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Application of The Importance Performance Analysis Method for The Development Strategy of Savings and Loans Cooperatives in Garut Regency

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Abstract

The purpose of this research is to employ a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify the most suitable strategies for encouraging the development of KSP in Garut Regency to support MSMEs financing. The research will first use the Importance Performance Analysis method to draw a map of KSP development in Garut Regency. To compile its secondary data, the researchers surveyed 165 KSP units in 42 different sub-districts. With KSPs in Garut Kota, Tarogong Kidul, Tarogong Kaler, Bayongbong, and Banyuresmi Districts, the research indicated that only 26.19 percent of sub-districts in Garut Regency had KSPs. These districts hold great promise for the future of KSP strategy development and could serve as a model for other sub-districts. To conclude, more investigation into KSP performance in specific sub-districts is required in light of the study findings in order to ascertain a more workable plan for KSP development.

Keywords: Savings and Loans Cooperative, Importance Performance Analysis, SWOT, strategy, sub-district

1 Introduction

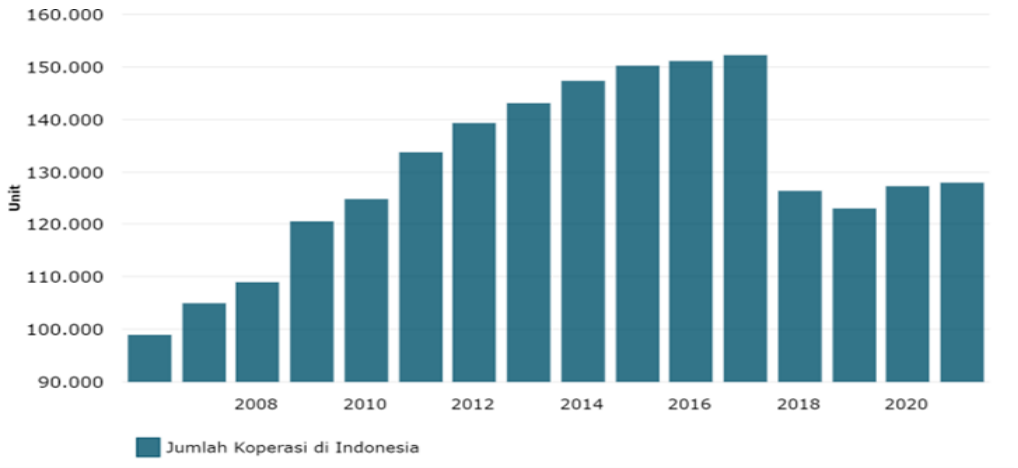
Plans and strategies for the development of Cooperatives and MSMEs in Indonesia have been outlined in the Minister of Cooperatives and MSMEs Regulation Number 5 of 2021 which includes 6 (six) strategies for developing Cooperatives and MSMEs, namely: 1) Expanding Market Access, 2) Increasing Competitiveness, 3) Entrepreneurship Development, 4) Acceleration of financing and investment, 5). Ease of doing business and opportunities, 6) Cross-sector coordination (Kementerian Koperasi dan UKM, 2021).

The Central Statistics Agency (BPS) has reported that the number of cooperatives that are now operating in Indonesia is 130,354 units, and that their total business volume in 2022 is estimated to reach 197.88 trillion IDR. When compared to the previous year, which included 127,846 units and had a total business volume of IDR 182.35 trillion, this amount represents a 1.96% increase. There are 22,979 active cooperatives in East Java, which is the region with the highest number of cooperatives overall, according to the distribution. With 16,310 cooperatives that are now in operation, West Java comes in second position. In Central Java, there are a total of 10,081 cooperatives that are functional. Consequently, the number of cooperatives that are now operating

in North Sumatra is 5,311 units, while the number of cooperatives in Jakarta is 4,963 units (Otoritas Jasa Keuangan Indonesia, 2023).

The very rapid development of cooperatives at this time cannot be separated from government policy, in this case the Ministry of Cooperatives and SMEs, which in 2014 began implementing "Total Cooperative Reform" through 3 (three) strategic steps, namely; 1) Reorientation, 2) Rehabilitation and 3) Development. The aim of implementing the "Total Cooperative Reform" program is to develop quality cooperatives as organizations that provide welfare to their members and benefits to the community (Kementerian Koperasi dan UKM, 2021).

Success has finally been achieved as a result of the strategic actions taken under the "Total Cooperative Reform" Program. In accordance with the data that was processed by the Ministry of Cooperatives and SMEs which was derived from the BPS data, the contribution of cooperative GDP to the national GDP is continuing to expand. In 2014, the GDP of cooperatives was only 1.71 percent, but it jumped to 3.99 percent in 2016, and then it rose again to 4.48 percent in 2017. Concurrently, the number of cooperatives also expanded dramatically, as reported by the Ministry of Cooperatives and the United Kingdom of Malaysia in 2021(Kementerian Koperasi dan UKM, 2021).

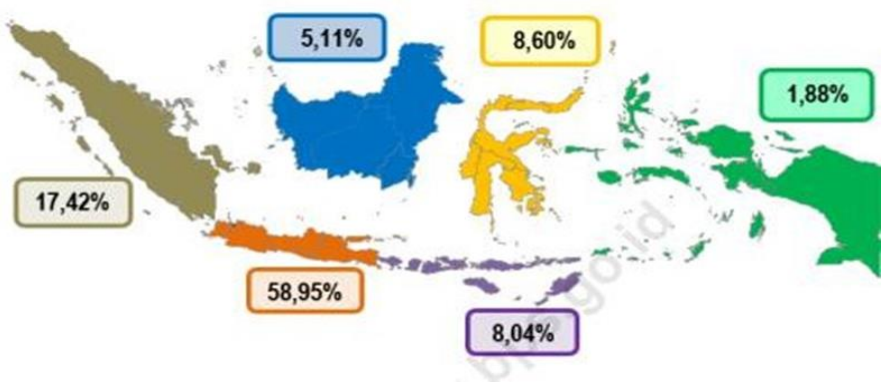


Data source: BPS, 2021

Figure 1.1: The Growth of Indonesian Cooperatives (2008-2020)

In Figure 1.1, we can observe the resurgence of cooperative establishments in Indonesia following the Covid-19 pandemic. In 2021, the total number of cooperatives in Indonesia reached 127,846 units. This figure experienced a growth of 0.56% compared to the previous year. In 2020, Indonesia had a total of 127,124 cooperatives. The year-over-year increase in this number was 3.31%. Notably, the number of cooperatives in Indonesia exhibited a consistent upward trend from 2006 to 2017. However, there was a significant decline in 2018, as indicated by the graph. In 2021, East Java had the highest number of cooperatives in Indonesia, with a total of 22,845 units, accounting for approximately 17.86% of all cooperatives. Following closely were West Java with 15,621 units and Central Java with 10,270 units. In North Kalimantan, there are only 612 cooperative units, which represents the lowest number in Indonesia (Kementerian Koperasi dan UKM, 2021) .

Financial cooperatives are a specific type of cooperative that specializes in providing financial services. They collect funds through savings and deposits and distribute them efficiently and quickly. Savings and loan cooperatives are crucial in providing a viable alternative for micro, small, and medium enterprises (MSMEs) to access financial services (BPS Indonesia, 2020).



Data source: BPS, 2020
Figure 1.2: Distribution of Savings and Loans Cooperatives by Island, 2020

Based on the geographical distribution shown in Figure 1.2, 58.95% of savings and loan cooperatives are located on the island of Java. Sumatra Island and Sulawesi Island follow closely behind at 17.42% and 8.60% respectively (BPS Indonesia, 2020).

If the development of savings and loan cooperatives over the last 3 (three) years has been known statistically, will the local area also show the same phenomenon? So next, this problem will be more focused on the development of KSP in Garut Regency as part of the problem that will be reviewed in this research.

In the province of West Java, Garut is considered to be one of the district-level areas. According to the statistics provided by the Bureau of Population Statistics (BPS), the population of Garut Regency, which is comprised of 42 sub-districts, 21 sub-districts, and 421 villages, is estimated to be roughly 2.6 million people in the year 2023. The region spans an area of 3,074.07 km2 and has a population distribution of 719 persons per km2 (BPS Kabupaten Garut, 2022).

According to BPS data from Garut Regency, the economic growth rate of Garut Regency in 2022 will reach 5.08%. This makes Garut Regency ranked 16th in the district with the highest economic growth rate among the 27 districts/cities in West Java. However, Garut's economic growth is still relatively low compared to West Java's average economic growth of 5.45%. (BPS Kabupaten Garut, 2022). The growth of the economy of Garut is assessed by the Gross Regional Domestic Product (GRDP) at 2011 Constant Prices, which increased from IDR 39,981 trillion in 2021 (a 3.58 percent increase) to IDR 42,012 trillion in 2022 at the same constant prices. In terms of economic growth, Majalengka Regency achieved the greatest rate, which was 6.63 percent, followed by Karawang Regency, which achieved 6.31 percent, and Cimahi City, which achieved 5.92 percent (BPS Kabupaten Garut, 2022).

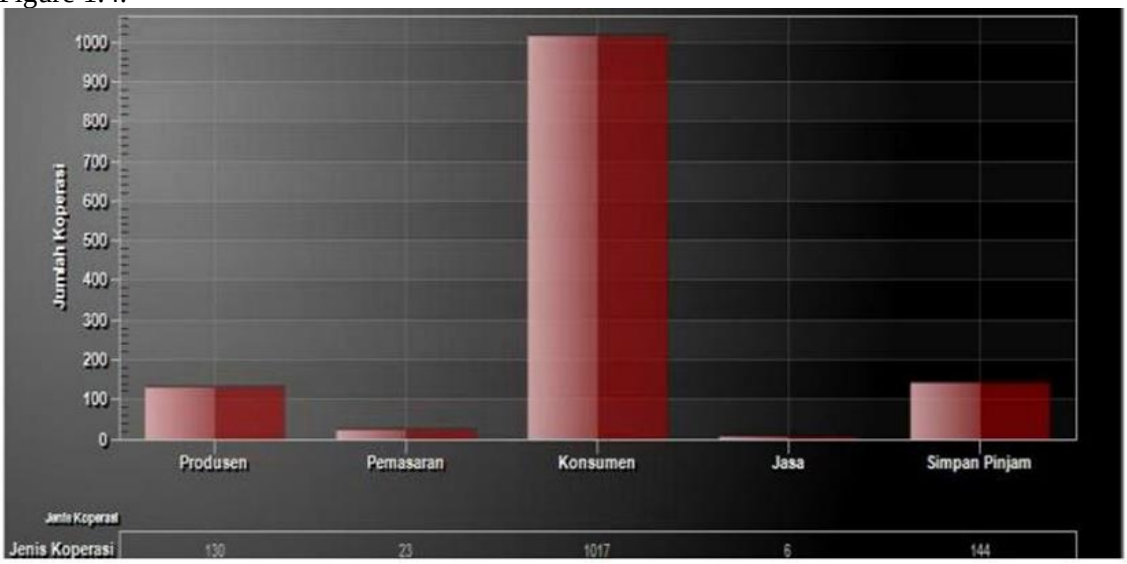
Based on Garut Regency Regent Regulation (PERBUP) Number 39 of 2019 which was later changed to PERBUP Number 161 of 2021 concerning Changes to the 2019-2024 UKM DISKOP Strategic Plan, it is stated that the main objective of the 2021 to 2024 strategic plan is more focused on economic recovery after the COVID-19 pandemic. which is the cause of the weak economy of the people (Garut District Government, 2016). The following information is contained in PERBU No. 161 of 2021 regarding the number of cooperatives in Garut Regency.

Table 1.1: Cooperative Data in Garut Regency from 2016 to 2021

Year	Number of Cooperatives	Number of Active Cooperatives	% of Strategic Plan Achievements	Number of RAT Cooperatives	% Strategic Achievement percentage
2016	1.468	830	56,53%	378	25,74%
2017	1.483	845	56,97%	404	27,24%
2018	1.449	881	61,28%	445	30,71%
2019	1.456	888	60,98%	445	30,56%
2020	1.511	937	60,41%	189	12,18%

Data source: Garut Regency Government (2016)

Meanwhile, the diversity of types of cooperatives in Garut Regency during 2020 can be seen in Figure 1.4.



Data source : Indonesian Financial Services Authority (2022)

Figure 1.3: Diversity of Cooperatives Per Type of Cooperative in Garut Regency, 2022

Figure 1.3 illustrates the distribution of different types of cooperatives. Consumer cooperatives have the highest number of units, with 1,017, followed by savings and loan cooperatives with 144 units. Producer cooperatives come next with 130 units, while service cooperatives have the lowest number, with only 5 units (Garut District Government, 2016). If added up, there were 1,319 active cooperatives in Garut Regency in 2020 obtained from ODS data from the Indonesian Ministry of Cooperatives and UMKM. This is different from the data collected by the Garut Regency UMKM DinKop, which was 1,511 units. So there is a gap in the number of cooperative data of 192 units or 14.55% of cooperatives that have not been detected by the ODS KemKop UMKM RI (Kementerian Koperasi dan UKM, 2021).

After analyzing a comprehensive study on cooperatives and their strategic development plans, it is intriguing to delve deeper into the possibilities of enhancing cooperative strategic plans in the Garut Regency Cooperative and UMKM Service, particularly KSP.

This research employs the Importance Performance Analysis (IPA) approach to assess the potential for strategic development of Savings and Loans Cooperatives in Garut Regency. The primary objective of this study is to delve deeper into the future development of DinKop's strategic plan for Garut Regency. The data mentioned earlier will subsequently be incorporated

into a SWOT analysis, which encompasses strengths, weaknesses, opportunities, and threats. The study aims to offer guidance in charting future growth plans for KSP by utilizing innovative methodologies and analyses. The research's significance lies in its potential to introduce novel parameters for mapping KSP development strategies in Garut Regency moving forward.

2 Literature Review

2.1 The Role of Cooperatives in Indonesia's Economic Development Strategy

This cooperative may be construed as a member-owned business organization in which every individual bears distinct obligations and responsibilities. Because the decision is reached by discussion and agreement among all of the members, every single member has the same voting rights in every single choice that will be made (Ruswandi et al., 2021; Kurnaeli & Utomo, 2016).

Cooperatives aim to improve the well-being of their members and contribute to establishing a just, prosperous, and advanced society, in alignment with Pancasila and the 1945 Constitution. This objective is rooted in Article 3 of Law Number 25 of 1992. In 2022, Sary et al. highlighted that cooperatives' presence in Indonesia significantly impacts economic development. These cooperative entities serve as vital components within institutions, benefiting both the organization and its members. Considering the Indonesian economy, cooperatives play a crucial role, the following are some of the functions that cooperatives contribute;

1. Developing Community Business Activities
2. Increase Member Income
3. Reducing the Unemployment Rate
4. Improving the Community's Standard of Living
5. Contributing to the Nation's Intelligence
6. Building a National Economic Order

There are a number of roles that cooperatives provide for society and the state, as outlined in Law No. 25 of 1992 addressing cooperatives. These functions include the following;

1. Increasing Community Economic Capability
2. Fostering and enhancing the economic potential and capabilities of individuals and society as a whole.
3. Improving Quality of Life
4. National Economic Resiliencel
5. Based on family principles

2.2 Importance Performance Analysis (IPA)

In accordance with Martilla and James (1977), the importance-performance analysis (IPA) is a method of doing business research that was first designed as a market tool for the purpose of analyzing and developing management strategies. In spite of the fact that it was first designed for marketing objectives, its use has since spread to a variety of industries, such as tourism (Boley et al., 2017), health (Abalo et al., 2007), banking (Mansouri Rad & Bagherian, 2023), e-business (Levenburg & Magal, 2004), and information technology (Bi et al., 2019).

Determining the performance of various product or service attributes is the primary objective of IPA, which also facilitates the interpretation of data and provides management with actionable recommendations (Ormanovic & Ciric, 2017). By determining the most significant characteristics, namely strengths and weaknesses, IPA is able to give insights into the product or service areas that managers need to concentrate on (Suhartono & Putra, 2021; Ormanovic & Ciric, 2017; Martilla & James, 1977).

The concept that positive disconfirmation, often known as contentment, manifests itself as a consequence of perceived performance that surpasses expectations is investigated by this model. Negative disconfirmation, also known as discontent, is the result of expectations that are higher than the performance that is considered to have met those expectations. One of the most well-known models for analyzing customer satisfaction is the IPA model, which is a framework that takes into account the customer's expectations as well as the performance of specific product or service features (Stepchenkova, 2014; Martilla & James, 1977).

Sever (2015) posits that IPA analysis has the potential to serve as a practical and advantageous instrument in bolstering managerial decision-making. On the other hand, it has a number of significant downsides. The underpinnings, both philosophical and methodological, are lacking in strength. When it comes to IPA, one of the most significant challenges is the selection of ideal cut points, also known as discrimination thresholds, for the purpose of categorizing performance and significance scores. This is due to the fact that various classifications result in varied management recommendations. According to Cao and Cao (2017), this gives rise to considerations about the validity of IPA in empirical applications. For this reason, the use of IPA analysis has to be supplemented by other quantitative analyses that are regarded as being capable of satisfying the requirements of validity (Cao & Cao, 2017; Sever, 2015; Stepchenkova, 2014).

The primary objective of this study is to examine the conceptual and methodological challenges that underpin IPA and propose potential enhancements. To be more precise, this article addresses issues pertaining to business strategy, which often include the use of a statistical regression methodology as a regularly utilized business forecasting method, in order to address issues pertaining to anticipated future company projections. When it comes to the field of business and management science, this method is widely acknowledged as a powerful instrument for assessing diagnostic tests and prediction models.

With the intention of making data interpretation easier, the IPA approach creates a two-dimensional graphic that combines performance measurements and the perceived significance of the client (Martilla & James, 1977). This diagram effectively organizes attributes into four quadrants or groups, allowing for efficient allocation of scarce resources. Fig. 2.1 illustrates the four quadrants, which are commonly referred to as: "low strategy priority" (Q3), "maintain good strategy" (Q1), "possible strategy overkill" (Q2), and "high strategy priority" (Q4) (Martilla & James, 1977).

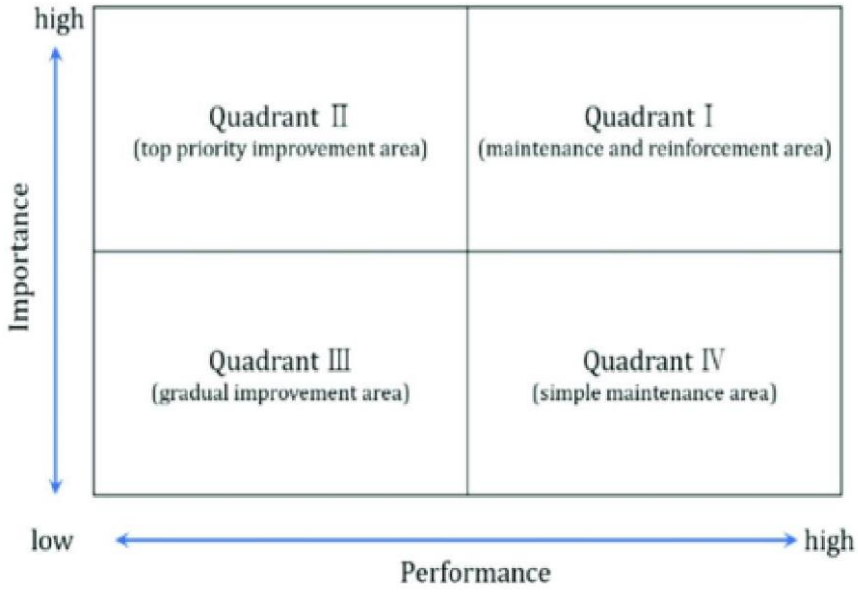


Figure 2.1: Importance Performance Analysis Quadrant (IPA)

Within the strategic framework, we explore the essential assets and competitive advantages of a product or service. Quadrant 1 ("Maintain a Good Strategy") houses attributes demonstrating excellent performance and warranting ongoing attention. These form the bedrock of success. Quadrant 2 ("Possible Strategy Overkill") contains characteristics that perform solidly but may be somewhat less relevant to consumers. Efficient resource allocation becomes critical to avoid excess. Managers need not overly focus on attributes falling into Quadrant 3 ("Low Priority"). While not exceptional, they hold minor relevance for consumers. Small flaws exist but don't significantly impact overall performance. Finally, Quadrant 4 ("Concentration Here") is positioned as the most critical area on the map. It houses underperforming attributes, representing the primary weaknesses and risks affecting the product's competitiveness in the market. When making investment decisions, quality remains paramount (Mulyana & Firdaus, 2017).

As a consequence, every quadrant within a conventional IPA plot symbolizes a distinct approach that aids managers in discerning areas of concern and determining the necessary actions to enhance customer satisfaction (Cao & Cao, 2017). In order to ensure that the findings are correctly interpreted, it is essential to choose the appropriate position for the discriminating threshold of the vertical and horizontal lines that divide the quadrants. This topic will be covered in more depth in the part that is dedicated to the analysis of the results (Magal & Levenburg, 2005).

An evaluation of the SWOT (strategy, vulnerabilities, opportunities, and threats) can be incorporated into the IPA to refine the results. The purpose of the IPA elaboration in the SWOT concept in the present research is to produce a map of the strengths, weaknesses, opportunities, and threats of microcredit distribution to KSPs in each area with varied business characteristics. This map will be produced with the intention of making a map. With the use of this strategy, it is envisaged that a more distinct image would emerge about the tactics that are better suitable for the growth of KSP in the Garut Regency.

2.3 Implementation of IPA Graphics in SWOT Analysis

A SWOT analysis, an acronym representing strengths, vulnerabilities, opportunities, and threats, is a corporate planning technique utilized to assess the relative performance of a company in relation to its competitors. Although it is true that Albert Humphrey was the initial proponent of this approach in the 1960s, the function of this analysis remains a subject of scholarly debate (Gurel, 2017).

An example of perception mining is the SWOT analysis, which is a method that is often used for strategic planning. The subjective perspectives of persons who took part in polling sessions have been the topic of a great deal of discussion in relation to this fundamental idea. Furthermore, the results of the SWOT analysis are not prioritized according to their relevance, which might lead to improper strategic decisions (Benzaghta et al., 2021; Phadermrod et al., 2019).

This research attempts to offer a method to reduce the two deficiencies mentioned above by applying Importance Performance Analysis (IPA) to identify SWOTs based on cross section secondary data surveys that produce prioritized SWOTs. This is because the majority of SWOT analysis studies only focus on resolving these deficiencies separately. the performance of a characteristic is taken into consideration. It is envisaged that attributes would be able to effectively create strategic planning via the use of IPA-based SWOT analysis. This is due to the fact that SWOT components that need to be maintained or enhanced may be clearly defined based on the performance viewpoint and the strategic relevance of an attribute (Mazza Basya & Utami Silfia Ayu, 2020; Benzaghta et al., 2021; Phadermrod et al., 2019).

The subsequent diagram illustrates the form that the SWOT matrix, which was constructed utilizing the IPA quadrant graph, will assume;

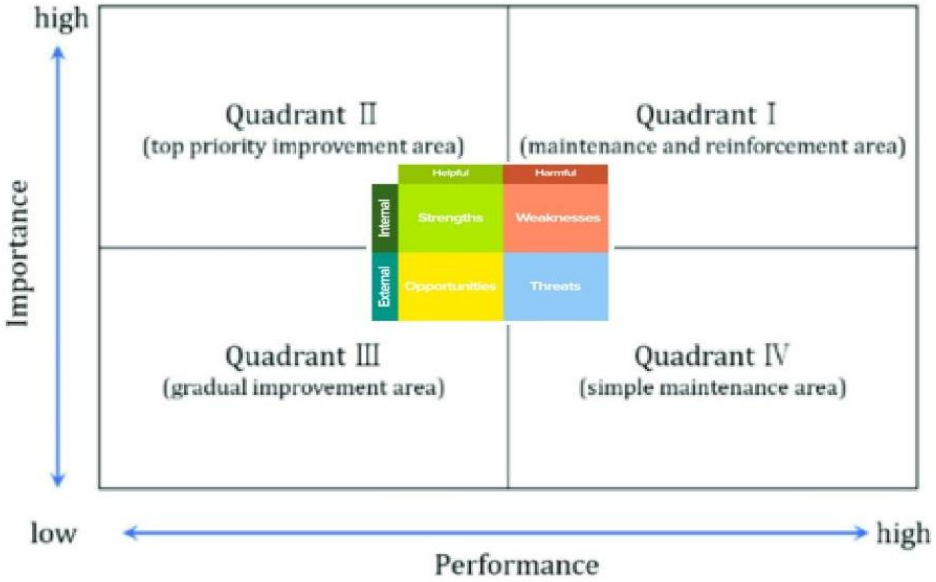


Figure 2.2: Implementation of SWOT Analysis in IPA Graphics

3 Research methods

Utilizing secondary data as its primary source, this study employs a quantitative research approach incorporating Secondary Data Analysis (ADS). As stated by Salim and Syahrum (2012). Secondary sources of information utilized in this study include a variety of financial reports and their derivatives obtained from the Savings and Loans Cooperative units in Garut Regency. These units operate within the coordination and supervision environment of the Cooperative and UMKM Department.

4 Research Results and Discussion

A regional instrument under the Garut Regency government, the Garut Regency Cooperatives and SMEs Service is responsible for the duty of creating and executing regional policies in the area of regional development planning. This responsibility falls within the purview of the Garut Regency governments. As a regional apparatus in charge of cooperatives and small and medium-sized enterprises (SMEs), the Department of Cooperatives and SMEs has been given the mandate to coordinate, develop, control, determine, and carry out government affairs in the field of cooperatives and micro businesses. This mandate is in accordance with the mandate of Article 260 paragraph (2) of Law Number 23 of 2014.

The Strategic Plan for the Garut Regency Cooperatives and SMEs Service 2021-2024 is a comprehensive five-year Development Planning Document. Within this document, we find a detailed framework encompassing Goals, Targets, Programs, and Development Activities. Its purpose is to facilitate the implementation of supporting functions for regional government affairs, aligning with the responsibilities and roles of the Cooperatives and SMEs Service.

This strategic plan draws guidance from the Minister of Home Affairs Regulation Number 86 of 2017. This regulation outlines procedures for planning, controlling, and evaluating regional

development, as well as evaluating draft regional regulations related to long-term and medium-term development plans. Additionally, it provides guidelines for making amendments to regional long-term development plans. The Garut Regency UKM Plan 2019-2024 is intricately linked to the 2019-20 Garut Regency Government RPJMD24 (Pemerintah Kab.Garut, 2016).

The Strategy and Policy of the Department of Cooperatives and SMEs is also supported by the Big Movement Program, namely the Cooperative Village. The definition of a Cooperative Village is that it is an area or territory that has certain characteristics and values which becomes a cooperative-based economic base that is centralized in a certain location in realizing advanced, independent and modern economic conditions.

Criteria for Cooperative Villages (Pemerintah Kab.Garut, 2016) among others, namely;

1. There is a minimum of 1 (one) cooperative that is healthy enough and has an active role in developing the community's economy, consisting of almost 50% of the total population of the village/district.
2. There are a number of people who carry out economic activities in the fields of trade, production, agriculture, fisheries and tourism as well as superior regional products that have market potential and can be developed.
3. The level of public trust in cooperatives is quite high, with the community taking an active role in becoming members of the cooperative or becoming regular customers of the cooperative (community needs are served by the cooperative.
4. The size or scope of the Cooperative Village area can cover 1 (one) village or sub-district
5. Strong support from stakeholders, especially from policy makers in the Region.
6. The infrastructure is quite challenging, which includes transportation facilities and services, electricity facilities, telephone networks (communication equipment) and other facilities.
7. Environmental attractions that include cooperative nuances including helping each other, mutual cooperation, togetherness both in daily life and in carrying out business activitie

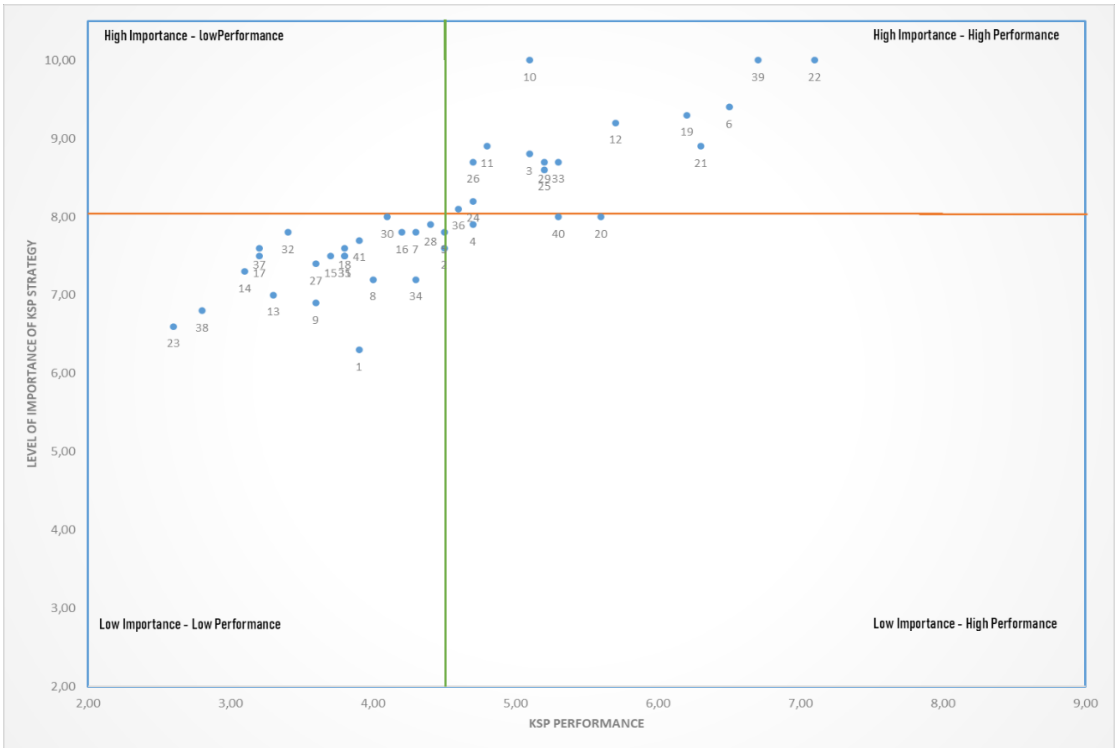
Based on the results of data processing using the performance interest analysis (IPA) method, the performance of KSP interests in Garut Regency can be seen in Table. 4.1 below.

Table 4.1: KSP Interest Performance Score in Garut Regency, 2023

Respondent (KSP)	Subdistrict	Performance Score KSP (Performance) = X	Strategy Importance Score (Importance) = Y
1	Banjarwangi	3,90	6,30
2	Talegong	4,50	7,60
3	Cibalong	5,10	8,80
4	Bungbulan	4,70	7,90
5	Caringin	4,50	7,80
6	Bayongbong	6,50	9,40
7	Cibatu	4,30	7,80
8	Cibiuk	4,00	7,20
9	Cigedug	3,60	6,90
10	Karangpawitan	5,10	10,00
11	Cikajang	4,80	8,90
12	Banyuresmi	5,70	9,20
13	Cilawu	3,30	7,00
14	Cisewu	3,10	7,30
15	Cisompet	3,70	7,50
16	Cisurupan	4,20	7,80
17	Sukawening	3,20	7,50
18	Kadungora	3,80	7,60
19	Leles	6,20	9,30
20	Karang Tengah	5,60	8,00
21	Kersamanah	6,30	8,90
22	Garut Kota	7,10	10,00
23	Leuwigoong	2,60	6,60
24	Limbangan	4,70	8,20
25	Malangbong	5,20	8,60
26	Mekarmukti	4,70	8,70
27	Pakenjeng	3,60	7,40
28	Pamulihan	4,40	7,90
29	Pamengpeuk	5,20	8,70
30	Pangatikan	4,10	8,00
31	Pasirwangi	3,80	7,50
32	Peundeuy	3,40	7,80
33	Samarang	5,30	8,70
34	Selawi	4,30	7,20
35	Singajaya	3,80	7,50
36	Sucinaraja	4,60	8,10
37	Sukaresmi	3,20	7,60
38	Cihurip	2,80	6,80
39	Tarogong Kidul	6,70	10,00
40	Tarogong Kaler	5,30	8,00
41	Wanaraja	3,90	7,70
Rata-rata		**4,51**	**8,04**

Data processed, 2024

Figure 4.1, which can be seen below, depicts the mapping of the science scores obtained from KSP in the Garut Regency on the other hand.



Data processed, 2024

Figure 4.1: KSP Science Graphic Results in Garut Regency, 2024

In Figure 4.1, the performance map of each type of superior KSP and the performance of credit distribution in Garut Regency can be presented as follows.:

a. Quadrant I: KSP attributes have high strategic importance, but their performance is low (top priority strategy).
b. Quadrant II: KSP attributes have high strategic importance with high performance too (maintain strategy).
c. Quadrant III: KSP attributes have low strategic importance and low performance too (low strategic importance).
d. Quadrant IV: KSP attributes have low strategic importance and high performance (excessive strategic importance).

IPA is a method that can be used to analyze the level of importance and performance of a company or organization. This method can help companies or organizations to develop effective strategies that are in accordance with future needs. The transition of IPA-based SWOT analysis is carried out by implementing the results of the Importance Performance Analysis (IPA) analysis to be derived in the organization's SWOT matrix or vice versa. This is possible because IPA analysis has similarities with SWOT analysis in analyzing survey data from organizations and their competitors in the same matrix area (quadrant).

So that, the last stage is to include the outcomes of the IPA graphic mapping into the SWOT analysis matrix, as shown in Table 4.2. This is done on the basis of the findings of the IPA graphic mapping, which is used to determine the location of each characteristic.

Table 4.2: Implementation of IPA Graphic Results in SWOT Analysis

SWOT	Quadrant	Strategy	KSP in the District
Weakness	Q1	Aggressive	Cilawu, Kadungora, Leles, Blubur Limbangan, Pameungpeuk, Wanaraja
Strength	Q2	Diversification	Garut Kota, Tarogong Kidul, Tarogong Kaler, Bayongbong, dan Banyuresmi=-
Opportunity	Q3	Turnaround	Pasirwangi, Pendeuy, Samarang, Slawi, Singaraja, Cisurupan, Cisompet, Bungbulan, Caringin, Cikajang, Cikelet,
Threat	Q4	Defensives	Cibatu, Cibiuk, Cigedug, Cihurip, Cibalong, Leuwigoong, Pakenjeng, Pamulihan, Pangatikan, Singajaya, Sucinaraja, Sukaresmi

Data processed, 2024

The description of the KSP development strategy map in Garut Regency shows that there is no even distribution of the number of KSPs in several sub-districts. In Table. 4.2 The appropriate strategy can be mapped in the sub-districts that have the highest science scores, namely the sub-districts of Garut Kota, Tarogong Kidul, Tarogong Kaler, Bayongbong, and Banyuresmi; Aggressive strategies can be implemented, where guidance and the amount of distribution and growth of KSP assets can be optimized. Meanwhile, KSP in the sub-districts of Cilawu, Kadungora, Leles, Blubur Limbangan, Pameungpeuk, Wanaraja; A diversification strategy is needed so that KSP in the sub-districts continues to develop.

The "turn-round" strategy can be applied to the sub-districts of Pasirwangi, Pendeuy, Samarang, Slawi, Singaraja, Cisurupan, Cisompet, Bungbulan, Caringin, Cikajang, Cikelet; where the number of KSPs is still very small, so the opportunity to increase the number of KSP establishments is very possible. A "defensive" strategy might be more appropriate to apply to the sub-districts of Cibatu, Cibiuk, Cigedug, Cihurip, Cibalong, Leuwigoong, Pakenjeng, Pamulihan, Pangatikan, Singajaya, Sucinaraja, Sukaresmi where KSP has not yet been detected but has the opportunity to be established in a persuasive and incentives to increase awareness among the community of the importance of establishing KSP in their area.

5 Conclusions and suggestions

Rapid progress has been made on the KSP development plan and strategy in Garut Regency as a result of the support and participation of the Garut Regency Cooperatives and UMKM Service. While operational functions and a lack of human resources continue to impede the growth of the KSP sector, they have been able to implement the Healthy Cooperative concept in accordance with the regional development strategies and development planning established by Garut Regency, both in the short and long term. On the basis of this study's findings, it is possible to conclude that the SWOT analysis-expanding Importance Performance Analysis method can be utilized to devise a more suitable future strategy for the development of KSP in Garut Regency. The recommendation for cooperative development strategies in Garut Regency is to strive to improve the performance of KSPs that are still in Quadrant III so that they can enter Quadrant II, and to maintain KSPs that are in Quadrant I so that they continue to have good performance.

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