

ANALYSIS OF DEVELOPMENT OF ADDED VALUE OF COOPERATIVE BUSINESS ECOSYSTEMS AL-ITTIFAQ ISLAMIC BOARDING SCHOOL, CIWIDEY, BANDUNG DISTRICT

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Abstrak: Tema penelitian adalah pengembangan usaha berbasis inovasi agribisnis pada Pesantren Al-Ittifaq di Bandung. Permasalahan terkait keterbatasan lahan, hilirisasi produksi hortikultura dan agrowisata, pengembangan ide bisnis melalui pemanfaatan sumberdaya termasuk teknologi dan inovasi. Tujuan penelitian: pengembangan ide bisnis yang bernilai tambah berdasarkan potensi sumberdaya yang ada dapat dilakukan oleh koperasi usaha Pesantren Al-Ittifaq, Ciwidey, Kabupaten Bandung. Grand theory sistem inovasi digunakan untuk menganalisis ekosistem agribisnis ini. Metode penelitian yang digunakan dengan pendekatan kualitatif melalui wawancara informan kunci dan pendukung, survei lapangan, diskusi dengan pihak terkait. Analisis SWOT dilakukan untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman; diskusi kelompok dan brainstorming untuk menghasilkan ide-ide kreatif dengan nilai-nilai ekonomi syariah; Analisis model bisnis canvas untuk memvalidasi konsep dan memperbaiki rencana inovasi berdasarkan umpan balik; usulan rekomendasi kepada pengelola Koperasi Pondok Pesantren. Dua rekomendasi strategi pengembangan yang diimplementasikan di pesantren tersebut berupa (1) strategi inovasi dalam diversifikasi produk kudapan sehat (Healthy Snack) berupa desain produk camilan yang tidak hanya mengutamakan rasa yang lezat, tetapi juga memberikan manfaat kesehatan. (2) Alif Village (Agrowisata) yang lahir sebagai langkah untuk menghadirkan konsep penginapan tradisional dengan pemandangan desa yang indah, menggabungkan konsep modern dengan kehidupan desa tradisional.

Kata kunci: inovasi, bisnis, rekomendasi, strategi

Abstract: The research theme is the development of an enterprise based on agribusiness innovation at the Al- Ittifaq Conference in Bandung. Problems related to land constraints, horticultural and agro -economic production, development of business ideas through the exploitation of natural resources including technology

and innovation. Objective of research: development of value-added business ideas based on the potential of existing resources that can be done by the business cooperation Pesantren Al- Ittifaq, Ciwidey, Bandung district. The grand theory of innovation systems is used to analyze this agro -business ecosystem. Research methods used with a qualitative approach through interviews with key informants and supporters, field surveys, discussions with stakeholders. SWOT analysis is carried out to identify strengths, weaknesses, opportunities, and threats; group discussions and brainstorming to generate creative ideas with sharia economic values; business model analysis of canvas to validate concepts and improve innovation plans based on feedback; recommendation proposals to the management of the Hostel Cooperative. The two development strategy recommendations implemented at the workshop are: (1) a strategy of innovation in the diversification of healthy snacks, a design of snacks that not only prioritizes tasty tastes, but also provides health benefits. (2) Alif Village (Agrotourism) was born as a step to present the concept of traditional accommodation with a beautiful village view, combining the modern concept with the traditional village life.

Keywords: innovation, business, recommendation, strategy.

Introduction

Ittifaq Islamic Boarding School, Ciwidey, Bandung Regency implements innovative development in the form of a combining business model values economy creative (Andrea G., Santoso, S, 2020; Dumilah, et.al., 2021) and sharia in general simultaneously. For more than fifty years, the Al- Ittifaq Islamic Boarding School Cooperative has been an integral part of the life of the Al- Ittifaq Islamic Boarding School . The identification of the main research problem is that Al- Ittifaq Islamic Boarding School faces a number of challenges in its journey. Limited land, downstreaming horticultural and agrotourism products , developing business ideas through utilization resources including technology and innovation (Ahmad, 2021; Sugeng Santoso, Syafaat Pradipta, Trubus Sumantono, Ari Ana Fatmawati, 2021). By teaching its students entrepreneurial skills, Al- Ittifaq Islamic boarding school plays an important role in human resource development. This encourages sharia economic growth and provides economic independence to the community. This is part of the Islamic boarding school's efforts to become agents of change in nation building and alleviating poverty . In line with this, the management motto of the Al- Ittifaq Islamic boarding school, Ciwidey is quoted from KH. Fuad Affandi Bin Abah H Rifai as the caretaker of the Islamic Boarding School "in the hands of the students, skills combine with the Qur'an, creating an Islamic boarding school that turns myth into reality, from weakness to progress, and from prayer workers to entrepreneurial leaders" (Santoso, Selma Alfarisah, Ari Ana Fatmawati , Rian Ubaidillah 2021; Temas, 2023).

Literature Review

Study previous more Lots discuss about learning models inquiry boarding school based entrepreneurship, formation values entrepreneurship and factors supporting and inhibiting in the learning model process inquiry based entrepreneurship. Basically, principles tourist friendly Muslim use CHSE principles, viz apply cleanliness, health, safety and environment. The CHSE principle does not only applies for tourist sites but also for all facilities, incl traded food and drinks (Santoso, Natanael, et al., 2021a; Bastiawan, et.al., 2022). With halal certificate, food and drinks available in Indonesia are guaranteed halal for tourists (Endri, et.al., 2020; Novita, et.al., 2022). So that consumer Muslim will feel safe and comfortable consume product This . (Santoso, Natanael, et al., 2021b; Rian Ubaidillah & Sugeng Santoso, 2022). Because of society evaluate with notice protocol applicable health (Santoso, Hapsari, Difoasih, & Prianto, 2021; Sugeng Santoso & Daru Asih, 2021). And this need advice and help so that MSME actors can endure in condition whatever. (Alik, Santoso, Nuraliki, & Anisa, 2021). The same thing presented by Redata et al. (2021).

A problem solving approach using *the grand theory* of innovation systems is used to analyze this agribusiness ecosystem Use technology and innovation required For increase mark plus in management chain supply (Santoso et.al., 2020; Ditra Novtiansyah & Sugeng Santoso, 2023). The research method used is a qualitative approach through interviews with key informants and supporters, field surveys, discussions with related parties. Innovation Ecosystem in agribusiness through mapping of actors, value chains, added value carried out by the Al- Ittifaq kopontren using a thinking framework involving the stages of (i) interviews with Islamic boarding school leaders, (ii) identification of strengths, weaknesses, opportunities and threats, (iii) discussion, (iv) SWOT analysis and proposed recommendations to the Islamic Boarding School Cooperative management

Method

Study qualitative done with approach explorative descriptive, literally comprehensive aim for analyze and describe related phenomena with preparation framework Work For count mark plus. (Dewi, RK, & Santoso, S. 2023). Collected data by related researchers with ongoing research held obtained with the observation process participatory (*participatory-observation*), and interviews with informant key (*key informant*) and informant supporters. A studies done for determine the extent of the informant's involvement and ability to understand focus study. Testing tools used is triangulation data source with use various data sources such as documents, archives,

interviews, observations, or also interrogation more from One considered subject own corner different views, as captured data collected (Santoso et.al., 2022). Where are the data collection techniques interviewer (researcher or given task do data collection) file something question to those interviewed. Procedure triangulation form interview deep with informant key. Informant key namely CEO and as well Agribusiness Business Unit Manager Cooperative Al-Ittifaq Islamic Boarding School. Guidelines Question Interview related topic question (i) ecosystem chain mark agribusiness; (ii) Strengths, Weaknesses, Opportunities and Threats, (iii) utilization technology for increase mark add, (iv) development need business (Sugeng Santoso, Rahma Septi Anzelina, Luthfi Aulia Safari, Dimas Iskandar, Fery Erwanda, 2021). Observation participatory, that is as observation to pattern behavior man in situation certain, for get information about desired phenomenon. Observation done with come / survey to location in a way direct.

Results and Discussion

SWOT analysis carried out through studies literature become base for understanding more carry on about internal and external factors that influence success cooperative.

Strengths

- a. Abundant Natural Resources: Fertile land and resources Power natural abundant support sustainable agriculture.
- b. Extensive Network: Strong network help in marketing and support partner business.
- c. Product Superior: Quality product high level of agriculture attract market and build reputation positive.
- d. Planned Financing: Planning mature finances support growth and reduction risk.
- e. Own Certification: Certification increase trust and show commitment to standards quality.
- f. Attractive Packaging: Attractive packaging differentiate products and improve image brand.

Weaknesses

- a. Limited Production Land: Limitations land can limit production agriculture and growth business boarding school.
- b. Limited Distribution Locations: Limited distribution locations can hinder more market access wide.
- c. Lack of Human Resources: Lack source Power human (HR) can influence ability in management and development business.

- d. Limitations Technology Information (IT): Limitations access and utilization technology information can reduce efficiency operational.
- e. Limitations Fertilizer: Limitations supply fertilizer can influence production and productivity agriculture.
- f. Lack of Promotion & Marketing: Lack effort promotion and marketing can hinder market understanding of product boarding school.

Opportunities

- a. Increasing Production: Opportunity For increase production agriculture in face continued demand develop.
- b. Development Product Processed: Potential For develop product processed from results agriculture can add value and market.
- c. Approach Education: With approach education, islamic boarding school can expand knowledge and skills students in agriculture and agribusiness.
- d. Expansion Relationship: Opportunity For expand relationships and partnerships that can be support growth and distribution product.
- e. Request Ginger Commodity: Due to demand ginger keep going increasing, islamic boarding schools can utilise opportunity this as commodity superior.
- f. Digital Media and Intermediaries: Utilization of social media and digital platforms can be help in marketing products and reach more markets wide.

Threats

- a. Weather and Economic Factors: Risks to fluctuation weather and instability economics that can influence agricultural production and markets.
- b. Competition: Competition in the industry strict agribusiness can influence market share and price product.
- c. Change Regulations Agriculture: Change in regulations agriculture can influence operations and compliance boarding school.
- d. Crisis: Crisis health, like pandemic, yes influence supply power work, distribution, and demand product.
- e. Limitations Natural Resources (SDA): Limitations source Power nature, such as water and land, can hinder growth production agriculture.
- f. Treachery: Threat from betrayal or detrimental internal actions can bother stability and operation boarding school.



Figure 1. Analysis SWOT Matrix

Based on results SWOT analysis so plan strategic implementation development of valuable business ideas plus based on potency existing resources in the form of

1. Innovation Strategy in Diversification Product Healthy Snacks

Healthy snacks made from piece dried fruit and vegetables or dehydration. Drying process remove part big water, leave concentration of natural flavors and nutrients. raw material Mainly, like fresh fruit and vegetable produce agriculture boarding school. Ingredients This used in various dish for serve food Healthy to customers (Agus, et. al., 2022; Lovika, et. Al., 2022).

a. Canvas Business Model

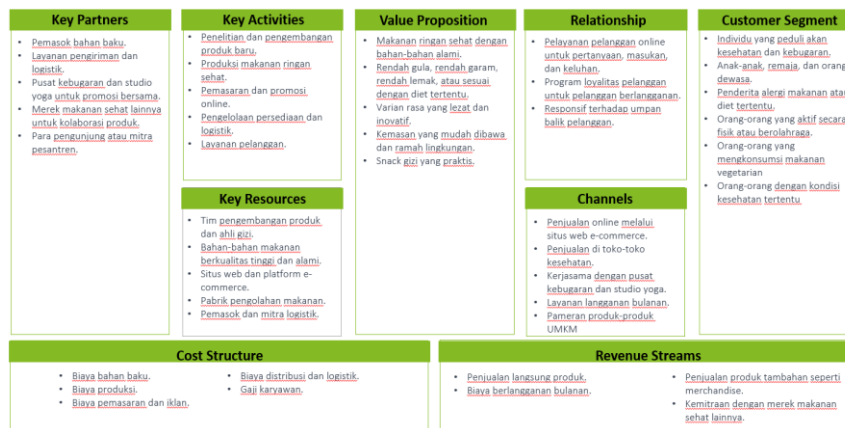


Figure 2. Strategy canvas business model 1

b. Competitor

There is a number of daylight that has different focuses and advantages like:

- Competitor A focuses import and distribution fresh fruit is not available in a way local.
- Competitor B focuses production chips cassava and potatoes with various flavor variants.

- Competitor C focuses production peanut quality caramel tall with a strict production process.
- Competitor D focuses offer various product experience like non-MSG seasoning, food baby organic, coffee & tea, fruit dry, milk, jam, and noodles organic.
- Competitor E focuses on producing granola from fruits dry and chunky coconuts in East Bali and East Flores.

c. Go To Market Strategy

- What are you selling?

Snack dry healthy made from dried fruit and vegetables with various flavors and variations. Product This processed For maintain nutrition natural, low in added sugar, and free material addition dangerous.

- Who are you selling to?

caring consumers will health and style life Healthy. This includes individual looking snack healthy for self they yourself, family and children. Can also target customers who have special diets, such as vegetarian, vegan, or low-calorie diets carbohydrates.

- Where will you promote your product?

- Own website and e-commerce platform.
- Social media such as Instagram, Facebook, and LinkedIn for reach a caring audience will health.
- advertising on related websites health, style life healthy, and food.
- Health events, farmers markets, and relevant local events.

- How will you reach your target market?

- Retail Distribution
- Digital Marketing
- Collaboration and Events
- Sale Direct

d. Revenue Models

- Direct-to-Consumer
- Retail and Distribution Wholesaler
- Partnership and Cooperation
- Affiliate Marketing

2. Utilization strategy beauty natural environment form Alif Village Agrotourism

a. Plan Development

- Construction of the restaurant "Saung Dahar Ngabogaan Al- Ittifaq "
Architecture traditional Sundanese with material experience create nuances typical with combination element traditional with a modern touch to give impression unique and aesthetic.
- Veranda, garden and modern touches
Restaurant designed with room open and decorated pavilion with ornament traditional for give nuances natural.
- Utilization of homestays from House inhabitant

b. Canvas Business Model

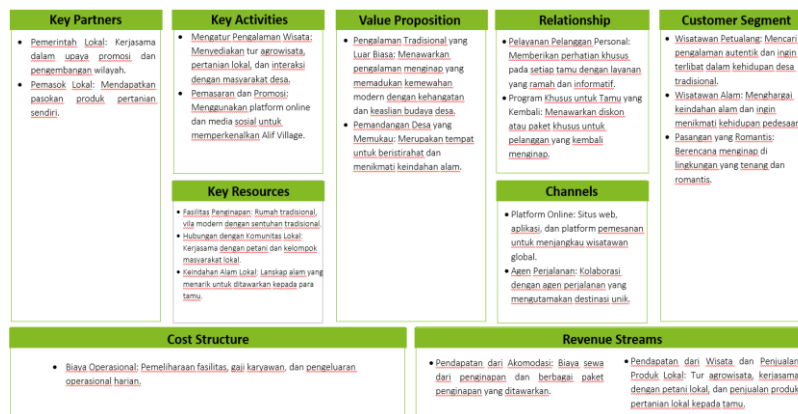


Figure 3. Strategy canvas business model 2

c. Competitor

There is a number of daylight that has different focuses and advantages like

- Competitor A is known as place eat family with stunning views of rice fields and mountains serving a diverse Indonesian menu
- Competitor B offers cook typical Sundanese coffee and typical West Javanese coffee, with comfortable atmosphere in the center strawberry garden
- Competitor C stands out dish delicious duck, with overlooking location lake artificial

e. Go To Market Strategy

- What are you selling?

Alif Village's Go-to-Market Strategy is careful combination between riches culture traditional and strength modern technology.

- Who are you selling to?

Happy consumers adventure while holiday with atmosphere countryside and pampering views eye

- Where will you promote your product?

Utilise the power of digital platforms.

- How will you reach your target market?
 - travel platform
 - social media

f. Revenue Models

- Home stay
- Restaurants
- Agrotourism
- Sale product

Conclusions and Recommendations

Conclusion

Research result from analysis The SWOT matrix shows 2 strategies for initiative areas that is

S-O Strategy:

- Expanding the market for increase sale with optimize development technology and information
- Product Diversification
- Maintain product quality and quality service

W-O Strategy

- Utilization help from government and departments related in effort enhancement managerial abilities through training and seminars

As for developing valuable business ideas plus based on potency existing resources including technology and innovation and can carried out by the Al-Ittifaq islamic boarding school business cooperative, Ciwidey, Bandung Regency includes two strategies, namely

1. Downstream strategy diversification product horticulture in the form of Healthy Snacks
2. Utilization strategy beauty natural beautiful environment with combine draft accommodation, place eating and traveling form Alif Village Agrotourism

Recommendation

Recommendation for Strategy 1

- Quality superior and innovative products: maintaining quality a delicious and nutritionally rich product presents interesting flavors and variations
- Source Power material standard quality: ensure that material standard, like fruit and vegetables, quality tall
- Effective and efficient distribution and marketing: have chain effective and efficient supply and distribution to use increase awareness brand
- Compliance with regulations health and sustainability environment: comply regulation health and nutrition product snack as well as consider awareness sustainable and ethical environment in manage source power
- Service customer use technology and analytics: delivering service customer as well as utilise technology and analytics for understand behavior customers, market trends, and efficiency operational can give superiority competitive
- Partnership strategic: build partnership with suppliers, distributors and partners other can expand range you and create opportunity new.

Recommendation for Strategy 2

- Alif Village is not a success only depending on the aspect singular, but rather involve Suite factor important things to offer to the guests.
- Consistency as key main in every aspect service. Ensure that every visitor feel riches culture local and beauty natural in a way consistent.
- Partnership tightly with public local become foundation deep strong field agrotourism. Open door for farmer local for involved on an agritourism tour or sell product agriculture them and so active support growth economy local.
- Responsive service and fulfill need visitor. Listen and respond with fast need as well as input visitor.

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