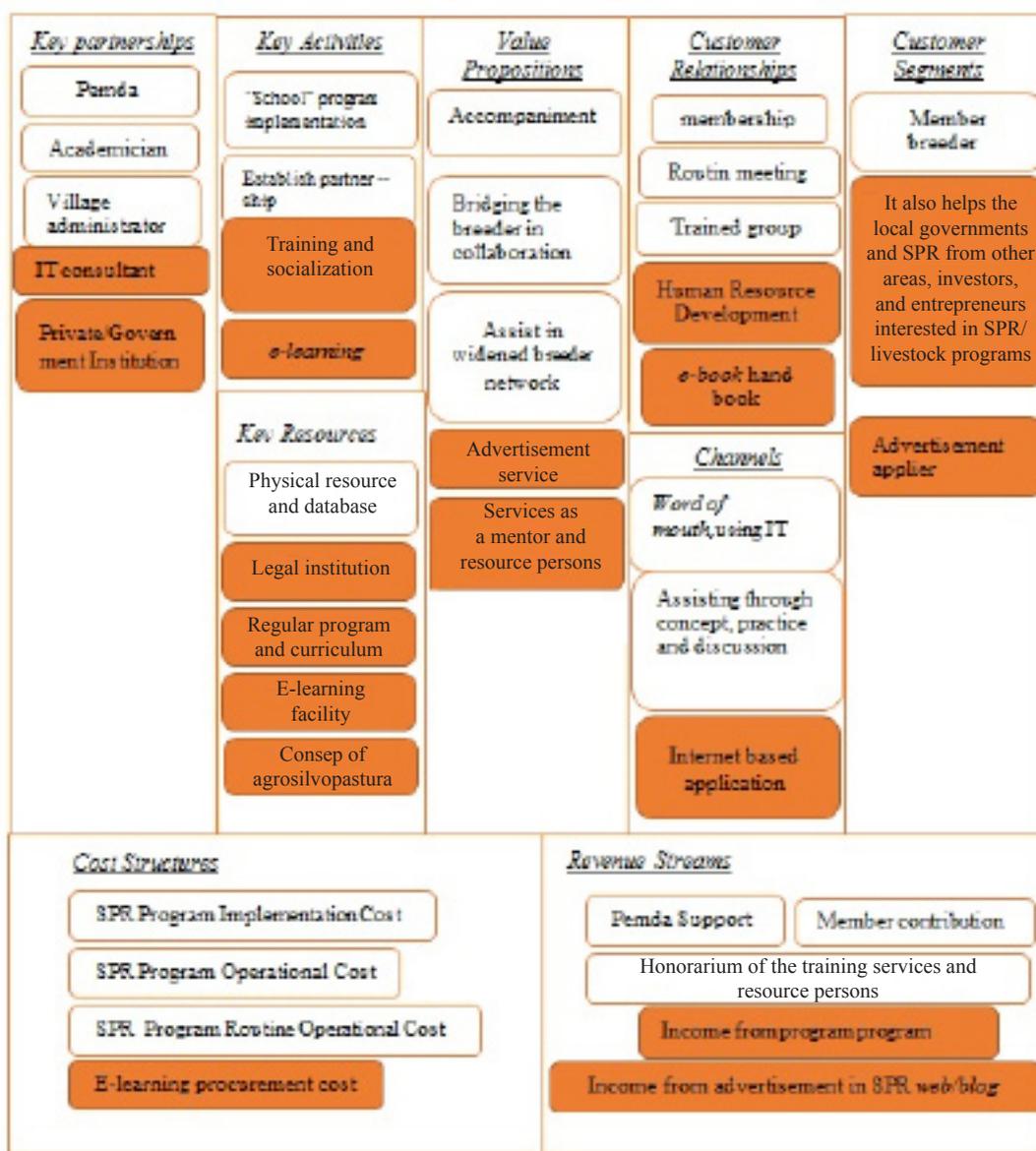


Figure 4. SPR Maju Bersama “school” business model improvement

To ensure the “school” program implementation in the future, SPR Maju Bersama could optimize the member contribution/share ownership and SPR product sale, to bring in revenue streams. The advantage of the improvement of the internet channels also gives an opportunity to the income resource such as royalty from an advertisement, while improvement on the key activities will provide another source in terms of funding from a collaboration program established with the strategic customers.

SPR could improve the accompaniment services enhancement by constructing routine and scheduled yearly program and activity target available manually or digitally. The time and distance limitation of the academician could be overcome through e-learning as an innovation in material delivery, while the practice

still has to be done in the field. The Networking value offered by the SPR to its customers need to be optimized through active promotion with wide scale to obtain more investor. Indirectly the main resource should also be improved by creating a legalized SPR brand. This is a way of earning candidate customers, trust and community towards SPR and also as organization identity. The extension of network could also be done by taking the advantage of the modern information technology. Due to the limitation of SPR Maju Bersama in providing the physical and human resource, the SPR need to optimize the resources through innovation of new resources. In this regard, SPR Maju Bersama required some facilities to support the key activities i.e. e-learning activities, animal husbandry infrastructure development and institutional legalization.

The strong partnership among the SPR Maju Bersama with pemda, academician and village administration has to be maintained and managed through a good communication. Partnership or collaboration with an institution that has a brand in the community will present a value to the enterprise (Hills, 2012). Partnership with the government is an important factor to obtain higher efficiency in implementing an innovation activity. (Musaeva, 2015). SPR also needs to widen network with other partners in developing the “school” program. There are many wide open opportunity but could not be obtained by the SPR due to the incapability of the human resource taking the market opportunity. Human resource soft skill is needed to be improved through training courses in the field of marketing and communication. All changes in every element will affect the budget structure of the SPR in the future especially in the procurement of e-learning facility.

SPR Maju Bersama “School” Business Model Improvement Program

In the effort to optimize the SPR implementation, basically there are three major concept that became value propositions offered by the SPR to the customer. This is due to that the value propositions could become the conceptual base and business model implementation and also as superior added value to the financial aspect, social and strong continuity (Carayannis dan Campbell, 2009; Carayannis dan Campbell, 2010; Carayannis et al. 2012). The three concepts have to be integrated to reach the SPR vision and mission. The new organizational business model design has to be able to motivate the inter organization functional and collaboration, to be able to reduce the obstacle in the business model environment and able to synchronize the changing internal and external business environment. (Carayannis, 2014). The following are the improvement programs implemented by the SPR Maju Bersama based on the business model improvement:

1. Accompaniment concept (bonding)

Continued learning through e-learning program. E-learning is learning delivery using the internet technology and has a wide extent. (Rosenberg, 2001). In this program breeder has a routine tutorial every weekend. The objective of this program is to keep the tutorial intensity and meeting between the breeder and the academician so that the breeder stay focused on the tutorial.

Carried out leadership training and socialization to the SPR curriculum. Weak leadership is the major factor of the lack of effectivity in a group, so that the organization has to pay more attention to the factor (Machacha, 2008).

Establishing consultation and assistance services in relation to SPR and livestock farming field can become a platform for various external parties to obtain new knowledge regarding SPR and livestock farming. To date, SPR Maju Bersama has become the Pilot SPR and frequently receives guests from various parties including the other local governments intending to establish SPR in their area and some entrepreneurs visiting SPR Maju Bersama office to learn how to manage livestock farming business satisfactorily.

2. Collaboration concept (bridging)

Legalized the institution as an effort to widen the network with strategic partners in developing SPR Maju Bersama facility and infrastructure. The legalized institution will be the starting capital to establish cooperation based collective enterprise. This is because cooperation has values that suitable to SPR. The cooperation will become part of SPR Maju Bersama to develop the beef cattle in the future.

Conducted human development activities as the effort to strengthen the organization collaboration. Member breeder need simple activities but can strengthen the internal organization such as gathering, exhibition, contest, and Edu tourism.

3. Collaboration concept (networking)

Established marketing agent as a network to widen relation. The Marketing agent will be under the SPR Maju Bersama marketing division. Each SPR Maju Bersama trained group will be given target investor or other strategic partner candidate appointed and controlled by the manager. This will motivate SPR to be more focused on extending partnership for future SPR facility and infrastructure development. Collaborative relation, innovative tutorial, instructor reputation, and good networking quality is the most important factor that determine the success of a “school” program (Bokor, 2011).

Optimized the information technology in the promotion and marketing of SPR Maju Bersama to the candidate

breeder member external party that potential to become SPR strategic partner. The use of the website present complete data of SPR Maju Bersama, implemented “school” activities, and collaboration offered to the investor/private institution/government institution could be done. This will also be the first step to introduce SPR Maju Bersama to the community so that when a business process is implemented through a collective enterprise, the SPR product could be easily accepted because it is known previously. Mobile promotion is also and effective media to introduce SPR. This is aimed to motivate the community in a short term (Andrews, 2016). The use of internet as a promotion media is very potential in a business development, to present performance and new promotion concept. In a research Apăvăloaie (2014) it was clarified the effect of the internet that gave new opportunity to innovate, where through the internet there is a change on how to inform, contact the customer, supplier and staff in marketing, promotion and other business activity.

Managerial Implication

The result of the research presented an illustration to the SPR Maju Bersama on the present implemented business model so that the organization knows what has to be improved from the business model. The recommended BMC is aimed to minimize the strategic issue that threat the organization activities continuation. The strategic alternative implementation and the program obtained from analysis result could help SPR Maju Bersama to strengthen the organization and improve the effectivity of “school” program that will affect the beef cattle in the future. Matters to be done: a) implement organizational strength followed by integrating working system procedure, curriculum and “school” program with stakeholder involved. The stronger the organization is, the better the implemented “school” program, that will affect the mindset, knowledge and breeder skill; b) Legalized cooperation based Institution as a first step to extend business partnership; c) Organization development pattern has to comply with SPR general guidance of the Director General of Animal Husbandry and Animal Health (DPKH) Year 2015 i.e. focus on the availability of facility and technical service, facility and marketing services and economic services that motivate the SPR business model implementation in one management.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research pointed out that the identification of “school” business model implemented by the SPR Maju Bersama was depicted on nine elements of business model canvas. The SWOT analysis identification on each BMC element showed that SPR Maju Bersama has weaknesses covering limited accompaniment due to distance, time and budget; inefficient coordination; unscheduled program and not well communicated; insufficient infrastructure, legalized institution, Human Resource and curriculum. So that improvement need to be implement to some business model elements except for customer segments and value proposition elements.

Improvement in the “school” program through SWT matrix results in nine strategies, namely: 1) increasing the number of farmer members through continuous socialization; 2) applying the concept of “agrosilvopastura” to optimize the human resource management in Kedungadem area; 3) increasing the mentoring intensity through e-learning; 4) increasing the relationship quality and intensity between the management and farmers; 5) designing curriculum, programs, and digital based modules as well as strengthening the membership system; 6) expanding the partnership by utilizing technological information and partnership to develop SPR infrastructure; 7) establishing the training center and services of resource persons or mentors related to the fields of SPR and livestock farming; 8) utilizing the strong partnership in order to slowly change the farmers’ mindset; 9) elevating the leadership capacity of the management and the use of communication technology. These strategies are elaborated in forms of improvement programs focusing on value propositions offered by SPR Maju Bersama.

Recommendation

The SPR Maju Bersama need to strengthen the organization through improvement of communication intensity through activities such as gathering, contest, and edutourism alsor optimized the tutorial process. Extension on the facility and infrastructure of “school” major program need to be carried out soon, covering cow availability and sample cage, machinery, and feed processor equipment, greenery planting area, curriculum, SPR handbook, and “school “activity

facility in class as well as e-learning. The effort of SPR Maju Bersama in extending the networking with the investor and other strategic partners could be done using the advanced communication technology. For further research, a strategic implementation until the evaluation stage is needed to enrich the research.

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