



RESEARCH ARTICLE

DEVELOPMENT STRATEGIES OF HORSEMEAT SHREDDED AGROINDUSTRY

^{1,*}Muh. Tahir Malik and ²Helda Ibrahim

¹Lecturer of Public Administration Study Program Universitas Islam Makassar-Indonesia

²Lecturer in Agrobisnis Study Program Universitas Islam Makassar-Indonesia

ARTICLE INFO

Article History:

Received 20th July, 2021

Received in revised form

24th August, 2021

Accepted 21st September, 2021

Published online 30th October, 2021

Key words:

Development Strategies,
Agroindustry, Unstandardized,
Horse meat Shredded.

ABSTRACT

The research is a case study at horsemeat shredded business group in Binamu Sub-district Jeneponto Regency. The research aims to find out development strategies of horsemeat shredded business in business and to analyze supporting and inhibiting factors of the business. The research is conducted for three months, April to June 2016. The research population includes one horsemeat shredded business group located in Binamu Sub-district. Sampling in the research is conducted purposively by selecting one horsemeat shredded business group of that employs nine workers in Binamu Sub-district Jeneponto Regency. The research results indicate that factors supporting the horsemeat shredded business to stay exist in its product development consist of raw material availability, having experiences in floss production business, the existence of business brand, good product storability quality, and unique flavor. The inhibiting factors include less effective promotion, less comfortable working condition, unstandardized work arrangements, production tools, and horsemeat shredded that is sometimes veined. Strategies to develop the horsemeat shredded floss business comprise conduct effective and efficient promotion that could be done through SME (small and medium enterprises) exhibitions held by the local government, brochures, advertising on internet media and other social media, put up the product expired date and halal label from the MUI (the Council of Indonesian Ulama), nutrient composition and suitable for consumption production code from the BPOM, and reducing product price by putting up 10% Discount remark since the average consumers favor discount.

INTRODUCTION

Agribusiness and agro-industry-oriented agricultural development strategies basically indicate that agribusiness development is an effort to achieve goals of attracting and encouraging the occurrence of new industries in agricultural sector, creating strong economic structure, creating added value, increasing foreign exchange earnings, creating job, and improving revenue sharing. Strategy is a unified, broad and integrated plan that connects strategic advantages to environmental challenges and it designs to ensure that the company's main goals could be achieved through appropriate implementation by the organization. Small enterprises also require a strategic plan, especially in its business development. It is required since the small enterprise should be able to respond to various unpredictable changes in its environment (Syarifudin, 2010). Agro-industry is an essential sector and has substantial contribution to realize targets and goals of national economic development, such as economic growth (PDB), employment opportunities, foreign exchange increase, regional economic development, and so on. Agro-industry is expected to be able to trigger national economic growth and development.

To carry on the mission, it will require an umbrella in the form of macro and micro policies. The macro and micro economic policies are expected to create business opportunities and certainty through its role as food supply, in a variety and quality, and to increase added value that in turn, could improve population income or purchasing power. Prospect of food industry in Indonesia is quite bright due to the abundance natural resource availability. Industrial development should utilize domestic raw materials and produces products with high added value, especially ready-to-eat and practical products and pays attention on quality (Lukmito, 2004). Government regulation through Perpres No. 22/2009 on Local Resource-Based Food Consumption Diversification Acceleration Policy becomes a legal umbrella in local food potential utilization in an area. Efforts to increase added value through agro-industry activities could increase income as well as play an important role in quality and variety food supply that available all the time. Therefore, when food scarcity occurs during low production, agro-industry actors could take a role to stabilize price. It is known that agro-industry could play role in the enhancement of added value through four simplest agro-industry categories: product cleaning and grouping or grading, sorting, cutting, mixing, and up to processing (cooking, canning, drying, and so on), and efforts to change chemical content (including nutrient content enrichment).

*Corresponding author: Muh. Tahir Malik,

Lecturer of Public Administration Study Program Universitas Islam Makassar-Indonesia.

Each activity type and level has specific development policy characteristics in terms of difficulty level, working capital, risk level, technology needed, and margin level obtained. Therefore, it requires macro as well as micro policies that are capable of, in one side, providing incentives to agro-industry actors to develop all those activity types proportionally and improving expertise in each agro-industry activity type, on the other side. The high consumption level of livestock processed product is a business opportunity to develop. Shifting in society is consumption pattern in livestock processed product consumption, especially meat, from fresh meat to processed food products encourages the development of meat processing technology. Various methods developed to increase fresh meat use value and storability, such as meat processing into sausage, beef jerky, and floss. Industrial development is a driver as well as motor of development. Industrial sector development is not only directed to large and medium industries but also small industries (Nurani, 2006). The high added value obtained by agro-industry business actors triggers an increase in competition either to obtain raw materials or in processed product marketing. The role of agro-industry in the efforts of maintaining primary products to be processed products to increase added value is necessary. One effort to be conducted to increase value added is processing wet horse meat shredded business.

shredded is a food made from quipped meat or meat that has been separated from its fiber and then seasoned and fried. Beef and buffalo meat are common meats used in floss production (Perdana, 2013). Shredded is a common term in our society and most people are very fond of the product as a side dish or to eat it directly. It has a shape similar to fiber since it is dominated by dry muscle fibers. It generally has bright brown to blackish color. It is a shredded meat that is mashed, boiled and fried. It could made from beef or known as beef floss. It could also made from other meat than beef, such as horse, chicken, goat, fish or other meats. Shredded as a food industry product has quality standards set by the Ministry of Industry. The quality standard determination is a reference that the product has good quality and safe for health. shredded business is mostly conducted traditionally and in small and medium scales. Similarity in characteristic of the business creates competition between the business actors. Business usually grows in a competitive market. In addition, new comers could easily enter the industry due to ease in floss production process and manufacturing technology. The research purposes include: 1) to analyze the supporting and inhibiting factors in horsemeat floss business in business in Binamu Sub-district Jeneponto Regency, and 2) to find out development strategies of horsemeat shredded business in business in Binamu Sub-district Jeneponto Regency.

RESEARCH METHODS

The research was conducted in Binamu Sub-district Jeneponto Regency. The location was selected purposively with consideration that horsemeat shredded business is one of home industries that produces horsemeat floss. The business is quite potential although it is not developed optimally. The research time was three months from April to June 2016. The research population was one horsemeat shredded business group located at Binamu Sub-district. Sampling was done purposively by selecting one horsemeat shredded business group, which was that employed 9 (nine) workers in Binamu Sub-district,

Jeneponto Regency. The sample was selected since it is a business group that actively produces every day.

Analysis used in the research included:

1) descriptive data analysis as a procedure in solving problems examined by describing or illustrating the research object condition at present based on visible facts or as it is; 2) Matrix of Internal Strategic Factors (IFAS), which is determination of factors that become strengths and weaknesses; and 3) Matrix of External Strategic Factors, which is determination of factors that become opportunities and threats; and 4) SWOT matrix, which is one of analysis techniques used to help strategic planners in strategy making process. The technique combines SWOT into a matrix and then it is identified into all aspects in the SWOT from the SWOT meeting quadrants according to the SWOT aspects. The SWOT analysis consisted of identification of strength, weakness, opportunity, and threat factors of the horsemeat shredded business.

RESULTS AND DISCUSSION

Horse Meat Shredded Production Process: Horse, a four-legged animal widely known to everyone, is a ruminant and *halal* to eat for Muslim. Besides it has delicious meat, horsemeat also has many benefits. The benefits are, among others, it could cure various diseases, especially headache, fatigue or less passionate, low blood pressure, back pain, asthma, and so on. The many benefits of horsemeat indicate that it contains substances beneficial for our body. According to a research, 100 gram horsemeat contains: energy of 118 kilo calories, protein of 18.1 gr, fat of 4.1 gr, carbohydrate of 0.9 gr, calcium of 10 mg, phosphor of 150 mg, and iron of 3.82 mg. With its countless content, there is no doubt that horsemeat is beneficial for our body. It could be consumed by both men and women. It is good for hard workers, employees who often work overtime, sportsmen, and people who are very busy. Besides it could increase energy, horsemeat is also good for stamina so that our bodies become healthier. There are many ways to process the horsemeat, such as for *tongseng* (a type of Indonesian food similar to curry), satay, floss and so forth. Floss is one of durable food menus that uses no preservatives; thus, we don't have to worry in consuming the food. It is a food that many people like and its processing is quite simple

The Making of Horse Meat Shredded: The making of KIAH is horsemeat shredded for one production process required the following ingredients: 5 kg of horsemeat, 2 gr of pepper, 10 gr of coriander, ½ lt of sugar, 2 limes, 2 cloves of garlic, 1 spoon of salt, and 1 lt of cooking oil. Tools used included stoves, pans, panic scale, basin, oil press, and plastic press.

Horsemeat floss production process:

- Horsemeat cut in rectangular shape, washed clean
- Boiled the meat and added salt until it cooked and tender, drained the meat well and let it cold.
- The cooked horsemeat was quipped manually until smooth
- Mixed the meat with seasonings prepared (pepper, coriander, mashed garlic, salt and limes) and stirred well.
- Fried the meat until brownish

- Removed the meat and drained and put into a press tool until the floss separated from the oil, and then shredded
- Packed the floss in a plastic bag and given KIAH package brand
- The KIAH horsemeatshredded ready to market

The production of horsemeat shredded in KIAH required 20 kg fresh horsemeat for one day. 1 kg fresh horsemeat could be processed into 400 gr floss that consisted of four packages (@100 gr per package in a price of Rp. 50,000). It means that one day production process could produce 8,000 gr floss (80 pcs of 100 gr packages). There were only three times production process in a week thus required 60 kg horsemeat. Therefore, in one month the production process was only conducted for 12 days and required 240 kg meat and it could be processed into 96,000 gr floss or equal to 960 packages of 100 gr.

Development Strategies of KIAH Horse Meat Shredded Business:

Business development strategies conducted by KIAH horsemeat shredded business to achieve its targeted market included improving competitiveness and overcoming competition. Product produced and marketed was KIAH horsemeat shredded that had been packaged in such a way to attract consumers. The package had included expired date, halal label from the MUI, nutrient composition, and suitable for consumption production code from the *Balai Pengawasan Obat dan Makanan* (BPOM) (Foods and Drugs Agency). The label was necessary since consumers in Jeneponto Regency are Muslim, on average, and they would feel safe in consuming the floss product from KIAH. Price role would be crucial, especially during increasingly tight competition and limited demand development. The role was crucial to maintain and improve KIAH horsemeat shredded business position in the market. In addition, it was to increase sales and business profit. In other words, pricing influences company competitiveness and ability to influence consumers. Hence, KIAH horsemeat shredded business reduced their price by including a 10% DISCOUNT remark. Consumers love discount and the discount was done to attract consumers to buy the products. Once the consumers taste the unique flavor of the floss, the price would be adjusted gradually according to the cost production.

Last but not least in the business development strategies of KIAH horsemeat shredded was promotion. The product should be introduced by conducting effective and efficient promotion. The promotion could be done through small and medium enterprises (SME) exhibitions held by the local government, brochures, and the use of advertising on internet media and other social media. It was conducted so that the product was not only known by people of Jeneponto Regency but also South Sulawesi people and even Indonesian people in general. In its distribution, the product already had a sales gallery located at Bhakti Industry supermarket and Misi Pasar Raya supermarket in Buntosinggu City, Jeneponto. The supermarkets located near the KIAH production location; thus distribution cost could be suppressed.

The Supporting and Inhibiting Factors in KIAH Horse Meat Floss Business:

The current industrialization process, particularly home industry, in Indonesia seems unable to entirely overcome problems of raw material availability, product storability, and product promotion. Moreover, it has not fully provided decent employment for workforces in

society. The quality horsemeat shredded product from KIAH could be well accepted by the consumers if it adjusted to current development and consumer taste. It would guarantee the floss business productivity development and it would progress. The supporting factors of KIAH horsemeat shredded business in Binamu Sub-district Jeneponto Regency so that it could stay exist in its product marketing are described as follows.

Raw Material Availability: KIAH, in its production process, had no difficulties to obtain raw materials in the market, especially fresh horsemeat and spices. The raw materials were easy to obtain and in affordable price.

Having Business Experience in Floss Production: Workers in KIAH horsemeat shredded business were skillful in the horsemeat shredded production since they often received trainings and they already experienced in floss production.

The Existence of Business Brand: To expand market, the KIAH horsemeat shredded business had been listed in the Ministry of Health and had a brand, production code and nutrient composition.

Good Product Storability Quality: The KIAH is horsemeat shredded had good storability up to 3 (three) months.

Unique Flavor: The KIAH is horsemeat shredded had unique flavor since it is made from horsemeat. Despite the supporting factors, there were factors that inhibited KIAH horsemeat shredded business in Binamu Sub-district Jeneponto Regency in its product development as described follows.

Less Effective Promotion: The KIAH is horsemeat shredded floss marketing process was constrained because there was no promotion either in local or national media. The product was hence unknown by the society.

Less Comfortable Working Condition: Irregular arrangement of working areas with less neat layout of machines and tools and narrow production space resulted in less comfortable working condition. It became an obstacle for workers in the production process.

Unstandardized Work Arrangement: Work schedule/arrangement that had not existed caused workers to work without fixed working procedures. As a consequence, it could hinder production process that supposed to be done simultaneously.

Minimum Production Tools: Production tools used to fry the meat in KIAH horsemeat floss business had small size thus it could sometimes damage the product when frying, such as the product became charred.

Horsemeat is Sometimes Veined: Horsemeat as a raw material was sometimes veined; hence, floss produced became hard and easy to burn. Horsemeat that should be used was 100% the thigh.

SWOT Analysis: In this research, the researchers analyzed using SWOT analysis as a tool to help in the development of KIAH horsemeat shredded business. SWOT analysis is an analysis to identify various threat and opportunity factors.

SWOT matrix is one of analysis techniques used to help strategic planners in the process of determining strategies. The matrix clearly illustrated how opportunities and external threats encountered by a company could be adjusted to strengths and weaknesses of the horsemeat shredded producers. Based on internal and external analysis results strengths, weaknesses, opportunities, and threats could be identified that had influence on the development of KIAH horsemeat shredded business. These factors are described as follows.

Identification of Strength Factors: The KUAH horsemeat shredded business is one of meat floss that had been long established in Binamu Sub-district. It is located at Jl. M. Dg. Tau Lembang Loe, Balang Village Binamu Sub-district Jeneponto Regency. In its production process, the business had no difficulties to obtain raw materials in the market, especially horsemeat and spices. The raw materials were easy to get and in affordable price. Workers in the business were skillful in the horsemeat shredded production since they often received trainings and they were mostly experienced in floss production. As regards market expansion, the business had listed in the Ministry of Health and had a brand, production code, and nutrient composition. The KIAH is horsemeat shredded had good storability up to 3 (three) months and unique flavor since it used horsemeat.

Identification of Weakness Factors: The KIAH horsemeat shredded business only produced three times a week with average production per day was 20 kg horsemeat to produce 8,000 gr horsemeat shredded. The price was Rp. 50,000 per 100 gr floss. The price was relatively high compared to other floss. In the marketing process, the business encountered obstacles since there was no promotion either through local or national media. Therefore, the product was unknown by the society. Irregular arrangement of working areas with less neat layout of machines and tools and narrow production space resulted in less comfortable working condition. It became an obstacle for workers in the production process. Work schedule/arrangement that had not existed caused workers to work without fixed working procedures. As a consequence, it could hinder production process that supposed to be done simultaneously. Production tools used to fry the meat in KIAH horsemeat shredded business had small size thus it could sometimes damage the product when frying, such as the product became charred.

Horsemeat as a raw material was sometimes veined; hence, floss produced became hard and easy to burn. Horsemeat that should be used was 100% the thigh. Table 1 indicates that the strengths were larger than the weaknesses. The subtotal for strength was 2.15, whereas the weakness was 1.30. Difference between strength and weakness was 0.85. Total score of the IFAS matrix was 3.45 indicating the small business was in a good position in utilizing the strengths to overcome the weaknesses.

Identification of Opportunity Factors

Horsemeat Shredded Production Process: Horse, a four-legged animal widely known to everyone, is a ruminant and *halal* to eat for Muslim. Besides it has delicious meat, horsemeat also has many benefits. The benefits are, among others, it could cure various diseases, especially headache, fatigue or less passionate, low blood pressure, back pain,

asthma, and so on. The many benefits of horsemeat indicate that it contains substances beneficial for our body. According to a research, 100 gram horsemeat contains: energy of 118 kilo calories, protein of 18.1 gr, fat of 4.1 gr, carbohydrate of 0.9 gr, calcium of 10 mg, phosphor of 150 mg, and iron of 3.82 mg. With its countless content, there is no doubt that horsemeat is beneficial for our body. It could be consumed by both men and women. It is good for hard workers, employees who often work overtime, sportsmen, and people who are very busy. Besides it could increase energy, horsemeat is also good for stamina so that our bodies become healthier. There are many ways to process the horsemeat, such as for *tongseng* (a type of Indonesian food similar to curry), satay, floss and so forth. Floss is one of durable food menus that uses no preservatives; thus, we don't have to worry in consuming the food. It is a food that many people like and its processing is quite simple

The Making of Horse Meat Floss: The making of KIAH is horsemeat floss for one production process required the following ingredients: 5 kg of horsemeat, 2 gr of pepper, 10 gr of coriander, ½ lt of sugar, 2 limes, 2 cloves of garlic, 1 spoon of salt, and 1 lt of cooking oil. Tools used included stoves, pans, panic scale, basin, oil press, and plastic press.

Horsemeat shredded production process:

- Horsemeat cut in rectangular shape, washed clean
- Boiled the meat and added salt until it cooked and tender, drained the meat well and let it cold.
- The cooked horsemeat was quipped manually until smooth
- Mixed the meat with seasonings prepared (pepper, coriander, mashed garlic, salt and limes) and stirred well.
- Fried the meat until brownish
- Removed the meat and drained and put into a press tool until the floss separated from the oil, and then shredded
- Packed the floss in a plastic bag and given KIAH package brand
- The KIAH horsemeat floss ready to market

The production of horsemeat floss in KIAH required 20 kg fresh horsemeat for one day. 1 kg fresh horsemeat could be processed into 400 gr floss that consisted of four packages (@100 gr per package in a price of Rp. 50,000). It means that one day production process could produce 8,000 gr floss (80 pcs of 100 gr packages). There were only three times production process in a week thus required 60 kg horsemeat. Therefore, in one month the production process was only conducted for 12 days and required 240 kg meat and it could be processed into 96,000 gr floss or equal to 960 packages of 100 gr.

Development Strategies of KIAH Horse Meat Floss Business: Business development strategies conducted by KIAH horsemeat shredded business to achieve its targeted market included improving competitiveness and overcoming competition. Product produced and marketed was KIAH horsemeat shredded that had been packaged in such a way to attract consumers. The package had included expired date, *halal* label from the MUI, nutrient composition, and suitable for consumption production code from the *Balai Pengawasan Obat dan Makanan* (BPOM) (Foods and Drugs Agency).

The label was necessary since consumers in Jeneponto Regency are Muslim, on average, and they would feel safe in consuming the floss product from KIAH. Price role would be crucial, especially during increasingly tight competition and limited demand development. The role was crucial to maintain and improve KIAH horsemeat shredded business position in the market. In addition, it was to increase sales and business profit. In other words, pricing influences company competitiveness and ability to influence consumers. Hence, KIAH horsemeat shredded business reduced their price by including a 10% DISCOUNT remark. Consumers love discount and the discount was done to attract consumers to buy the products. Once the consumers taste the unique flavor of the floss, the price would be adjusted gradually according to the cost production. Last but not least in the business development strategies of KIAH horsemeat shredded was promotion. The product should be introduced by conducting effective and efficient promotion. The promotion could be done through small and medium enterprises (SME) exhibitions held by the local government, brochures, and the use of advertising on internet media and other social media. It was conducted so that the product was not only known by people of Jeneponto Regency but also South Sulawesi people and even Indonesian people in general. In its distribution, the product already had a sales gallery located at Bhakti Industry supermarket and Misi Pasar Raya supermarket in Bontosunggu City, Jeneponto. The supermarkets located near the KIAH production location; thus distribution cost could be suppressed.

The Supporting and Inhibiting Factors in KIAH Horse Meat Shredded Business: The current industrialization process, particularly home industry, in Indonesia seems unable to entirely overcome problems of raw material availability, product storability, and product promotion. Moreover, it has not fully provided decent employment for workforces in society. The quality horsemeat shredded product from KIAH could be well accepted by the consumers if it adjusted to current development and consumer taste. It would guarantee the floss business productivity development and it would progress. The supporting factors of KIAH horsemeat shredded business in Binamu Sub-district Jeneponto Regency so that it could stay exist in its product marketing are described as follows.

Raw Material Availability: KIAH, in its production process, had no difficulties to obtain raw materials in the market, especially fresh horsemeat and spices. The raw materials were easy to obtain and in affordable price.

Having Business Experience in Floss Production: Workers in KIAH horsemeat floss business were skillful in the horsemeat shredded floss production since they often received training and they already experienced in floss production.

The Existence of Business Brand: To expand market, the KIAH horsemeat shredded business had been listed in the Ministry of Health and had a brand, production code and nutrient composition.

Good Product Storability Quality: The KIAH is horsemeat shredded had good storability up to 3 (three) months.

Unique Flavor: The KIAH is horsemeat shredded had unique flavor since it is made from horsemeat.

Despite the supporting factors, there were factors that inhibited KIAH horsemeat shredded business in Binamu Sub-district Jeneponto Regency in its product development as described follows.

Less Effective Promotion: The KIAH is horsemeat shredded marketing process was constrained because there was no promotion either in local or national media. The product was hence unknown by the society.

Less Comfortable Working Condition: Irregular arrangement of working areas with less neat layout of machines and tools and narrow production space resulted in less comfortable working condition. It became an obstacle for workers in the production process.

Unstandardized Work Arrangement: Work schedule/arrangement that had not existed caused workers to work without fixed working procedures. As a consequence, it could hinder production process that supposed to be done simultaneously.

Minimum Production Tools: Production tools used to fry the meat in KIAH horsemeat shredded business had small size thus it could sometimes damage the product when frying, such as the product became charred.

Horsemeat is Sometimes Veined: Horsemeat as a raw material was sometimes veined; hence, floss produced became hard and easy to burn. Horsemeat that should be used was 100% the thigh.

SWOT Analysis: In this research, the researchers analyzed using SWOT analysis as a tool to help in the development of KIAH horsemeat shredded business. SWOT analysis is an analysis to identify various threat and opportunity factors. SWOT matrix is one of analysis techniques used to help strategic planners in the process of determining strategies. The matrix clearly illustrated how opportunities and external threats encountered by a company could be adjusted to strengths and weaknesses of the horsemeat shredded producers. Based on internal and external analysis results strengths, weaknesses, opportunities, and threats could be identified that had influence on the development of KIAH horsemeat shredded business. These factors are described as follows.

Identification of Strength Factors: The KIAH horsemeat shredded business is one of meat floss that had been long established in Binamu Sub-district. It is located at Jl. M. Dg. Tau Lembang Loe, Balang Village Binamu Sub-district Jeneponto Regency. In its production process, the business had no difficulties to obtain raw materials in the market, especially horsemeat and spices. The raw materials were easy to get and in affordable price. Workers in the business were skillful in the horsemeat shredded production since they often received trainings and they were mostly experienced in floss production. As regards market expansion, the business had listed in the Ministry of Health and had a brand, production code, and nutrient composition. The KIAH is horsemeat shredded had good storability up to 3 (three) months and unique flavor since it used horsemeat.

Identification of Weakness Factors: The KIAH horsemeat shredded business only produced three times a week with

average production per day was 20 kg horsemeat to produce 8,000 gr horsemeat shredded. The price was Rp. 50,000 per 100 gr floss. The price was relatively high compared to other floss. In the marketing process, the business encountered obstacles since there was no promotion either through local or national media. Therefore, the product was unknown by the society. Irregular arrangement of working areas with less neat layout of machines and tools and narrow production space resulted in less comfortable working condition. It became an obstacle for workers in the production process. Work schedule/arrangement that had not existed caused workers to work without fixed working procedures. As a consequence, it could hinder production process that supposed to be done simultaneously.

Production tools used to fry the meat in KIAH horsemeat shredded business had small size thus it could sometimes damage the product when frying, such as the product became charred. Horsemeat as a raw material was sometimes veined; hence, floss produced became hard and easy to burn. Horsemeat that should be used was 100% the thigh. Table 1 indicates that the strengths were larger than the weaknesses. The subtotal for strength was 2.15, whereas the weakness was 1.30. Difference between strength and weakness was 0.85. Total score of the IFAS matrix was 3.45 indicating the small business was in a good position in utilizing the strengths to overcome the weaknesses.

Identification of Opportunity Factors: The KIAH horsemeat shredded business development was a big opportunity for investors with sufficient capital. Support from government of Jeneponto Regency to introduce the products of KIAH horsemeat shredded business could be an opportunity for the business since it indirectly indicated that the government played role in supporting the business. The business would continue to produce due to the large number of horsemeat supplier. As regards technology aspect, the business should be able to market their product to be known by the society. The business currently marketed through technology development of social media. Along with population increase, the horsemeat shredded products started to gain attention from consumers. Moreover, market was available for the meat in Jeneponto, which was Bhakti Industri and Misi Pasar Raya Supermarkets.

Identification of Threat Factors: Economic instability and ongoing crisis could be a threat since increased oil price would automatically influenced price in various goods including an increase in horsemeat price as a main ingredient in horsemeat shredded production. The existence of meat floss other than horsemeat was a huge threat for horsemeat floss industry since it was economically more profitable to use floss made from other meat than horsemeat shredded. In terms of quality and benefit, however, horsemeat shredded was better. A decrease in consumer purchasing power due to a relatively high price of KIAH horsemeat shredded compared to other floss businesses was also a threat for the business. Table 2 indicates that the business opportunities were larger than the threats. The opportunity had subtotal of 2.45, whereas the threat was 1.10. Based on the result the difference was 1.35. Total score of EFAS matrix was 3.55 indicating the business position was in medium/average position in utilizing the opportunities to face the threats. business development was a big opportunity for investors with sufficient capital. Support from government of Jeneponto Regency to introduce the products of KIAH horsemeat shredded business could be an opportunity for the

business since it indirectly indicated that the government played role in supporting the business. The business would continue to produce due to the large number of horsemeat supplier.

As regards technology aspect, the business should be able to market their product to be known by the society. The business currently marketed through technology development of social media. Along with population increase, the horsemeat shredded products started to gain attention from consumers. Moreover, market was available for the meat in Jeneponto, which was Bhakti Industri and Misi Pasar Raya Supermarkets.

Identification of Threat Factors: Economic instability and ongoing crisis could be a threat since increased oil price would automatically influenced price in various goods including an increase in horsemeat price as a main ingredient in horsemeat shredded production. The existence of meat floss other than horsemeat was a huge threat for horsemeat shredded industry since it was economically more profitable to use floss made from other meat than horsemeat shredded. In terms of quality and benefit, however, horsemeat shredded was better. A decrease in consumer purchasing power due to a relatively high price of KIAH horsemeat shredded compared to other floss businesses was also a threat for the business. Table 2 indicates that the business opportunities were larger than the threats. The opportunity had subtotal of 2.45, whereas the threat was 1.10. Based on the result the difference was 1.35. Total score of EFAS matrix was 3.55 indicating the business position was in medium/average position in utilizing the opportunities to face the threats.

CONCLUSION

Factors supporting the KIAH horsemeat shredded business to stay exist in its product development included raw material availability, having experiences in floss production business, the existence of business brand, good product storability quality, and unique flavor. The inhibiting factors consisted of less effective promotion, less comfortable working condition, unstandardized work arrangement, minimum production tools, and horsemeat that is sometimes veined. Development strategies conducted by the KIAH horsemeat shredded business comprised performed effective and efficient promotion through SME exhibitions held by the local government, brochures, and utilization of advertising on internet and other social media; attracted consumer attention by including expired date, halal label from the MUI, nutrient composition and suitable for consumption production code from the BPOM; reduced price by putting up a 10% DISCOUNT remark since the average consumers liked the word discount.

REFERENCES

- Andriansari Putri Ratih, 2010. *Pengembangan agroindustri*, http://repository.gunadarma.ac.id/466/1/paper_Ratih_putri_Andrian_Sari_dan_Arfan.pdf (14 Agustus 2016).
- Anonim. 2010. SNI Abon. Dewan Standardisasi Nasional. Jakarta.
- Anonim, 2012. Pembuatan Abon. http://www.google.com/Teknopangan/Sedap_Sekejap/Abon. 14 Agustus 2016.
- Astari Dewi. 2011. Karakteristik Karkas Kuda Dengan Umur, Jenis Kelamin dan Pemanfaatan Yang Berbeda Di Kecamatan Binamu, Kabupaten Jeneponto Sulawesi

- Selatan. Departemen Ilmu Produksi Dan Teknologi. Peternakan Fakultas Peternakan. Institut Pertanian Bogor.
- Astawan, M.W., dan Astawan, M. 2006. Teknologi Pengolahan Pangan Hewani Tepat Guna. Akademika Pressindo. Jakarta.
- Blakely, J. dan D.H. Bade. 1998. Ilmu peternakan. Cetakan keempat. Terjemahan: B. Srigandono. Universitas Gajah Mada Press. Yogyakarta
- Ditjenak Direktorat Jenderal Bina Produksi Peternakan Departemen Pertanian. 2009. Buku Statistik Peternakan 2009. Ditjenak Jakarta.
- Hastuti, A. D. 2014. Strategi Pengembangan Usaha KUD Godean di Kecamatan Godean Kabupaten Sleman. Skripsi. Program Studi Agribisnis. Universitas Gadjah Mada.
- Kurniawati, D. K. 2013. Analisis Kelayakan dan Strategi Pengembangan Usaha Industri Rumah Tangga Slondok di Kecamatan Grabag Kabupaten Magelang. Skripsi. Program Studi Agribisnis. Universitas Gadjah Mada.
- Lutfia, W., 2011. Strategi Pengembangan Usaha. <http://lutfiawulan.dari.blogspot.com/>. Diakses pada hari Minggu 14 Agustus 2016.
- Masyhuri F. 2011. Strategi Pengembangan Usaha Industri Kecil Tape Bondowoso. Bogor. Fakultas Pertanian. Institut Pertanian Bogor.
- Nurani, N. 2006. Daya Saing Agribisnis, Aspek Hukum dan Strategi Pengembangan. Nuansa, Bandung.
- Perdana, A. 2013. Proses Pembuatan Abon Sapi. <http://perdanaangga.wordpress.com/2013/06/04/proses-pembuatan-abon-dan-nugget/>. 14 Agustus 2016.
- Rangkuti, F. 2013. Studi Kelayakan Bisnis dan Investasi : Studi Kasus. Gramedia Pustaka Utama, Jakarta.
- Rangkuti, F. 2014. Analisis SWOT : Teknik Membedah Kasus Bisnis Cara Perhitungan Bobot, Rating, dan OCAI. Gramedia Pustaka Utama, Jakarta.
- Riady, Matur. 2004. Tantangan dan Peluang Pengembangan Ternak Kuda Konsumsi. Dirjen Bina Produksi Departemen Pertanian. Jakarta.
- Salfina, N., dkk, 2010. Kajian Sistem Usaha Ternak Kuda di Kalimantan Tengah. PTP Kalimantan Tengah, Palangkaraya.
- SNI [Standar Nasional Indonesia]. 1992. SNI 01- 2908-1992, Dendeng Sapi. BSN, Jakarta.
- Syarifudin H, 2010. Strategi dan Agenda Pengembangan Usaha Kecil. Bandung Yayasan Akatiga.
- Soehardjono, O. 1990. Kuda. Yayasan Pamulang, Jakarta.
- Sofjan Assauri, 2013. Manajemen Pemasaran, RajaGrafindo Persada, Jakarta, 2013.
- Wikipedia. 2012. Kuda. Diakses 14 Agustus 2016 pukul 15.05 WITA, dari <http://id.wikipedia.org>.
- Yusran, M. Antara., dan R. A. Rauf. 2014. Strategi pengembangan usaha abon sapi pada UKM Mutiara Hj. Mbok Sri di Kota Palu. J. Agrotekbis 2 : 47-53.
