
DEVELOPMENT BUSINESS STRATEGY FOR THE FATTENING SHEEP AND GOATS IN PANDEMIC COVID 19 (CASE STUDY IN BONDOWOSO DISTRICT)

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ABSTRACT

Indonesia is home to the largest population of goats and sheep. Goats and sheep have an important contribution to fulfilling the nutrition of the people in Indonesia, as well as in the future economic prospects. SWOT analysis is an analysis that is used to systematically identify various factors to formulate a company strategy. SWOT analysis aims to maximize the strengths and opportunities and weaknesses of threats and threats. In this study, two analytical methods will be used, namely IFE analysis (internal factor evaluation) and EFE analysis (external factor evaluation). The main strength factor lies in customer loyalty to an excellent product with a score of 0.48. Meanwhile, the main weakness factor lies in the limited marketing area with a score of 0.11. Based on the analysis, the internal factor score is a strength score of 2.08 plus a weakness score of 0.27, which is 2.80 (mean). The score for external factors is an opportunity score of 1.91 plus a threat score of 0.64, which is 2.55 (average), then the recommended strategy to be implemented is Growth Stability.

KEYWORDS:

Strategy, SWOT, Sheep, Fattening, Business

1. INTRODUCTION

The state of Indonesia is one of the largest populations of sheep and cattle and has become a cultural community farming business. Goats and sheep have an important contribution in fulfilling the nutrition of the community besides the need for beef and poultry, as well as being a prospect for economic business in the future. Goats and sheep are state assets that have an important position, seen from the results of their products as a source of animal protein as well as a source of income for the community (Jati dkk, 2019).

Bondowoso is one of the districts that have the potential to develop cattle, goats, and sheep. The number of goats and sheep in Bondowoso in 2019 reached 90,107 heads, with details of the number of goats amounting to 47,170 heads and sheep of 42,937 heads (BPS 2019). The types of sheep that are mostly found in Bondowoso district are fat-tailed sheep (DEG) and thin-tailed sheep (DET). Thin tailed sheep are native Indonesian sheep known as local sheep or village sheep (Najmuddin dan Nasich, 2019).

Adult body weight can reach 30-40 kg in males and 20-25 kg for females with a carcass percentage of 44-49%. The short and thin tail does not contain fat deposits. Whereas in the Fat-Tailed Sheep, the tail shape is longer and wider and contains fat deposits. The types of goats that are widely available in the Bondowoso district are the Etawa Peranakan (PE) goat and the Kacang goat. Kacang goat is a local Indonesian goat and has high adaptability to local natural environmental conditions. Bean goats have a very high reproductive power and are a type of meat goat (Sari., 2016).

Kacang goat has a small body size, gumba height in males between 60-65 cm, for females about 56 cm. The body weight of male bean goats can reach 25-30 kg/head. for females, it can reach 20-24 kg/head. Pea goat has two short horns. The sizes of the conditions in male and female Kacang goats are erect ears, straight hair, and short. (Jati dkk, 2019). The etawah breeding goat (PE) is the result of a cross between an Etawa goat and a local goat that is almost the same size as Etawa, but is more adaptive to Indonesia's local environment (Budisatria dkk, 2019). The goat is a big, tall gumba. for male cattle measuring about 127 cm. Meanwhile, for female goats about 92 cm. The bodyweight of male goats is around 91 kg, and female goats are around 63 kg. tilga size, long and drooping down, convex forehead and nose, both male and female and short horns.

The majority of the people's livelihood characteristics in Bondowoso District are farming and livestock with a total of 193,673 people, 73,168 people working in the industry, 152,656 people in the service sector (BPS, 2019). With a large number of farmers and breeders, Bondowoso Regency has tremendous potential to develop the sheep business sector. The existence of sheep in breeders is daily capital as a business that can support farmers when they need funds, the sheep-raising business

can create jobs for rural farmers, and can provide income for farmers (Kristiana, 2016), the prospects for the development of goat farming can be done by cultivating seed multiplication. Nationally, many goats and sheep livestock businesses have been carried out by small farmers in rural areas (Wibowo et al., 2016).

The area of agricultural land is 87,410 ha, corn 28,409 ha, peanut planting area 83 ha, green bean planting area 53 ha, soybean planting land 212 ha, sweet potato planting area 47 ha, cassava planting land 1720 ha (BPS 2019). The community can get forage remaining agricultural waste as raw material for animal feed (BPS 2019). The availability of forage is very important for the development of goats, in addition to accelerating livestock growth (Rusdiana and Hitasoit 2014). According to Suwignyo dkk (2016) one of the technologies considered to be able to solve the problem of ruminant animal feed is the integration of two types of commodity businesses in a certain area. Goat livestock business integrated with food crops, plantations, and others is a bond that can generate profits together.

In addition to forage and livestock concentrates can be given additional feed or complementary feed to increase feed digestibility. Sheep also need various vitamins and minerals, which in fact can be fulfilled by providing a variety of feed ingredients (Wahyuni and Pagala, 2016). In Bondowoso Regency itself, several livestock groups already exist that can produce finished feed (concentrate) by utilizing local raw materials to meet the needs of their livestock. Feed in each of its partner breeders as well as sold to consumers outside partners and of course at affordable prices but good quality.

The flow of delivery or receipt of sheep in Bondowoso district is quite dense, namely, the delivery of goats was recorded at 5668 heads, 10,438 sheep and the receipt of incoming livestock for goats of 2786 heads, sheep of 3594 heads (BPS 2019) this shows a sufficient flow of livestock traffic. solid. Goats and sheep can be a top priority for development. Support for product and service traffic between regions and countries in the era of globalization is very strong to compete. As an invention and can also encourage the birth of new products, it can improve the quality of the product to be increased through the international market (exports) (Marlinah, 2019).

Market opportunities and demand for goats and sheep are quite large, consumers usually come directly to buy regularly. Goats and sheep have a very promising global market segmentation in Asia, Africa, and the Pacific (Adawiyah and Rusdiana 2016). In Bondowoso Regency itself, the need for meat shows enthusiasm for a significant increase, this can be seen from the data on cattle slaughter to meet the demand for meat consumption. According to BPS data in 2019, there were 7606 cattle slaughtered, 17,049 goats, and 19,149 sheep, the number of sheep and goats an increase compared to 2018. One of the efforts to increase people's choices in consuming food, including food sources of animal protein such as meat, food supply, including the food of animal origin, will continue to be a challenge for the country and the world, including Indonesia, due to population growth and levels, income increases (Sudjana, 2011).

Animal husbandry agribusiness is an integrated and comprehensive livestock management system that includes all activities ranging from the manufacture and distribution of livestock production facilities, production (cultivation) business activities, storage, and processing as well as distribution and marketing of livestock products supported by supporting institutions such as banking and policy. government (Rahardidan R. Hartono, 2003). The development of agribusiness is an effort so that all systems involved in agribusiness can move to support each other. To move all the sheep agribusiness subsystems, it will involve many parties. So that it cannot be done in a short time, this is because the system that has been running for a long time does not meet the requirements, so the effort to move the subsystem to run as it should take a long time. (Saragih, 2001). The development of a goat livestock business is needed as a means of stimulating livestock development, to produce seeds and increase the number of female candidates for productive parents. Rusdiana and Hotasoit (2014a) state that, with the propagation of female and male seeds, by providing good quality forage, in addition to increasing selling prices, livestock production also increases. The goal of developing a goat livestock business is to meet the needs of breeders' households as well as the needs of livestock consumers.

However, the ongoing development of livestock businesses has undergone many changes with the spread of the coronavirus or Covid-19 in the world, including in Indonesia, and has an impact on a number of business sectors in the country, especially Bondowoso Regency, from trade to tourism. As well as having an impact on the existence of the economy, Covid-19 is also predicted to hit the existence of the livestock sector, if the development spreads along with the lack of discipline in the community in accepting the government's appeal and the limitations of the government in maximizing prevention and handling.

In the livestock sector, the impact of the covid outbreak not only reduces the number of buyers because automatically buyers cannot freely transact directly because they have to comply with health protocols but also hamper livestock distribution constraints due to traffic restrictions (PSBB) imposed in several regions. Responding to this, a special strategy is needed to develop sheep farming

agribusiness in this "New Normal" life situation so that it can continue to survive and be able to compete in the global market and help restore the people's economy, especially breeders.

SWOT analysis is the systematic identification of various factors that are used to formulate a company strategy (Rangkuti, 2016). SWOT analysis aims to maximize strengths (Strengths) and opportunities (Opportunities) and minimize weaknesses (Weakness) and threats (Threats). The factors contained in the SWOT analysis are grouped into 2 factors, namely internal strategic factors and external strategic factors. Internal strategic factors consist of strengths and weaknesses. The strength factors possessed by a company including business units include, among others, the special competencies contained in the organization which results in the ownership of comparative advantage by business units in the market (Siagian, 2012), while the factors Weaknesses, namely the factors contained in the body of a business unit, are limitations or deficiencies in terms of resources, skills, and abilities which are serious obstacles to satisfying organizational performance (Siagian, 2012). External strategy factors consist of Opportunities and Threats. Opportunity factors are various favorable environmental situations for a company or a business unit. Threat Factors. are environmental factors that do not benefit a business unit (Siagian, 2012).

In this study, the IFE analysis method and EFE analysis will be used. Evaluation of internal and external factors is the most important thing in determining a sustainable livestock development strategy ((Kapriyanto, Kustiari, & Afila, 2020).

The Internal Factor Evaluation (IFE) matrix is a strategy formulation tool used to summarize and evaluate the main strengths and weaknesses in the functional areas of the business, and also provide a basis for identifying and evaluating the relationships between these areas (David, 2006).

The External Factor Evaluation (EFE) Matrix is used to determine the company's external factors related to opportunities and threats that are considered important (Wati, Kustiari, & Suryadi, 2018). External data is collected to analyze matters concerning economic, social, cultural, demographic, environmental, political, government, legal, technological, and competition issues (David, 2006).

2. RESEARCH METHOD

This research was conducted in Bondowo-so Regency, by taking the location of the main cage of KTTS "Mitra Subur" Tegalampel sub-district, Karanganyar village, UD. Al Fatih, Jets Village, Curahan District, Several partner breeders from KTTS "Mitra Subur", namely Mr. Swarno in Taman Krocok District, Mrs. Komariah in Sukosari District, and Mrs. Raudatul Jannah in Tegalampel District. Prior to the research, a survey was conducted to identify livestock groups and conditions. Agri business as the basis for the implementation of these activities. This research was conducted during the Covid-19 pandemic in Bondowoso Regency from April to September 2020. The purposive sampling method was used to select samples deliberately based on certain considerations. Ability and capability of respondents in providing an assessment of opportunities, challenges, strengths, and weaknesses (Kapriyanto et al., 2020). The data collected in this study are primary data and secondary data. The primary data collection method is done by interviewing information sources or informants. Respondents were the manager of a partnership between KTTS "Mitra Subur" goat husbandry, Mr. Ifan Kurniawan as the owner of the industry, Mr. Yudi Budianto as the manager of feed production and distribution, and Mr. Mariono as the marketing manager. Mrs. Komariah, Mrs. Raudhatul Jannah, Mr. Swarno (breeder) as partners of KTTS "Mitra Subur". Mr. Mahrus Ali was the owner of UD "Al Fatih" and observing the existing documents.

SWOT analysis is the systematic identification of various factors that are used to formulate a company strategy (Rangkuti, 2016). The purpose of SWOT analysis is to maximize strengths (Strengths) and opportunities (Opportunities), as well as minimize weaknesses (Weakness) and threats (Threats). The strategic decision-making process is always related to the development of the mission, strategic objectives, and company policies.

In this study, the analysis used is the analysis of internal factor evaluation (IFE) and external factor evaluation (EFE). This analysis is a systematic identification of various factors to maximize strengths (strengths) and opportunities but simultaneously minimize weaknesses (weaknesses) and threats (threats).

a) IFE Technical Procedures

Internal environmental analysis (IFE) was conducted to determine the various possible strengths and weaknesses. The steps for the preparation are:

- 1) Identify the factors of strength and weakness in the IFE table column 1. Arrange 5 to 10 factors from strengths, weaknesses (Rangkuti, 2001);
- 2) The weighting of each strategic factor is in column 2, on a scale of 1.0 (very important) to 0.0 (not important). All weights add up not to exceed the total score = 1.00. The weighting of the factors is based on the influence of strategic position (Rangkuti, 2001);
- 3) Giving rating in column 3 for each factor with a scale ranging from 4 (very strong) to 1 (weak), based on the influence of these factors on the condition of the farm. Positive variables (all variables that fall into the strength category) are assigned a value from 1 to 4 by comparing to the aver-

age of the main competitors. The negative variable, if the weakness is very large (compared to the average of similar competitors) the value is 1, whereas if the weakness score is low / below the average of the competitors the score is 4;

- 4) Calculation of the weight by value (rating) to obtain the weighting factor in column 4. The result is a weighted score for each factor whose value varies from 4.0 (prominent) to 1.0 (weak);
- 5) Sum of the weighting scores (in column 4), to obtain the total weighted score for farming. The total value shows how farmers react to internal strategic factors.

b)EFE Technical Procedure

- 1) Identification of opportunity and threat factors in a table, column 1. Arrange 5 to 10 factors from opportunities and threats (Rangkuti, 2001);
- 2) The weighting of each strategic factor is in column 2, on a scale of 1.0 (very important) to 0.0 (not important). All weights add up not to exceed the total score = 1.00. The factors are weighted based on their impact on strategic factors;
- 3) Giving rating in column 3 for each factor with a scale ranging from 4 (very strong) to 1 (weak) based on the influence of these factors on the conditions concerned. Positive variables (all variables that fall into the opportunity category) are assigned values from 1 to 4 by comparing them with the average of the main competitors. The negative variable is the opposite, if the threat is very big (compared to the average of similar competitors) the value is 1, whereas if the threat value is small / below the average of the competitors the value is 4;
- 4) Calculation of the weight by value (rating) to obtain the weighting factor in column 4. The result is a weighted score for each factor whose value varies from 4.0 (prominent) to 1.0 (weak);
- 5) Sum of the weighting scores (in column 4), to obtain the total weighted scores for livestock business actors. This total value shows how livestock business actors react to their external strategic factors.

3. RESULTS AND DISCUSSION

Internal Factor Analysis

Internal factor analysis identifies factors in the form of strengths and weaknesses in the company. The factors that become the company's strengths and weaknesses consist of:

- a) The livestock products and concentrate feed produced are of good quality;
- b) Prices for livestock products and concentrate feed are easily accessible;
- c) Have a trading business license;
- d) Respondents apply SOP in the process of producing feed and livestock
- e) The availability of livestock seeds and feed raw materials is adequate;
- f) Production continuously;
- g) Financial administration records are not tidy;
- h) Capital owned by the respondent is limited;
- i) The marketing area is still limited;
- j) Promotion is not maximal;
- k) Limited production capacity.

A. Strenght

Strength includes internal strengths that drive business development. The strengths possessed by respondents include:

- a) Animal Products and Concentrated Feed produced are of good quality;
- b) Prices for livestock products and concentrate feed are easy to reach;
- c) Have a trading business license;
- d) Respondents apply SOPs in the process of production and procurement of livestock seeds.
- e) Availability of livestock seeds and concentrate feed raw materials is adequate;
- f) Production continuously.

During the Covid 19 pandemic, the agribusiness of goat and sheep (kado) commodities in Bondowoso Regency still have a very big prospect, because of the ability of the Bondowoso Regency government to meet the needs of lamb for various activities related to religion, celebrations, and needs the food business industry (hotels, restaurants, restaurants and food stalls) with good quality standards for goat and sheep products and concentrate feed produced also has good quality at affordable prices for the wider community.

B. Weaknesses

Weaknesses include internal weaknesses that can affect the running of the business. Internal weaknesses in farming consist of:

- a) The records of financial administration are not neat;
- b) Capital owned by business actors is limited;
- c) The marketing area is still limited;
- d) Promotion is not maximal;
- e) Limited production capacity

Factors that become weaknesses include the absence of orderly administrative records for livestock business actors, all are still manual and do not involve sophisticated technology applications in their bookkeeping so that if there are questions about their administration they answer based on memory and manual bookkeeping for each transaction. The capital factor also has a significant role because it relates to the ability to scale the business, the greater the capital, the higher the scale of the business, and the resulting production capacity. In this case, many breeders have a collision with the capital to develop their livestock businesses. The role of banks and investors as investors is very much needed to provide their participation in increasing the development of sheep farming in Bondowoso Regency into a business-oriented business.

C. Opportunity

The livestock development strategy has a good prospect in the future, because the demand for materials derived from livestock will continue to increase along with the increase in population, income, and public awareness to consume high nutritious food as a result of the increase in the average level of education. For this reason, investment support is needed in the development of gift agribusiness from the government, private sector, and the community /breeder community. The investment includes the following aspects:

- Animal health services.
- Support for the provision of superior seed (male) and quality parent.
- Research, assessment, and development activities related to aspects of feed and maintenance management.
- Institutional development to accelerate the flow of information, marketing, promotion, and capital.
- Provision of infrastructure to facilitate the flow of input-output goods and product marketing.
- Availability of veterinary, feed, and reproductive laboratories.
- Preparation of livestock business land and spatial planning so that livestock development is not disturbed by the animal, social, legal, and environmental problems.

In Bondowoso Regency, the success of developing a sheep population is inseparable from the role of livestock groups, livestock cooperatives, livestock trade businesses that have been formed, some of which are KTTS "Mitra Subur", chairman of trade business (UD) Al Fatih, UD. Bedaus Merah and Chairman Livestock Group "Lancar Jaya", Group "Advanced Enterprises", PT. Agro Investama. The existence of this group plays an active role in increasing the population of sheep, meeting the needs of consumer meat, and being able to make a positive contribution to help improve the economy of farmers in the form of cooperation with small breeders using partnerships to provide livestock seeds, concentrate feed, maintain crop price stability and market guarantees (distribution livestock)

D. Threats

1. The prospect of marketing goat meat in the community is quite good, but it is often hampered by rumors that say that goat meat has cholesterol stores so that it is often blamed for the disease. (Maesya dan Rusdiana. 2018).
2. Transportation Constraints due to the COVID-19 epidemic/ pandemic, the government has implemented PSBB in several areas that fall into the red zone category (Surabaya, Jakarta, and other big cities), automatically the distribution of livestock supply shipments in various regions in Indonesia, especially East Java be choked up. As a result, the supply of meat to meet people's consumption needs is not maximally fulfilled.
3. The buying and selling system of direct buying and selling both on the market and individually has changed due to the impact of the COVID-19 pandemic. The existence of large-scale Regional restrictions in several regions of course limits the space for marketing. Automatically large breeders have to rack their brains on how to change their online sales strategy. However, the problem is that not all consumers or breeders are technology literate.
4. The existence of similar business actors outside the Bondowoso Regency area can also affect the smooth running of the business and the stability of livestock prices and the price of concentrate animal feed produced because other business actors may apply business strategies that make local businesses lose consumers and suppliers.

Table 1: Evaluation Matrix of Internal and External Agro-Industry Factors in Bondowoso Regency in 2019

Key Factors Internal	Weight	Rating	Score
Power			
a. The resulting product has a good quality	0.09	3.67	0.34
b. Product prices are easy to reach	0.12	3.67	0.44
c. Have a trading business license	0.11	3.67	0.40
d. The company implements SOPs in the production process	0.07	4.00	0.28
e. Availability of raw materials is adequate	0.08	3.67	0.31
f. Continuous production	0.09	3.33	0.31
Total	0.57		2.08
Weakness			
a. Records of financial administration have not been neat	0.09	1.67	0.14
b. Limited modal that company have	0.10	1.67	0.17
c. Marketing area is still limited	0.08	1.33	0.11
d. Promotion is not maximum	0.08	1.67	0.13
e. Limited production capacity	0.08	2.00	0.16
Total	0.43		0.72
Strength-Weakness Score	1.00		2.80
External Key Factors	Weight	Rating	Score
Opportunity			
a. There is a good relationship with suppliers	0.11	3.33	0.37
b. There are specialist suppliers who are able to meet the needs of quality raw materials	0.09	3.33	0.30
c. Development of increasingly sophisticated technology	0.12	3.00	0.36
d. There are buyers who are also distributors	0.10	4.00	0.40
e. Customer loyalty to products is very good	0.12	4.00	0.48
Total	0.54		1.91
Threat			
f. Ease of customer to move to another company	0.12	1.33	0.16
g. The level of competition between industries is getting tougher for products	0.10	2.00	0.20
h. Raw material price fluctuation	0.12	1.00	0.12
i. The absence of capital assistance from the government in business development	0.12	1.33	0.16
Total	0.46		0.64
Opportunity-Threat Value	1.00		2.55
Total Score of Internal and External Factors			5.34

Factor analysis can be seen in Table 1. The main strength is that customer loyalty to the product is very good with a score of 0.48. Meanwhile, the main weakness is that the marketing area is still limited with a score of 0.11. The final result of the internal factors in the IFE matrix with a total score of 2.80. This value is above the average of 2.5 which indicates that the internal position is strong enough which has the above-average ability to utilize strengths and anticipate internal weaknesses (David, 2006).

Based on the analysis, the internal factor score is a strength score of 2.08 plus a weakness score of 0.27, which is 2.80 (average). The score for external factors is an opportunity score of 1.91 plus a threat score of 0.64, which is 2.55 (average), then the recommended strategy to be implemented is Growth Stability. It means that the main strategy being carried out is aggressive efforts to maintain the stability of the growth of the existing agro-industry. This effort is to maximize the strength possessed (strength) and take advantage of the available opportunities (opportunity).

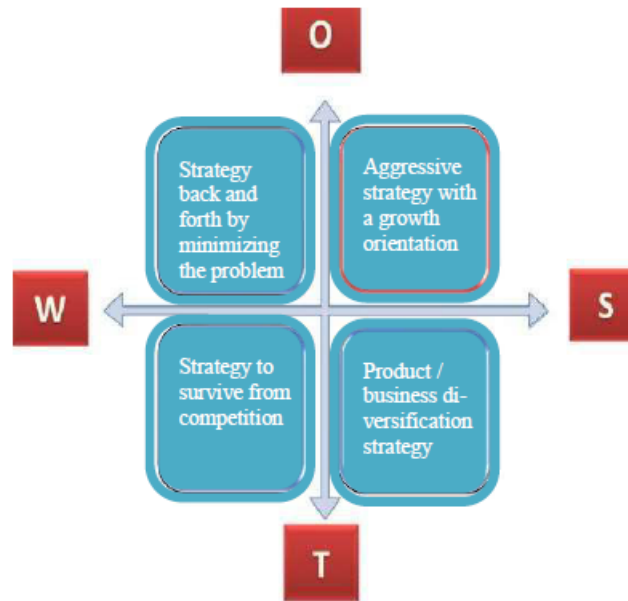


Figure 1. Relative Position of Agroindustry of sheep and feed concentrate in Bondowoso Regency, 2019

The strategy needed to address this position is S-O that means taking advantage of opportunities to increase its potential in the context of agro-industrial development. This position indicates the superior agro-industrial commodity and has the potential to be developed. The strategic recommendation given is Aggressive, meaning that agro-industrial commodities are in prime condition so that it is possible to continue to expand, increase growth, and achieve maximum productivity.

3. CONCLUSION

The factors that play a role in the successful development of the goat and sheep agro-industrial business in Bondowoso Regency are the quality of the product (livestock) and good concentrate feed, the stable and affordable selling price of livestock and concentrate feed in the market. The main strength factor lies in customer loyalty to an excellent product with a score of 0.48. Meanwhile, the main weakness factor lies in the limited marketing area with a score of 0.11. Based on the analysis, the internal factor score is a strength score of 2.08 plus a weakness score of 0.27, which is 2.80 (average). The score for external factors is an opportunity score of 1.91 plus a threat score of 0.64, which is 2.55 (average), so the suggested strategy to be implemented is Growth Stability, where you must maximize the strength you already have and take advantage of the opportunities available.

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