

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

# Development Strategy for Millennials Agri-Socio-Preneur in Ciletuh Palabuhanratu Geopark

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## ABSTRACT

Social entrepreneurship in agriculture develops in line with the development of social entrepreneurship. The lack of interest among the younger generation in working in agriculture remains a significant challenge to the development of social entrepreneurship in the agricultural sector, particularly in West Java Province. This study aims to develop a strategy for cultivating agricultural social entrepreneurs among millennial generation farmers, based on the primary challenges in developing agricultural social entrepreneurs and the readiness of millennial farmers in West Java, as well as other stakeholders, to apply the concept of social entrepreneurship to agricultural businesses. The research uses qualitative studies to comprehensively capture the problem situation in developing the human resource capacity of millennial generation farmers, especially in rural West Java. The results of the research indicate that two progressive strategies (SO) need to be implemented. Firstly, the millennial farmer community must ensure that assistance programs from both the government and other parties run smoothly and involve as many parties as possible that may be positively affected. The second strategy is that millennial entrepreneurs, through the use of technology, must innovate to enhance the branding and marketing of processed agricultural products, leveraging existing government programs for support.

**Keywords:** Agriculture, Agri-Socio-Preneur, Millennial Generation, Social Entrepreneurship.

## I. Introduction

In the twenty-first century, social entrepreneurship has gained significant interest, and It Has Been Pointed out that this phenomenon cannot be separated from the existence of success stories around the world regarding poverty alleviation and/or improvements in various fields. Some experts (Hervieux & Voltan, 2016) argue that the development of social entrepreneurship is timely and contributes positively to resolving social issues. Along with the overall growth of social

entrepreneurship, agricultural social entrepreneurship is also evolving. Social entrepreneurship in agriculture is also developing in line with the development of social entrepreneurship itself. (Rahdari et al., 2016) concludes that social entrepreneurship can serve as a feasible, workable, and durable strategy to support agricultural innovation. (Sarker, 2020) explains that social entrepreneurs in agriculture face various challenges, such as being perceived as poor, marginalized, or disadvantaged people, and being in rural and remote areas.

The primary factor making the agricultural sector less desirable is the lower average salary of workers compared to those in the industrial and service sectors. The Farmer Exchange Rate, which is an indicator of farmer welfare, has decreased from year to year. Based on BPS data for 2021 (BPS Jabar, 2021) There was a 0.21% decrease in the Farmer Exchange Rate in West Java. The extensive conversion of agricultural land, which might prevent agricultural firms from reaching commercial scale, exacerbates this issue. Additionally, many young individuals from farming families lack the expertise and managerial skills necessary to operate an agricultural business. The capacity of farmers is crucial in terms of human resources in agriculture, as agricultural development is often prioritized in relation to the development of human resources. Farmers still have a limited ability to recognize their own accomplishments in the field of farming. Farmers' knowledge, attitudes, and abilities to identify farming potential, take advantage of opportunities, solve agricultural issues, and ensure the sustainability of farming resources are still limited (Sumane et al., 2017).

Along with the numerous difficulties that will be encountered due to the rise of social entrepreneurs in the agricultural industry, the need for qualified millennial farmers will develop. The millennial generation is anticipated to have a positive impact, thanks to several admirable traits associated with them. The millennial generation, especially in agricultural households, is believed to be able to bring the neighborhood to prosperity together, as they understand the importance of technology and information in their lives. To encourage an entrepreneurial mindset and foster social companies in the agricultural sector, a more comprehensive approach is necessary that considers all relevant factors. Their development is anticipated to play a significant role in this growth process, as millennial farmers' capacity is a key aspect that supports efforts to foster an entrepreneurial spirit and build successful and sustainable social enterprises in the agricultural sector. The challenges of Industrial Progress 4.0, which will impact the level of competitiveness and capacity for innovation, as well as the demands to address current social and environmental issues, make capacity building a strategic issue. The capacity building strategy for millennial farmers can be approached, among other things, by identifying the key issues and offering recommendations for improving the current activity system, determining the readiness and sustainability status and the levers of readiness and sustainability, which will then help formulate policy priorities and directions for achievement in order to encourage a social entrepreneurial spirit and create social enterprises in the agribusiness sector.

This research presents several novel findings that have not been previously reported or explored. The novelty or contribution of this research is defined in terms of the scope of the methodology and the resulting output. Within the scope of the methodology, the novelty lies in producing a process for generalizing a series of concepts, methods, and procedures that can then be used in designing a strategy for developing agricultural social entrepreneurs for millennial generation farmers at regional or equivalent levels. The goal of this study is to develop a strategy for millennial generation farmers to become agricultural social entrepreneurs, based on the key challenges involved and the level of interest among West Java's millennial farmers and other stakeholders in implementing the social entrepreneurship model in agricultural enterprises. Some of the benefits expected from the

research design of the millennial farmer capacity development strategy model in the context of growing social entrepreneurs in the agricultural sector are that this research represents one of the sustainable approaches supporting studies on efforts to grow social entrepreneurs in the agricultural sector. Another practical benefit is that the results of this research can serve as guidelines for relevant agencies in cultivating social entrepreneurs in the agricultural sector, particularly regional governments in West Java.

## II. Literature Review

The presence of entrepreneurship in the agricultural sector has a strategic role. The development of entrepreneurial activity is a core requirement for the growth of the agricultural sector, improving entrepreneurial skills, improving human resources, and improving the economy, primarily for increasing GDP (Doran et al., 2018), which is carried out through entrepreneurship development programs that are oriented towards local potential, entrepreneurial-focused, systemic, and supported by a policy and political environment. Structural changes in the business environment have an indirect impact on the agricultural sector. This causes farmers to seek the most cost-effectiveness through production scale or cost reduction, and an orientation towards increasing profits. As a result, various alternative orientation strategies are available, including focusing on production activities, adding value to agricultural products through processing, direct sales, market niches, or diversification into non-agricultural businesses. (Velasco-Munoz et al., 2021) It is a strategy to respond to changes in the agricultural environment.

The southern part of West Java generally has problems in regional development. (Aprianoor & Muktiali, 2015) Explained that there are regional imbalances in West Java Province. Differences in the quality of human resources, unemployment rates, public health levels, educational facilities, infrastructure quality, investment levels, and local revenue cause the inequality. (Abdullah et al., 2017) Revealed that the southern region can be said to be lagging behind the central and northern regions because the sources of growth are different. In the southern part of West Java, the primary sources of growth are the agriculture and tourism sectors. Based on the literature review that the writer did, and the bibliometric journal by (Iskandar et al., 2020) There are still very few studies that discuss social entrepreneurship in agriculture, especially in Indonesia. Previous studies have also not discussed strategies for developing social entrepreneurship in detail.

### 2.1. Social Entrepreneurship

In general, entrepreneurship is understood as a perspective for finding solutions, directions, ways, and strategies to create and develop a business that can provide profitable opportunities, as environmental conditions (economic, social, cultural, and business) are increasingly changing. The presence of entrepreneurship in the agricultural sector has a strategic role. The development of entrepreneurial activity is a core requirement for the growth of the agricultural sector, improving entrepreneurial skills, improving human resources, improving the economy, primarily for increasing GDP (Far & Rezaei-moghaddam, 2019), which is carried out through entrepreneurship development programs that are oriented to local potential, entrepreneurial-focused, systemic, and supported by policy and political environment. Structural changes in the business environment have an indirect impact on the agricultural sector. This causes farmers to seek the most cost-effectiveness through

production scale or cost reduction, and an orientation towards increasing profits. As a result, various alternative orientation strategies are available, including focusing on production activities, adding value to agricultural products through processing, direct sales, market niches, or diversification into non-agricultural businesses. (Adinolfi et al., 2020) It is a strategy to respond to changes in the agricultural environment.

Indonesia still faces challenges in its agricultural sector, including production, distribution, and affordability of prices. The three main problems lead to a significant issue affecting farmers' welfare, which deserves attention. Referring to the problems above, this encourages various elements of society to play an active role in assisting the government in overcoming problems related to agricultural development, poverty, and farmer welfare. This role is present in various forms of practice and movement, where individuals solve social problems independently, meet needs through their own efforts, and create social change within society. This practice became known as social entrepreneurship. Social enterprise has the potential to grow rapidly in agriculture because it can positively impact the lives of people, the majority of whom work as farmers.

## 2.2. Agriculture in West Java

The West Java Chamber of Commerce and Industry (Kadin) assesses that the southern region of West Java province has the potential to be developed into an agro-industrial area. The southern region in question is mainly comprised of Tasikmalaya, Garut, and Pangandaran. The large number of forest areas in the southern region of West Java means that economic development cannot be carried out sporadically or unevenly. There needs to be mapping according to the potential of the existing area. Currently, agricultural and plantation products lack added value. For this reason, in the future, the development of the downstream industry in the agricultural and plantation sector needs more attention.

The southern part of West Java generally has problems in regional development. (Aprianoor & Muktiali, 2015) Explained that there are regional imbalances in West Java Province. Differences in the quality of human resources, unemployment rates, public health levels, educational facilities, infrastructure quality, investment levels, and local revenue cause the inequality. (Abdullah et al., 2017) Revealed that the southern region can be said to be lagging behind the central and northern regions because the sources of growth are different. In the southern part of West Java, the primary sources of growth are the agriculture and tourism sectors.

## 2.3. Capacity Building of Millennial Generation Farmers and Their Role in Social Entrepreneurship

Capacity development, according to Analoui & Danquah (2017), refers to the ability or proficiency that enables a person to perform a task effectively, as demonstrated through their actions to increase work productivity. (Said, 2015) States that human resource capacity development aims to enhance the capabilities of individuals to perform their responsibilities professionally and improve their technical skills. The capacity of farmers as actors in carrying out farming actions refers to their ability to meet needs. Millennial agro-preneurs play a crucial role in agricultural development. If young entrepreneurs move, then agriculture in the future will experience far more advanced changes. Opolot et al. (2018). Stated that entrepreneurial competence affects the productivity of farmers; in this case, productivity refers to the extent to which farmers can achieve business goals or objectives by managing resources effectively. (Hendrawan et al., 2019) explained that entrepreneurial orientation is very

influential in getting fishery products that have quality assurance, are competitive, and provide high added value. (Dudin et al., 2015) revealed that entrepreneurial behavior affects the success rate of small agro-industrial businesses. Social Entrepreneurship initiates social changes within society. As initiators, they possess the capacity for social innovation and development, enabling them to create social impact through the practice of social entrepreneurship. During the development process, farmers should adopt an entrepreneurial mindset in managing their farming business. Entrepreneurship is necessary because every farmer has the potential to develop themselves. Additionally, every farmer has needs that are constantly increasing; therefore, they strive to fulfill them as quickly as possible. The faster the desire to fulfill these needs, the higher the entrepreneurial spirit needed.

#### 2.4. SWOT Analysis

Namugenyi et al (019) States that SWOT analysis is a strategic planning method by identifying internal and external factors and then analyzing these factors based on their estimated contribution to the value of an organization. Internal factors comprise strengths and weaknesses, while external factors encompass opportunities and threats. According to (Namugenyi et al., 2019) Strength is a resource or internal attribute that can enhance the competencies needed for success; weaknesses are internal blocks of either resources or other attributes that detract from the competencies necessary for success; opportunities are external factors that can be obtained or exploited to gain profit; Threats are external performance barriers that have the potential to reduce achievement.

### III. Research Methods

#### 3.1. Location and Time of Research

The location for data collection is the Ciletuh-Palabuhanratu Geopark, situated in Sukabumi Regency, West Java Province, covering an area of approximately 128,000 hectares spread across eight sub-districts and 74 villages/wards. The primary data collection method of this study was through questionnaires and expert survey interviews (expert respondents). The research period commenced in July 2022 and concluded in November 2022.

#### 3.2. Research design

To achieve the study's general objectives, the SWOT method was employed. Analysis was conducted by identifying problems and needs, which were addressed qualitatively. The research design, which utilizes methods aligned with objectives, along with the inputs and outputs generated to achieve the general objectives of the research, is presented in Table 1.

**Table 1. Research Design**

Research purposes	Analysis Method	Inputs/Variables	Output
Developing agricultural social entrepreneurship for millennial generation farmers in West Java.	SWOT analysis	Millennial Existing Conditions Agri-Socio-Preneur	Millennial Agri-Socio-Preneur Development Strategy

### 3.3. Data Types and Sources

The data used in this study comprises both primary and secondary data. Primary data were collected through interviews with expert respondents representing various stakeholders, while secondary data were obtained from reports and documents from related agencies. Overall, the types and sources of data used in this study are presented in Table 2.

**Table 2. Data Types and Sources**

No.	Data Type	Method	Data source
1	Identification and Structuring of Millennial Existing Conditions Agri-Socio-Preneur	Interviews, Questionnaires, FGDs, and field observations	Respondents (experts), observation results
2	Secondary Data	-	Related Supporting Data

### 3.4. Sampling Technique

The data and information used in the analysis were obtained and explored through an expert survey involving several respondents. An expert/, in this case, is defined as someone who has mastery of specific skills or knowledge that represents a particular subject (<https://www.merriam-webster.com/dictionary/expert>) and has sufficient experience and access to information in entrepreneurial development agriculture in West Java. For representation, the selected expert/expert respondents represent various stakeholders and related actors. Apart from in-depth interviews, primary data collection was also conducted through limited, non-formal discussions. The sample determination was carried out using a combination of purposive sampling and snowball sampling to ensure that the respondents met the expected expert criteria. Matters considered in the selection of expert respondents are according to the following criteria:

- Have experience and or adequate and relevant education (at least 5 years experience)
  - Have a good reputation and credibility in representing stakeholders
  - Willingness and communicative time to be interviewed and fill out the questionnaire.
- Demographically, it stays in Sukabumi

Based on the criteria mentioned, nine experts were selected as respondents to participate in focus group discussions (FGDs) in this study. The list of expert respondents is presented in Table 3.

**Table 3. Expert Respondents**

No	Respondent Name	Agencies/Institutions	Position
1	Raga Perdana Hadi,ST,MT, Ph.D	Bappelitbangda Sukabumi Regency	SDA Sub-coordinator for PPSDA
2	Dr. Dana Budiman	Nusa Putra University / Sukabumi Food Security Service	Lecturer and former Head of the Food Security Service
3	Asep Hidayat Mustopa, S.Pd.	Hanjeli Abah Asep	Founder/Owner of Hanjeli Tourism Village
4	David Anwar, S.Pt.	PT Komunitas Anak Bangsa (Koanba)	Software Engineer
5	Ikin Sugiro, SE	Gapoktan Karya Mandiri	Treasurer

6	H Mukhlis Yusuf, SP	Perumda Agro Sukabumi Mandiri	President Director
7	Agus Ali Mubarok, A.Md	Balai Penyuluh Pertanian Kec. Ciemas	Head of Agency
8	Aang Eso Suwarso, S.Pi	Sukabumi District Agricultural Extension	Agricultural Extension Agent
9	Iqbal Habibi, SP	Association of Young Farmers and Independent Prosperous Farmers' Cooperative Sukabumi	Chairman

## IV. Results And Discussion

### 4.1. Identification Strategy Analysis of Internal and External Factors (IFAS & EFAS)

The Internal Factor Analysis Strategy (IFAS) consists of strengths and weaknesses in developing millennial agro-socio-preneurs in the Ciletuh Geopark area. On the other hand, the External Factor Analysis Strategy (EFAS) discusses the factors of opportunities and threats. Strengths, weaknesses, opportunities, and threats are the results of Focus Group Discussion (FGD) activities with nine experts in the field of agricultural social entrepreneurship. The discussion process led to the conclusion that business capacity, farmer capacity, and the millennial community are internal factors in developing millennial agro-socio-preneurs in the Ciletuh Geopark area. Environmental/natural factors, government policies, and interference from third parties are external factors influencing the development of millennial agro-socio-preneurs in the Ciletuh Geopark area.

#### a. Internal Factor Analysis Strategy (IFAS)

The Focus Group Discussion (FGD) process with experts produced six main strength factors in developing millennial agro-socio-preneurs in the Ciletuh Geopark area.

- 1) Millennial farmers and entrepreneurs are open to new technologies and have a desire to innovate. This attitude of openness enables millennial farmers and entrepreneurs to develop their potential further. The use of integrated technology can make it easier for the millennial generation to develop the process of implementing agro-socio-preneurs.
- 2) The development of the use of *smart farming*. The use of platforms connected to technological devices for gathering information greatly helps farmers produce more and higher-quality products.
- 3) There are several millennial farming communities. Through the existence of a community, millennial agro-socio-preneurs can further develop, especially if they utilize social media and marketplaces effectively.
- 4) Millennial interest in getting involved in agriculture is still relatively high.
- 5) Several millennial entrepreneurs already have work contracts with marketplaces and supermarkets through cooperatives.
- 6) Agricultural commodities and processed agricultural products in Sukabumi Regency have excellent and superior quality and have the potential to be marketed to various regions if properly *branded*.

The following are the five main weaknesses in developing millennial agro-sociopreneurs in the Ciletuh Geopark area.

- 1) Cooperatives owned by combined farmer groups make it difficult for farmers to sell raw commodities and processed agricultural products, and there is no transparency regarding the quality of commodities that cooperatives can accept
- 2) Difficult access to food distribution and long supply chains
- 3) Several illegal parties accommodate agricultural products, which ultimately have an impact on the distribution of agricultural products to social entrepreneurs.
- 4) There are only a few people who can run a social entrepreneurship
- 5) The packaging of agricultural products is less attractive to consumers

b. External Factor Analysis Strategy (EFAS)

Main opportunities in developing millennial agro-sociopreneurs in the Ciletuh Geopark area, namely

- 1) Sukabumi Regency has the opportunity to implement the YESS (Youth Entrepreneurship and Employment Support Service) program, which is a collaboration between the Ministry of Agriculture and the International Fund for Agricultural Development (IFAD). YESS has four programs: training, apprenticeship, competitive grants, and the Agricultural Young Entrepreneur Development Program.
- 2) The Provincial Government has a program to accelerate the regeneration of millennial farmers through West Java Governor Regulation No. 25 of 2021 concerning the Development of Human Resources for Agriculture, Fisheries, and Forestry through the Millennial Farmer Program in West Java Province
- 3) There is a Regional Medium Term Development Plan (RPJMD) to develop millennial agripreneurs.
- 4) Sukabumi Regency has the opportunity to implement the West Java Millennial Farmer Program, which is a government program of West Java Province. This program is a commodity development initiative that engages young farmers in the fields of agriculture, animal husbandry, fisheries, plantations, and forestry, as well as other stakeholders, to create an independent, advanced, and sustainable agricultural ecosystem.
- 5) Sukabumi Regency has the opportunity to implement the Horticulture Agribusiness Closed Loop Partnership Program. This program involves farmers, cooperatives, banks, offtakers, and business actors from upstream to downstream, which is carried out with assistance to realize the independence and welfare of farmers.

Based on the results of the Forum Group Discussion (FGD), six threats were identified that could hinder the development of millennial agro-sociopreneurs in the Ciletuh Geopark area.

- 1) The basic education system in Indonesia does not support the community to become *problem solvers* or entrepreneurs. On the other hand, developing millennial agro-sociopreneurs requires the seeds of an entrepreneurial spirit from the millennial generation.

- 2) Changing and uncertain weather and climate caused by global warming make it difficult for farmers to determine the commodities to be planted or to maintain the quality of the commodities being planted.
- 3) Indonesian people still look down on the farming profession, so the millennial generation is not interested in going into business related to agriculture.
- 4) Lots of unproductive land. Government policies regarding land ownership and land use rights remain unclear, resulting in a significant amount of land being unproductive.
- 5) Facility assistance from the government, such as land processing equipment, was only given to a few farmer groups due to constraints in the distribution of facility assistance
- 6) Discounts and subsidies for fertilizers and medicines provided by the government through farmer cards only apply to certain selected shops.

#### 4.2. Evaluation of IFAS and EFAS

The next stage of the SWOT analysis is to evaluate IFAS and EFAS. The assessment was carried out by distributing questionnaires to nine (9) expert respondents who had been selected based on the criteria previously mentioned. The questionnaire contains 22 questions, which are the components of IFAS and EFAS. Evaluation results can be seen in the table below:

**Table 4. IFAS Evaluation Results**

No	Strengths	Weight (A)	Ratings (B)	Total (A x B)
1	Millennial farmers and entrepreneurs are open to using new technologies and have a desire to innovate.	11.31	4.63	52,33
2	The development of innovative farming	10.09	4,12	41.63
3	There are several millennial farming communities	11.31	4.63	52,33
4	Millennial interest in getting involved in agriculture is still relatively high	7.95	3,25	25,84
5	Some millennial entrepreneurs already have work contracts with marketplaces and supermarkets through cooperatives	8.56	3.50	29.97
6	Agricultural commodities and processed agricultural products in Sukabumi Regency have excellent and superior quality and have the potential to be marketed to various regions if properly branded.	11.01	4.50	49,54
<b>Total</b>			<b>24,63</b>	<b>251.64</b>
No	Weaknesses	Weight (A)	Ratings (B)	Total (A x B)
1	Cooperatives owned by combined farmer groups make it difficult for farmers to sell raw commodities and processed agricultural products, and there is no transparency regarding	5,20	2,13	11.05

	the quality of commodities that cooperatives can accept			
2	Difficult access to food distribution and long supply chains	8,26	3.37	27,87
3	Several illegal parties accommodate agricultural products, which ultimately have an impact on the distribution of agricultural products to social entrepreneurs	8,26	3.38	27,87
4	There are only a few people who can run a social entrepreneurship	10.09	4,12	41.63
5	The packaging of agricultural products is less attractive to consumers	7.95	3,25	25,84
<b>Total</b>			<b>16,25</b>	<b>134.25</b>

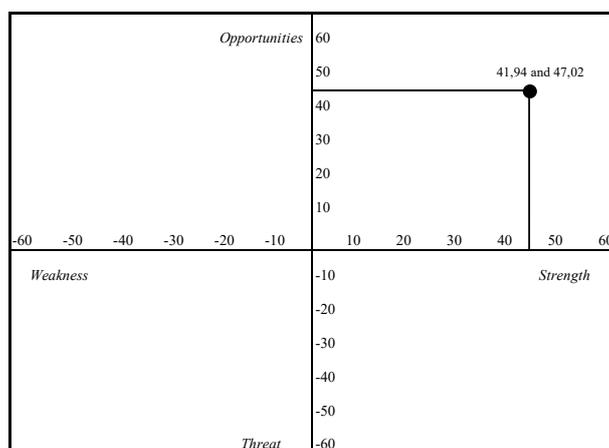
Based on the results of processing the questionnaire data presented in Table 4, there are two key strengths in developing millennial agro-socio-preneurs, namely the openness of millennial farmers and entrepreneurs to new technologies and their desire to innovate. The second strength is the existence of several millennial farming communities. The two forces have the same total points, namely 52.33. In terms of weaknesses, the most significant issue is the limited number of people with the capability to run social entrepreneurship, especially in agriculture (total points: 41.63). The average total points for strengths is 41.94, which is higher than the average total points for weaknesses, which is 26.85. This indicates that the strategy implemented will lead to optimizing strengths rather than overcoming weaknesses.

**Table 5. EFAS Evaluation Results**

No	Opportunities	Weight (A)	Ratings (B)	Total (A x B)
1	Sukabumi Regency has the opportunity to implement the YESS (Youth Entrepreneurship and Employment Support Service) program	10,16	4.88	49,51
2	The Provincial Government has a program to accelerate the regeneration of millennial farmers through West Java Governor Regulation No. 25 of 2021 concerning the Development of Human Resources for Agriculture, Fisheries, and Forestry through the Millennial Farmer Program in West Java Province	9,64	4.63	44,56
3	There is a Regional Medium Term Development Plan (RPJMD) to develop millennial agri-preneurs	9.90	4.75	47.01
4	Sukabumi Regency has the opportunity to implement the West Java Millennial Farmer Program, which is a West Java Provincial government program	9.90	4.75	47.01
5	Sukabumi Regency has the opportunity to implement the Horticulture Agribusiness Closed Loop Partnership Program	9.90	4.75	47.01
<b>Total</b>			<b>23.75</b>	<b>235.09</b>

No	Threats	Weight (A)	Ratings (B)	Total (A x B)
1	The basic education system in Indonesia does not adequately support the community in becoming problem solvers or entrepreneurs, whereas developing millennial agro-socio-preneurs requires instilling the seeds of an entrepreneurial spirit in the millennial generation.	9,64	4.63	44,56
2	Changing and uncertain weather and climate make it difficult for farmers to determine the commodities to be planted or to maintain the quality of the commodities being planted	8.59	4,13	35,45
3	Indonesian people still look down on the farming profession, so the millennial generation is not interested in going into business related to agriculture	7,81	3.75	29.30
4	Lots of unproductive land. Government policies regarding land ownership and land use rights remain unclear, resulting in a significant amount of land being unproductive.	8.33	4.00	33,33
5	Facility assistance from the government, such as land processing equipment, was only given to a few farmer groups due to constraints in the distribution of facility assistance	8.07	3.88	31,28
6	Discounts and subsidies for fertilizers and medicines provided by the government through farmer cards only apply to certain selected shops	8.07	3.88	31,28
<b>Total</b>			<b>24,25</b>	<b>205,21</b>

Table 5 shows that the YESS (Youth Entrepreneurship and Employment Support Service) program is the most significant opportunity with 49.51 points. On the other hand, the basic education system in Indonesia, which does not support the community to become problem solvers or entrepreneurs, is a threat factor with the highest score, namely 44.56. Opportunities have an average total point of 47.02, while the average total points of threats are 34.02. Based on these figures, the strategy to be created will aim to optimize opportunities rather than overcome threats. IFAS and EFAS evaluation results points are visualized in Figure 1.



**Figure 1. Strategic Quadrant**

The results of the IFAS and EFAS evaluations indicate that to develop millennial agro-socio-preneurs in the Ciletuh Geopark area, it is necessary to design a strategy that leverages strengths to capitalize on existing opportunities (Quadrant 1).

#### 4.3. SWOT Matrix and Alternative Strategies

The process of collecting data from expert respondents concluded with interviews to determine the strategies for each element of the SWOT matrix, specifically the SO, WO, ST, and WT strategies. In the next stage, all elements in the SWOT interact with each other, as described in the IFAS and EFA S matrices. The priority alternative strategy chosen is a progressive strategy (SO), which means that stakeholders must focus on maximizing all opportunities available by using force. There are two important progressive strategies that the millennial farmer community must ensure are implemented effectively. These strategies involve ensuring that assistance programs from both the government and other parties are well-run and involve as many parties as possible that can be positively affected. The second strategy involves millennial entrepreneurs utilizing technology to innovate and improve branding and marketing processes for agricultural products, leveraging existing government programs for support.

**Table 6. SWOT Matrix**

<p style="text-align: center;"><b>Internal factors</b></p> <p style="text-align: center;"><b>External Factors</b></p>	<p style="text-align: center;"><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. Millennial farmers and entrepreneurs are open to new technologies and have a desire to innovate.</li> <li>2. The development of the use of smart farming.</li> <li>3. There are several millennial farming communities.</li> <li>4. Millennial interest in getting involved in agriculture is still relatively high.</li> <li>5. Several millennial entrepreneurs already have work contracts with marketplaces and supermarkets through cooperatives.</li> <li>6. Agricultural commodities and processed agricultural products in Sukabumi Regency have excellent and superior quality and have the potential to be marketed to various regions if properly branded.</li> </ol>	<p style="text-align: center;"><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Cooperatives owned by combined farmer groups make it difficult for farmers to sell raw commodities and processed agricultural products, and there is no transparency regarding the quality of commodities that cooperatives can accept</li> <li>2. Difficult access to food distribution and long supply chains</li> <li>3. Several illegal parties accommodate agricultural products.</li> <li>4. There are only a few people who can run a social entrepreneurship</li> <li>5. The packaging of agricultural products is less attractive to consumers</li> </ol>
	<p style="text-align: center;"><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Sukabumi Regency has the opportunity to implement the YESS (Youth Entrepreneurship and</li> </ol>	<p style="text-align: center;"><b>SO strategy</b></p> <ol style="list-style-type: none"> <li>1. The millennial farmer community ensures that assistance programs from both the government and other parties run well and involve as</li> </ol>

<p>Employment Support Service) program.</p> <ol style="list-style-type: none"> <li>The Provincial Government has a program to accelerate the regeneration of millennial farmers through West Java Governor Regulation No. 25, 2021.</li> <li>There is a Regional Medium Term Development Plan (RPJMD) to develop millennial agripreneurs.</li> <li>Sukabumi Regency has the opportunity to implement the West Java Millennial Farmer Program, which is a government program of West Java Province.</li> <li>Sukabumi Regency has the opportunity to implement the Horticulture Agribusiness Closed Loop Partnership Program.</li> </ol>	<p>many parties as possible that can be positively affected.</p> <ol style="list-style-type: none"> <li>Millennial entrepreneurs, through the use of technology, innovate to improve the branding and marketing of processed agricultural products with the help of existing government programs.</li> </ol>	<p>accommodate agricultural commodities and processed agricultural products.</p> <ol style="list-style-type: none"> <li>Millennial entrepreneurs optimize assistance programs from both the government and other parties to cut long supply chains from the distribution of food and processed products and increase the competitiveness of themselves and their businesses.</li> </ol>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>The basic education system in Indonesia does not support people in becoming problem solvers or entrepreneurs.</li> <li>Changing and uncertain weather and climate make it difficult for farmers to determine the commodities to be planted or to maintain the quality of the commodities being planted.</li> <li>Indonesian people still look down on the farming profession, so the millennial generation is not interested in going into business related to agriculture.</li> <li>Lots of unproductive land.</li> <li>Facility assistance from the government, such as land processing equipment, was only given to a few farmer groups due to constraints in the distribution of facility assistance</li> </ol>	<p><b>ST Strategy</b></p> <ol style="list-style-type: none"> <li>The millennial farmer and entrepreneur community is a forum for sharing knowledge and experiences regarding entrepreneurship and agriculture</li> <li>Farming communities and millennial entrepreneurs coordinate with the government to address unproductive land and distribute agricultural facilities/subsidies</li> </ol>	<p><b>WT Strategy</b></p> <p>Cooperatives belonging to a combination of farmer groups cooperate with the government to obtain price discounts and subsidies for their agricultural needs. They can also increase the storage capacity of agricultural commodities and their processed products.</p>

<p>6. Discounts and subsidies for fertilizers and medicines provided by the government through farmer cards only apply to certain selected shops.</p>		
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Assistance programs for farmers and entrepreneurs in agriculture in Sukabumi Regency have not been run optimally and comprehensively, resulting in many aspects and parties still not benefiting from these programs. The millennial farmer community, as one of the key stakeholders, must ensure that assistance programs from both the government and other parties run smoothly and involve as many parties as possible that may be positively impacted. (Kurniasandi et al., 2021) Regarding young farmers in social entrepreneurship, it is noted that extension activities have a significant relationship with the entrepreneurial capacity of young farmers. Another thing that millennial entrepreneurs need to highlight is branding and marketing processed agricultural products. Processed agricultural products and direct agricultural products originating from Sukabumi Regency have good quality that can compete with products from other regions. If millennial entrepreneurs can optimize the use of technology and have a desire for innovation, branding, and marketing of processed agricultural products can increase significantly. Government and other assistance programs can also be utilized to enhance the branding and marketing of processed agricultural products.

## V. Conclusions and Recommendations

The purpose of this research is to develop agricultural social entrepreneurship among millennial generation farmers in West Java. This study involved expert respondents who assisted researchers during Focus Group Discussion (FGD) activities to determine internal and external factors (SWOT), completed questionnaires, and participated in final interviews to determine the strategy. The SWOT analysis method was employed to achieve the research objectives, and based on the evaluation results, the chosen strategy proved to be progressive. There are 2 (two) progressive strategies (SO) that need to be implemented, namely, the millennial farmer community needs to ensure that assistance programs from both the government and from other parties run well and involve as many parties as possible that may be positively affected. The second strategy is that millennial entrepreneurs, through the use of technology, must innovate to enhance the branding and marketing of processed agricultural products, leveraging existing government programs for support.

This study has several limitations, the most significant of which are the use of simple methods and the limited capacity of expert respondents. Future research on the development of millennial agro-socio-preneurs can utilize quantitative methods, allowing for more accurate data collection and producing a more detailed research strategy.

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