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Market Access and Network Development Strategy Model for Jingkrak Sheep Farming

Ismawati
Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: its.isma126@gmail.com

Abstract. *Jingkrak Sheep Farm is a livestock business engaged in goat and sheep breeding with relatively large production capacity and good livestock quality. However, in its implementation, the business still faces challenges related to market access and business networks. The number of livestock categorized as sales targets reaches approximately 513 heads, while average sales remain around 25 heads per month. This condition indicates an imbalance between production capacity and the market's ability to consistently absorb livestock, resulting in increased operational costs and the risk of overstock. Using a qualitative approach with a case study method, data were collected through interviews, observations, and documentation. The analysis was conducted using SWOT analysis to identify the internal and external factors affecting the business. The results show that the main strengths of the business include superior livestock quality, high production capacity, good farm operational systems, and business experience. The main weaknesses include limited marketing activities, the absence of a structured customer management system, and the mismatch between production capacity and market demand. On the other hand, business opportunities remain open through market demand for high-quality livestock, the use of digital marketing, and the development of business networks, while the main threats come from price competition and fluctuating market demand. The findings indicate that livestock business development should not rely solely on production quality, but also requires more structured market access and business network strategies. Based on the SWOT analysis, this study formulates the Network-Orchestrated Market Access Model, which consists of three main components: Demand Engine, Structured Network, and Sales Control System. The model is designed to actively generate market demand, strengthen buyer and business partner networks, and control sales in line with production capacity. This strategy is expected to improve operational efficiency, expand market access, and support the long-term sustainability of the livestock business.*

Keywords: *Business; Farming; Market; Network; Strategy.*

1. Introduction

The goat and sheep farming sector is a vital component of the livestock agribusiness system in Indonesia. In addition to providing a source of animal protein for the community, goat and

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sheep farming also offers significant economic potential, as it can be developed on various scales. Goats and sheep are known for their high adaptability to various environmental conditions and can be raised under relatively flexible business systems. This makes goat and sheep farming a growing livestock subsector in Indonesia.

According to data from the Central Statistics Agency (BPS), Indonesia's goat population is projected to exceed 19 million by 2023, while the sheep population is expected to exceed 17 million. This data demonstrates that goat and sheep farming make a significant contribution to the national livestock sector. This increase in livestock populations also demonstrates the potential for further development as part of a sustainable agribusiness system.

Along with the development of the livestock sector, livestock management patterns have also undergone changes. While previously goat and sheep farms were mostly run on a small scale by smallholder farmers, more professional farms with a more structured business management approach are now emerging. This development demonstrates that livestock farming is no longer viewed solely as a livestock production activity, but also as a business that requires sound management.

One form of business development in the goat and sheep farming sector is the breeding of superior livestock. Breeding efforts aim to produce livestock with better genetic quality, thereby increasing overall livestock productivity. According to Devendra (2016), developing breeding businesses plays a crucial role in supporting livestock quality improvements and strengthening livestock production systems in the long term.

Unlike the general livestock fattening business, the breeding business has more specific business characteristics. The economic value of a breeding business is determined not only by the number of livestock raised, but also by the genetic quality of the livestock, the farm's reputation, and the level of market confidence in the quality of the offspring produced. Therefore, the success of a breeding business is determined not only by the ability to manage livestock production but also by the business owner's ability to build market access and business networks.

In the context of livestock agribusiness, market access is a crucial factor influencing business sustainability. Farmers with good market access tend to have greater opportunities to sell their livestock products more widely and stably. Conversely, limited market access is often a barrier to livestock business development. Research by Gebremedhin and Tesfaye (2019) shows that limited market access is a factor affecting livestock business development in various regions.

In addition to market access, business networks are also a crucial factor in livestock business development. Business networks can help farmers build relationships with various business actors in the livestock value chain, such as fellow farmers, livestock traders, and other business partners. Negassa et al. (2020) explain that farmers with extensive business

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networks tend to have greater opportunities to obtain market information, expand product distribution, and improve business sustainability.

One of the growing livestock breeding farms in Indonesia is Jingkrak Sheep Farm, located in Sragen Regency, Central Java. Operating since 2020, this farm is known for breeding various superior goat and sheep breeds, including Boer, Dorper, Merino, and Garut, as well as several crossbred breeds developed to improve the genetic quality of the livestock. With a livestock population of around 800, this farm represents a relatively large scale compared to most goat and sheep farms managed by smallholder farmers.

In addition to focusing on developing superior livestock, Jingkrak Sheep Farm has also developed a modern pen management system that takes into account hygiene, livestock health, and management efficiency. This demonstrates that livestock farming can evolve into a more professionally managed enterprise with a more structured management approach.

In practice, marketing of breeding livestock often develops through farmer community networks and relationships between business actors in the livestock sector. Information regarding the quality of livestock seeds, the farm's reputation, and recommendations from fellow farmers often influence purchasing decisions in the breeding livestock market. Therefore, strategies related to developing market access and business networks are crucial aspects in supporting the development of breeding livestock businesses.

As livestock businesses grow, strategies are needed to strengthen market access and expand business networks to optimally utilize existing business potential. Developing market access strategies and business networks not only helps expand livestock distribution but can also help improve business stability and strengthen livestock farming's position within the livestock agribusiness ecosystem.

2. Research Methods

This type of research is qualitative research with a case study approach. A case study is a research method used to investigate a phenomenon in depth within a specific context, whether it be an individual, organization, community, or system. According to Robert K. Yin (2018), case studies are very appropriate when research seeks to answer "how" and "why" questions, especially when the boundaries between the phenomenon being studied and its context cannot be clearly separated. The case study approach allows researchers to gain a comprehensive understanding of the dynamics of an organization through the exploration of various data sources such as interviews, observations, and supporting documents. Robert E. Stake (1995) explains that case studies provide a holistic understanding of a particular case by studying the interactions of the various elements that shape the phenomenon.

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3. Results and Discussion

3.1. General Description of Research Object

1) Profile of Jingkrak Farm Sragen Sheep

Jingkrak Farm is a goat and sheep farm located in Sragen Regency, Central Java, and has been operating for approximately five years. This business has developed with a relatively more modern management approach than traditional livestock farming, both in terms of operations and environmental management.

The livestock population reaches approximately 800 head, consisting of various breeds, including Boer, Dorper, and Java Randu goats, as well as Merino, Garut, and Gibas sheep. The business's primary focus is on breeding, making the genetic quality and physical condition of the livestock its primary market value.

From an operational perspective, the housing system has been designed with cleanliness and efficiency in mind, including the separation of feces and urine. This demonstrates a sound operational system and is one of the business's internal strengths.

2) Actual Business Conditions

Based on the data obtained, the number of livestock in the target sales category reached approximately 513, while the number of breeding stock and bulls was around 190. Meanwhile, average livestock sales remained at around 25 head per month. This situation indicates a gap between production capacity and the market's ability to consistently absorb the product.

To address these challenges, Jingkrak Farm Sheep has implemented several business strategies, although these strategies are still practical and not yet fully structured into a systematic market development model. These strategies include maintaining livestock quality, maintaining relationships with existing buyer networks, utilizing communication via WhatsApp and farmer networks, and conducting sales based on incoming demand. These strategies demonstrate that the business has established market access and a network, but still tends to rely on existing relationships and has not been optimally directed towards more aggressive market expansion.

The implication of this situation is that some livestock must be kept in pens for longer periods than the ideal cycle. This increases operational costs, particularly feed and labor costs, and reduces business efficiency. Therefore, the actual business situation shows that the main problem lies not only in the large livestock population, but also in the need to strengthen market access strategies, expand business networks, and improve the market's ability to absorb livestock more consistently.

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3) Research Findings

a. Sales Patterns and Demand Stability

Based on interviews with management, it was found that Jingkrak Farm's sales patterns are still fluctuating and lack consistent stability. This is reflected in the following informant's statement:

"Sales don't happen every day. There are times when sales are high, but there are also periods when there are no transactions at all."

These findings indicate that sales activities are not yet operating according to a planned pattern, but are still highly dependent on unpredictable incoming demand. This indicates that the sales system is not yet based on demand planning, thus preventing the business from optimally controlling its revenue stream.

In the context of business management, unstable sales patterns have the potential to cause uncertainty in cash flow and make it difficult to plan operations on an ongoing basis.

b. Market Access and Marketing Activities

From a marketing perspective, the study found that market development activities have not been consistent in recent periods. Informants reported that the business had previously actively promoted itself through social media, but these activities were no longer ongoing.

"I used to be active on social media, but now no one handles it anymore."

This situation indicates that the demand generation mechanism is not operating systematically. Although the impact of previous marketing activities still generates buyers based on old information, this has not yet developed into a sustainable marketing system.

Thus, the current market access is still limited and has not been managed as a strategic system capable of creating consistent demand.

c. Sales System and Business Planning

In practice, businesses don't have structured sales targets. Sales are conducted using a flexible approach that adapts to market demand.

"So far, there has been no sales target, so we just follow demand."

This indicates that the sales function has not yet acted as a tool to control business performance, but remains at the operational level. The absence of sales targets leaves businesses without a benchmark for measuring performance or planning growth.

From a strategic management perspective, this condition indicates that the sales system has not been integrated with overall business planning.

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d. Demand Dynamics and Market Imbalance

The research also found an imbalance between the number of livestock available and market demand. Informants reported that in some situations, the number of livestock available was not proportional to the number of buyers.

“Sometimes there is a lot of stock, but few buyers.”

These findings indicate that production capacity is not always consistently matched by the market's ability to absorb the product. This imbalance indicates the absence of an integrated supply and demand management system.

As a result, businesses have no control over the balance between production and sales, which in the long term can lead to operational inefficiencies.

e. Stock Management and Production Cycle

In operational aspects, it was found that some livestock were in the pen longer than the ideal period because they had not been sold within the expected time.

“There are livestock that have been in the pens for longer because they haven't been sold.”

This situation indicates that the production cycle has not been integrated with the sales system. The longer livestock are kept in pens, the higher the costs incurred by the business, particularly related to feed and maintenance.

This shows the need to manage the production cycle based on market demand so that business efficiency can be increased.

f. Business Network and Market Relations

Other findings show that the business network owned is still limited and not structured systematically.

“We usually contact buyers who have purchased before.”

This approach suggests that sales still rely on existing relationships, without actively developing new networks. In the context of business development, this situation limits the ability to expand markets and increase sales volume.

Business networks have not been managed as strategic assets, but are still personal and not systematically documented.

g. Synthesis of Research Findings

Based on the overall findings, it can be concluded that Jingkrak Farm Sheep has a main strength in the production aspect, which is shown through the quality of livestock and a relatively good operational system.

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However, the main problem faced does not lie in production capacity, but rather in limitations in managing market access and business networks.

Fluctuating sales patterns, the absence of sales planning, limited marketing activities, and dependence on a narrow network indicate that the marketing function is not running optimally.

Thus, the main focus of business development needs to be directed at strengthening market access and building a broader and more structured business network.

4) SWOT Analysis

1) Basics of Compiling a SWOT Analysis

This study used a SWOT analysis to identify internal and external conditions influencing the development of market access and business networks at Domba Jingkrak Farm. This analysis was based on research findings obtained through interviews, observations, and business operational data.

The SWOT approach used is not only descriptive, but is also equipped with weighting and assessment of each strategic factor to provide a more measurable picture of business conditions.

2) Weighting and Assessment of SWOT Factors

In this study, each SWOT factor is analyzed using a weighting and rating approach to measure the level of importance and actual condition of the business.

a. Weight Determination

The weights indicate the relative importance of each factor to business success, particularly in the context of developing market access and business networks. The weights are determined based on the analysis of research findings, taking into account:

a) the intensity of the emergence of issues in the interview

b) level of influence on sales

c) related to the main business problems

The weight value is given in the range 0.0 to 1.0, with the following provisions:

a) **0.0**= no effect

b) **0.1 – 0.2**= low influence

c) **0.3 – 0.4**= medium to high influence

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d) **> 0.4**= very high influence

The total weight of each factor group is 1.0.

b. Rating Determination

Ratings show the actual condition of the business against the factors analyzed, with a scale:

a) **1**= very weak

b) **2**= weak

c) **3**= enough

d) **4**= strong

e) **5**= very strong

c. Score Calculation

The score is calculated using the formula:

Score = Weight x Rating

The score value shows the contribution of each factor to the strategic position of the business.

3) Strength Analysis

Based on research, Jingkrak Farm's primary strengths lie in livestock production and quality. A robust operational system and extensive business experience are also key factors in maintaining business sustainability.

This strength is the main foundation in business development, especially in reaching markets with higher segmentation.

Table Strength Factor

No	Factor
1	Superior livestock quality
2	High production capacity
3	Good operational system of the cage
4	Business experience

Table Weighting *Strength*

Factor	Weight	Rating	Score
Livestock quality	0.30	5	1.50
Production capacity	0.30	4	1.20
Operational system	0.20	4	0.80
Business experience	0.20	4	0.80
Total	**1.00**		**4.30**

The results of the analysis show that the strength factor is at a high level, which means that the business has a strong internal foundation for further development.

4) Weakness Analysis

The business's main weaknesses lie in marketing, sales planning, and network management. Research findings indicate that the sales system remains reactive and is not supported by a structured marketing strategy.

This condition is the main obstacle in optimizing existing production capacity.

Table Weakness Factors

No	Factor
1	Lack of marketing system
2	No sales target
3	Fluctuating sales
4	Dependence on old buyers
5	Unstructured business network

Table Weakness Weighting

Factor	Weight	Rating	Score
No marketing	0.30	2	0.60
No sales target	0.25	2	0.50
Fluctuating sales	0.20	2	0.40
Relationship dependency	0.15	2	0.30
Unstructured network	0.10	2	0.20
Total	**1.00**		**2.00**

The weakness score shows that the main business problems lie in non-production aspects, particularly in managing market access and business networks.

5) Opportunity Analysis

The opportunities that the business has are related to the market potential that is still open, especially for livestock with higher quality than the general market.

In addition, the development of digital technology also provides opportunities to expand market reach.

Table Opportunity Factor

No	Factor
1	Demand for quality livestock
2	Out of town market
3	Digital marketing

4	Business partnership

Table Opportunity Weighting

Factor	**Weight**	**Rating**	**Score**
Quality request	0.40	5	2.00
Out of town market	0.30	5	1.50
Digital marketing	0.20	4	0.80
Business partnership	0.10	4	0.40
Total	**1.00**		**4.70**

A high opportunity value indicates that the business has large market potential for development, especially outside the local market.

6) Threat Analysis

The main threat comes from local market conditions which tend to be price sensitive and the mismatch between product quality and market purchasing power.

In addition, sales instability also has the potential to create the risk of stock buildup.

Table Threat Factors

No	**Factor**
1	Local market low prices
2	Segmentation mismatch
3	Overstock risk

Table Threat Weighting

Factor	**Weight**	**Rating**	**Score**
Cheap local market	0.40	2	0.80
Inappropriate segmentation	0.40	2	0.80
Overstock risk	0.20	3	0.60
Total	**1.00**		**2.20**

The threat is at a moderate level, but still needs to be anticipated through appropriate strategies, especially in managing market segmentation.

7) Strategic Position and Implications

Based on the analysis, the strengths (4.30) and opportunities (4.70) scores were higher than the weaknesses (2.00) and threats (2.20). This indicates that the business has high development potential, but has not yet been fully optimized. Therefore, the appropriate

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strategy is an aggressive strategy that focuses on leveraging internal strengths to capture available market opportunities.

8) Strategy Formulation Based on SWOT Analysis

Based on the SWOT analysis conducted in the previous subchapter, it was found that Jingkrak Farm's sheep farming business is dominated by strengths and opportunities. This indicates that the business has the potential to grow aggressively by leveraging its internal strengths to capture available market opportunities.

To ensure that the SWOT analysis results are not merely descriptive, a strategy formulation was conducted using the TOWS matrix approach. This approach aims to combine internal and external factors to produce more targeted and implementable strategic alternatives.

1) TOWS Matrix

a. SO Strategy (Strength–Opportunity)

This strategy focuses on leveraging internal strengths to capture external opportunities.

(1) Utilizing superior livestock quality and a structured breeding system to reach premium markets outside local areas such as Jakarta and other big cities.

(2) Developing livestock branding as a provider of high-quality livestock through digital marketing and livestock community networks.

(3) Expanding the distribution network by utilizing existing relationships to enter broader and higher-value market segments.

b. WO Strategy (Weakness–Opportunity)

This strategy aims to overcome internal weaknesses so that external opportunities can be optimally utilized.

a) Develop a more structured marketing system and not just rely on community-based sales or personal relationships

b) Increase stock management capacity and sales planning to avoid livestock accumulation which could potentially reduce cash flow.

c) Take advantage of broad market opportunities by building alternative sales channels such as partnerships with resellers or digital platforms.

c. ST Strategy (Strength–Threat)

This strategy uses internal strengths to face external threats.

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(1) Maintaining consistent livestock quality as the main differentiation in facing competition with breeders who sell livestock at lower prices.

(2) Leveraging stable operational systems and feed availability to maintain cost efficiency amidst potential market fluctuations

(3) Strengthening positioning as a quality-based farm to avoid direct competition in the low-price market.

d. WT Strategy (Weakness–Threat)

This strategy is defensive, focusing on minimizing weaknesses and avoiding threats.

1) Reduce the risk of overstock through more synchronized production and sales planning.

2) Anticipate market pressure by diversifying income sources such as selling manure or other derivative products.

3) Improve operational efficiency to maintain business sustainability in unstable market conditions.

Based on the results of the strategy formulation using the TOWS matrix, it can be concluded that the Jingkrak Farm sheep farming business development direction is more appropriately focused on an aggressive strategy based on leveraging internal strengths and market opportunities. However, this strategy still needs to be balanced with strengthening internal systems, particularly in marketing and operational management, to ensure long-term business sustainability.

3.2. Market Access and Business Network Development Strategy Model

1) Basis for Selecting a Strategy Model

Based on the results of the SWOT analysis and strategy formulation through the TOWS matrix in the previous sub-chapter, various alternative strategies were obtained that can be applied in developing the Jingkrak Farm sheep farming business.

The weighting results indicate that strengths and opportunities are more dominant than weaknesses and threats. This indicates that the business is in a position to implement an aggressive strategy, one that focuses on leveraging internal strengths to seize external opportunities.

However, the research findings also show that although livestock production capacity and quality are at a good level, the main problem lies in limited market access and the lack of systematic business network development.

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Thus, the strategy chosen in this research is not only oriented towards market expansion, but also towards establishing a system that is able to connect production with the market in a more structured and sustainable manner.

2) Strategy Model: Network-Orchestrated Market Access Model

Based on the results of previous analysis, this study developed a strategic model called the Network-Orchestrated Market Access Model. This model emphasizes that the success of a livestock business is determined not only by production capacity, but also by the business's ability to actively build demand, manage its business network as a distribution system, and control sales to maintain alignment with production capacity.

In this model, market access and business networks are positioned not as mere support functions, but as the core of the business strategy system. Thus, livestock business development is understood as a process that requires integration between demand generation, market relationship management, and sales flow control.

3) Structure and Components of the Strategy Model

This strategy model consists of three main components that are integrated with each other, namely:

a. Demand Engine (Demand Generation System)

This component functions as the main driver in creating and maintaining the flow of market demand. The strategies implemented include:

a) Consistent digital marketing activation

b) Developing positioning as a provider of quality livestock

c) Development of content that reflects the quality of livestock

d) Continuously increasing business visibility.

In this context, demand is not seen as something that forms naturally, but rather as the result of strategic efforts that are systematically built and maintained.

b. Structured Network (Structured Business Network)

This component serves as a link between generated demand and realized sales. The strategies implemented include:

a) Buyer segmentation based on characteristics and needs

b) Systematic customer data management

c) Regular communication with key buyers

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d) Long-term partnership development

In this model, business networks are not only understood as social relations or informal relationships, but as active distribution systems that are able to channel demand more stably.

c. Sales Control System

This component ensures that the sales process aligns with production capacity. The strategies implemented include:

a) Determining sales targets in a certain period

b) Controlling the length of time livestock are in the pen

c) Adjusting sales time to market conditions

d) Integration of production and sales data

This system is an important element in maintaining operational efficiency and preventing imbalances between livestock stocks and sales realization.

d. How the Strategy Model Works

This strategy model works in a continuous cycle as follows:

a) Demand Engine: plays a role in shaping the flow of demand through targeted marketing activities.

b) Structured Network: channels these requests through a network of buyers and business partners that is managed more systematically.

c) Sales Control System: ensures that incoming requests can be converted into sales in a targeted manner, in accordance with production capacity and market conditions.

This process results in sales stability and business efficiency, ultimately strengthening the business's ability to generate demand. Thus, this model demonstrates that business development strategies are dynamic, circular, and interconnected.

4) Advantages of Strategy Model

This strategy model has several advantages, namely:

(1) First, this model integrates marketing, business network, and operational aspects into one complete strategic system.

(2) Second, this model emphasizes the importance of demand management, not just production management.

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(3) Third, this model provides an applicable approach for livestock businesses in developing market access and strengthening business sustainability.

(4) Fourth, this model has the flexibility to be applied to various scales of livestock businesses, especially those facing challenges in connecting production capacity with markets in a sustainable manner.

5) Contribution of Research Model

Theoretically, this model strengthens strategic management studies in the agribusiness sector by placing market access and business networks as core parts of the business strategy system.

In practice, this model provides guidance for livestock business actors in developing more structured strategies, particularly in building demand, managing buyer networks, and maintaining operational efficiency of the business.

6) Strategy Model Implementation Roadmap

a. Basis for Roadmap Preparation

This strategic roadmap is designed as a direct derivative of the Network-Orchestrated Market Access strategy model, which emphasizes integration between demand generation, business network management, and sales control.

Based on research findings, there are several main conditions that form the basis for compiling the roadmap:

a) unstable sales patterns

b) there is no structured customer management system

c) dependence on existing relationships

d) production is not aligned with market needs

e) decline in marketing activities in the past year

Taking these conditions into account, this roadmap is designed as a 12-month business transformation process that focuses on:

a) reshaping the demand system

b) strengthening business networks

c) alignment of production and sales

4. Conclusion

This study aims to analyze the market access and business network conditions in livestock businesses and formulate a development strategy model. Based on the research and analysis, the following conclusions were obtained. First, in terms of market access, the livestock business studied has a fairly broad market reach and product quality that is competitive in certain segments. However, market access management has not been carried out systematically, particularly in terms of actively and consistently generating demand. Previous marketing activities have not been fully maintained sustainably, resulting in unstable demand flows. Second, in terms of business networks, the business has established relationships with various buyers from the livestock farmer segment, fattening companies, and other parties requiring livestock. However, these networks are still managed informally and have not been structured into a system that allows for optimal long-term relationship management. This has resulted in the business network's potential not being fully utilized to create sales stability. Third, based on the SWOT analysis, the business's main strengths lie in livestock quality, production capacity, and experience in business management. Meanwhile, the main weakness lies in the lack of integration of the marketing system, business network management, and sales control. Externally, opportunities arise from persistent market demand, particularly in certain segments, and the potential use of digital media. Threats stem from fluctuating demand, price competition, and an imbalance between production and market absorption. Fourth, based on these findings, this study produces a strategic model that emphasizes the importance of integrating demand generation, business network management, and sales control. This model demonstrates that the success of a livestock business is determined not only by production capacity but also by the ability to structure the relationship between the market and production.

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