

ABSTRACT

The aim of this research is to identify the parties involved in the agro-business ecosystem in Bandung Regency and find out what factors influence the formulation of strategies at PT BDS as a BUMD operating in the agribusiness sector. This research uses a business ecosystem approach in mapping the roles and parties involved in the agro business ecosystem in Bandung Regency using the concept of the business model of Kamaladin, et al (2021) and the Zheng Ma (2019) model. This research uses a descriptive qualitative research method with a case study type of research.

Based on the research results, the actors involved include the ecosystem: Government: Regional Government, Agriculture Service, Dispakan; Business Actors: fertilizer suppliers, food suppliers, collectors/middlemen, consumers, MSMEs/merchants, traditional/modern markets, insurance institutions, banking (BPR, BJB, BRI, Himbara), Log trans (Grab/Gojek), warehousing, BUMD (BDS), investors; Community: Farmers; Academics: university lecturer; Media: mass media. The ecosystem strategy implements the ecosystem strategy, namely the orchestrator. PESTEL analysis identified key factors, and the research conclusions emphasized adaptability and collaboration as the keys to success in the agribusiness ecosystem in Bandung Regency. Business model reconfiguration, with BDS at the center of innovation, can improve efficiency and response to ecosystem dynamics.

To achieve the vision and mission, further ecosystem development is needed so that companies can implement short, medium and long term business strategies focused on trade, agribusiness and agro-industry development.

Key Words: Business Ecosystem, Strategic Management, BUMD, Local Government