



Marketing Strategies for Goat Farming Enterprises in Gorontalo City

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ABSTRACT

The role of livestock in fulfilling protein needs and strengthening food security is an integral part of agricultural sector development. This study aims to formulate effective and sustainable marketing strategies for goat farming in Gorontalo by integrating internal strengths and weaknesses with external opportunities and threats, based on local conditions. The research employed a mixed-methods approach using a sequential exploratory model, conducted from January to March 2025, combining qualitative data collection through observation, in-depth interviews, and documentation. Informants were purposively selected, including experienced farmers, consumers, and an academic expert. Data were analyzed using SWOT analysis. The findings indicate that goat farming in Gorontalo City has several internal strengths, including high-quality and diverse superior breeds, farmers' experience, strategic location, competitive prices, and responsive service. External opportunities include high seasonal demand, the use of social media, and government support. The SWOT analysis produced integrated marketing strategies, such as the utilization of digital platforms for promotion, product diversification, technology adoption, and partnerships with the government. These strategies support market expansion, distribution efficiency, and increased productivity, while effectively addressing internal weaknesses and external threats. Policy implications emphasize the need for government support through training, provision of facilities, and partnership programs to promote sustainable economic development and strengthen food security.

Keywords: Goat Livestock, Marketing Strategy, SWOT

INTRODUCTION

Meeting protein needs and strengthening food security are key priorities that require the development and advancement of the agricultural sector, particularly the livestock subsector, as a primary source of animal protein. Through livestock cultivation and farming activities, communities not only gain better economic benefits but are also encouraged to enhance regional development dynamics and sustainable progress (Khadijah et al., 2019). Goats are one of the livestock commodities with significant development potential, as evidenced by farming practices that are not localized and yet continue to generate sustainable multiplier effects. The development of goat farming is prioritized through the strengthening of input aspects, especially in meeting capital requirements (Hidayat et al., 2019; Susanto et al., 2017). In addition, goats also demonstrate a high carrying capacity due to the availability of feed, while the length of the rearing period, both collectively and partially, has a significant influence on the adoption of housing technology, thereby supporting overall improvements in productivity and maintenance efficiency (Jafar et al., 2019; Bilyaro & Lestari, 2022). Gorontalo City is one of the regions in Gorontalo Province with considerable potential for goat livestock development. The goat population in Gorontalo City can be seen in Table 1.

Table 1. Goat Population in Gorontalo City 2019–2023 (heads)

No	Area	2019	2020	2021	2022	2023	Growth 2019-2023 (%)
1	Kota Barat	3.916	3.916	3.916	3.947	3.95	0,87
2	Dungingi	3.878	1.878	1.878	1.907	1.908	-50,79
3	Kota Selatan	98	95	95	124	125	27,55
4	Kota Timur	1.433	1.433	1.433	1.462	1.464	2,19
5	Hulonthalangi	1.001	1.001	1.223	1.252	1.255	25,37
6	Dumbo Raya	1.088	1.088	1.088	1.117	1.119	2,85
7	Kota Utara	1.416	1.416	1.416	1.445	1.448	2,27
8	Kota Tengah	709	709	747	776	777	9,55
9	Sipatana	1.45	1.45	1.45	1.479	1.482	2,21
Total		12.986	12.986	13.246	13.509	13.528	4,16

Source: Gorontalo City Central Bureau of Statistics, 2019-2023

Table 1 shows that the goat population in Gorontalo City has increased gradually from 12,986 heads in 2019 to 13,528 heads in 2023. The distribution of livestock across districts is uneven, with Kota Barat and Duingingi Subdistricts recording relatively high populations, while Kota Selatan has the smallest number of goats. Other areas, such as Hulonthalangi, Kota Tengah, and Sipatana, display consistent population growth from year to year. This upward trend indicates that the goat farming sector has promising economic prospects in Gorontalo City, considering the availability of local feed resources and the capacity to support sustainable livestock productivity.

Although the goat population shows consistent annual growth, farmers still face significant constraints in effectively accessing markets. Observations reveal that most producers continue to rely on conventional marketing methods, which limit consumer reach due to simple sales procedures and the lack of modern distribution mechanisms. In addition, delivery services for goats are not yet available, and the payment system remains traditional. This situation indicates that farmers' marketing practices are still traditional, resulting in limited distribution and market access, while production conditions remain conventional and livestock market facilities are not yet available to support more efficient transactions (Irvan & Hartina, 2025). Therefore, a more structured and integrated marketing strategy is needed to expand market access and improve the efficiency of goat distribution sustainably.

Small scale goat farming enterprises experience technological limitations, produce perishable products, use simple packaging, and have inconsistent production levels. Improving product quality is essential for strengthening business competitiveness in digital marketing (Novianty et al., 2022). Farmers also face challenges due to the suboptimal use of digital technology and social media as promotional tools, resulting in low consumer satisfaction despite generally positive responses. Distribution concerns persist because of limited market reach, even though production sites and outlets are located near one another (Permatahati et al., 2025).

Based on previous studies, goat marketing systems exhibit diverse distribution channels, ranging from direct sales to consumers to sales through collectors and intermediaries. Variations in distribution channels result in differences in marketing margins, levels of efficiency, and the share of profits received by farmers (Afandi, 2021; Rubiyanti et al., 2022; Sugiarti et al., 2023; Fadia et al., 2024). Some studies indicate that marketing channels involving intermediaries generate higher marketing margins but reduce the share of profits received by farmers. Conversely, direct marketing provides greater benefits to farmers, although it limits market reach.

Goat marketing efficiency is influenced not only by the length of the distribution channel but also by the level of market integration, the competitive structure among actors, and the utilization of social capital within local marketing networks (Santoso & Fitasari, 2017; Irsan & Azizah, 2024). However, most previous studies have addressed marketing channels and efficiency in a descriptive and partial manner, without linking them to the formulation of comprehensive marketing strategies to enhance the competitiveness of goat farming enterprises. Research on marketing strategies in the livestock subsector has predominantly focused on large-scale commodities or integrated agribusiness systems. Studies combining analysis of marketing channels, marketing efficiency, and farmers' socio-economic conditions as the basis for marketing strategies in smallholder goat farming remain limited (Maemunah et al., 2017; Ali et al., 2024). This limitation often results in policy recommendations and business strategies that are non-operational and less adaptive to local characteristics.

This study develops an integrated approach to formulating marketing strategies for goat farming enterprises. The approach combines analysis of marketing channels, marketing efficiency, and the roles of social capital and business actors' characteristics within a single strategic framework. The study aims to analyze effective and sustainable marketing strategies for goat farming enterprises in Gorontalo City, tailored to the local potentials and challenges.

RESEARCH METHODS

Research Location and Period

This study was conducted in Gorontalo City during the period from January to March 2025. The research location was determined using a purposive sampling technique, based on the consideration that Gorontalo City is one of the centers for goat farming development in Gorontalo Province and exhibits relatively active and dynamic marketing activities. These conditions make the area suitable for study, particularly in analyzing the marketing strategies applied in the goat farming sector.

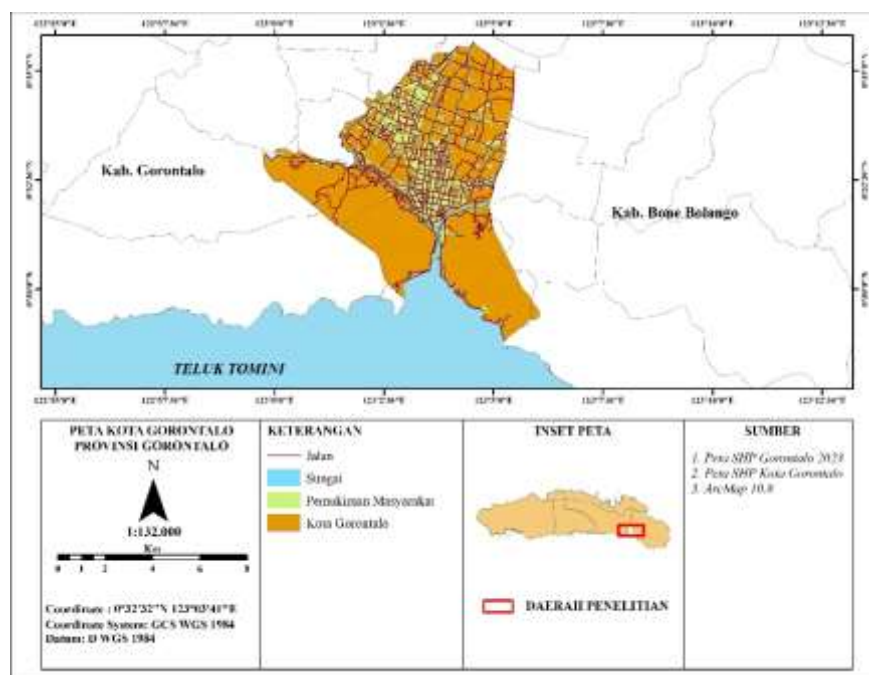


Figure 1. Map of Gorontalo City (Source: ArcGIS 10.8)

Research Design

This study employed a mixed-methods approach using a sequential exploratory model (Khabibullah et al., 2024), implemented in two main stages. In the first stage, the researcher collected and analyzed qualitative data to explore various internal and external factors affecting goat marketing activities in Gorontalo City. The qualitative findings were then used as the basis for developing quantitative instruments, particularly the SWOT weighting matrix. The subsequent stage involved quantitative analysis, focusing on assigning weights and ratings to each strategic factor, enabling the formulation of a more comprehensive and targeted marketing strategy. This approach was chosen because it integrates the depth of insight obtained from qualitative informants with the analytical precision of the SWOT weighting process in the quantitative phase.

Types and Sources of Data

This study utilized both qualitative and quantitative data. Qualitative data included narratives, opinions, and experiences from business actors and consumers regarding marketing mechanisms, challenges faced, and opportunities emerging in goat marketing. Quantitative data were obtained through weighting scores and ratings assigned by informants to internal and external factors previously identified through qualitative analysis. The data sources consisted of primary and secondary data. Primary data were collected through direct field observation and in-depth interviews using a SWOT questionnaire with selected informants. Secondary data were obtained from relevant agencies, such as the Central Bureau of Statistics, academic reports, and other supporting documents related to goat marketing activities in Gorontalo City.

Selection of Informants

The selection of informants in this study was conducted using purposive sampling, a technique involving the selection of individuals deemed most relevant and meeting specific criteria in line with the research objectives (Asrulla et al., 2023; Lenaini, 2021). The research informants consisted of three main groups. First, 12 goat farmers were selected based on a minimum of five years of farming experience and active involvement in goat sales over

the past two years. Second, three individual consumers who had purchased goats at least twice in the past three years and were considered knowledgeable about market transaction patterns. Third, one livestock academic serves as an expert informant due to their in-depth knowledge of livestock marketing.

This composition of informants was deliberately chosen to ensure that the data collected reflected the perspectives of business actors, consumers, and experts, thereby enabling a more comprehensive and contextually relevant analysis of goat marketing in Gorontalo City. Furthermore, data validity was reinforced through triangulation, involving the examination and confirmation of information from multiple sources to ensure the credibility and consistency of the findings (Rustamana et al., 2024).

Data Collection Techniques

Data were collected systematically through three complementary methods to ensure completeness and validity:

- a. **Observation:** Directly observing goat farming activities in Gorontalo City enabled the researcher to capture real conditions, ongoing marketing practices, and interactions between business actors and consumers.
- b. **In-depth Interviews:** Conducted using a SWOT-based questionnaire developed from preliminary findings, these interviews aimed to gain insights into informants' perceptions, experiences, and evaluations of internal and external factors influencing goat marketing strategies.
- c. **Documentation:** Used to collect supporting data, including written records, official reports, and historical documents from relevant agencies and academic sources.

Data Analysis

The data analysis used in this study includes both qualitative and quantitative descriptive analysis, employing SWOT analysis. The SWOT analysis process is carried out sequentially to ensure that each internal and external factor is analyzed systematically, so that the resulting strategy is targeted and relevant (Rangkuti, 2015). The steps are as follows:

- a. **Identification of Internal and External Factors (Qualitative Stage).** The initial phase of the study involved field observation, in-depth interviews, and documentation with goat farmers, collectors, and other relevant stakeholders. Qualitative data were analyzed using thematic analysis techniques to identify internal factors, including strengths and weaknesses, and external factors, including opportunities and threats, that are relevant to the goat marketing system in Gorontalo City. The results of this thematic analysis produced a list of strengths (S), weaknesses (W), opportunities (O), and threats (T), which were then used as the basis for developing the quantitative SWOT assessment instrument, in the form of a questionnaire. Thus, the qualitative stage serves as the conceptual foundation for developing the quantitative instrument.
- b. **Development of Instruments and Determination of IFAS Weights (Quantitative Stage).** Based on the strategic factors identified in the qualitative stage, a quantitative questionnaire was developed to include the internal factors (strengths and weaknesses). This questionnaire was used to obtain the weight and rating for each factor. Weighting and rating were conducted by purposive respondents, consisting of goat farming entrepreneurs, intermediary traders, and relevant stakeholders ($n = 16$), who were considered to have direct knowledge and experience with goat marketing in the study area. The weight was assigned using an interval scale, reflecting the relative importance of each factor to the success of the marketing strategy. The average weight of all respondents was then calculated to obtain the final weight for each factor, thus reducing individual subjectivity. The rating was provided to indicate the extent to which strengths were leveraged or weaknesses could be addressed. The product of weight and rating resulted in a weighted score, and the sum of all weighted scores for internal factors generated the IFAS value.
- c. **Determination of EFAS (External Factor Analysis Summary).** The same procedure was applied to external factors. The opportunities and threats identified in the qualitative stage were converted into a quantitative questionnaire and then assessed by the same purposive respondents ($n = 16$). Weights were assigned based on the level of influence each external factor had on goat marketing, while ratings reflected the ability of business actors to capitalize on opportunities or address threats. The average weight of the respondents' assessments was then calculated and multiplied by the rating to produce a weighted score. The total weighted score for external factors resulted in the EFAS value.
- d. **Development of the IE Matrix (Internal-External Matrix).** The obtained IFAS and EFAS values were used to develop the Internal-External (IE) Matrix. This matrix maps the position of goat farming enterprises into nine strategy cells based on internal strength (weak-medium-strong) and external condition (low-medium-high). This position is used as the basis for determining the general strategic

direction, such as growth, stability, or defensive strategies.

- e. **Development of the SWOT Matrix and Strategy Formulation.** The final stage is the development of the SWOT Matrix, which combines internal and external factors to generate alternative strategies for SO, WO, ST, and WT. The formulated strategies are not merely normative but are tailored to the enterprise's position within the IE Matrix and the results of the IFAS–EFAS assessment, making them more applicable for the development of goat farming enterprises in Gorontalo City.

Rangkuti (2015) states that “strategy selection is based on the alignment of weight and rating calculations in the SWOT analysis.” The method for calculating the weight and rating is as follows:

1. The assignment of weights to each internal and external factor is on a scale from 1 (not important) to 5 (extremely important). The total weights must sum to 100% or 1. The standard weighting for internal and external factors (*strengths, weaknesses, opportunities, and threats*) is as follows.

Table 2. Standard Weighting for Strengths, Weaknesses, Opportunities, and Threats

Criteria	Weight
Very Important	5
Important	4
Important Enough	3
Less Important	2
Not Important	1

Source: Rangkuti, 2015

2. **Rating Calculation Method:** The rating calculation reflects our anticipation of changes that will occur in the upcoming year or over the next few years. The rating scale ranges from 1 to 4. A rating of 1 is given if it is assumed that the current strength indicator will decrease in the following year. A rating of 4 is given if we assume that the strength indicator will increase compared to the changes that will occur. A rating of 2 is given if the current strength indicator is assumed to remain unchanged in the following year.
3. **Rating Assignment for Weakness Indicators:** In principle, the rating for weaknesses is the reverse of the rating for strengths. Therefore, ratings can range from -1 to -4. If a weakness currently faced is expected to become more pronounced due to changes in the following year, it will receive a rating of -4. Conversely, if the weakness is expected to diminish in the next year, it will receive a rating of -1. A rating of -2 is given if it is assumed that the weakness will remain the same as it is currently. The same rating method can be applied to external factors.
4. **Score Calculation:** The final score is calculated by multiplying the relative weight of each factor by its corresponding rating.

RESULTS AND DISCUSSION

Identification of Internal

This study examined various internal and external factors to obtain a comprehensive understanding of the conditions affecting goat marketing activities in Gorontalo City. The identification process included an assessment of strengths and weaknesses inherent in the farming business as internal factors, as well as an analysis of opportunities and threats arising from market dynamics as external factors. The findings from this identification serve as an essential foundation for formulating marketing strategies that are more accurate and aligned with the realities of goat farming enterprises in Gorontalo City.

Table 3. Identification of Internal Factors

No.	Strengths	Weaknesses
1	Availability of superior and diverse goat breeds	Limited derivative products from goat farming
2	Farmers have years of experience in goat farming	Absence of institutional structures or farmer groups
3	Strategic farm locations easily accessible to buyers	Lack of delivery services for buyers
4	Implementation of good barn sanitation and routine administration of vitamins/medications	Cash-only payment system
5	Friendly and responsive customer service tailored to consumer needs	Limited distribution channels to various regions
6	Relatively affordable goat prices	Limited adoption of technology in production and marketing

Source: Primary Data Processed, 2025

The table 3 shows that goat farmers in Gorontalo City possess several internal strengths that can support the development of their businesses. First, the availability of various superior goat breeds, such as Etawa, Kaligesing, Jawa Randu, and local goats, opens up opportunities for livestock diversification, which in turn can enhance business productivity. This is in line with the findings of Hidayah (2019), who demonstrates that the variety of superior livestock breeds contributes to increased production output. Second, the majority of farmers have more than fifteen years of experience in goat farming, indicating that their managerial capabilities and ability to adapt to market changes are quite strong. This supports the findings of Kereh et al. (2018), who highlight farmer experience as a key factor in effective livestock management. Additionally, the strategic location of the farms facilitates easy access for buyers and supports smooth distribution, as indicated by Sirat et al. (2021), who state that locations close to transportation access improve marketing efficiency. The application of proper barn sanitation and the routine administration of vitamins or medicines also plays a crucial role in maintaining livestock health, as explained by Yusnelly & Taufik (2024). Furthermore, friendly and responsive customer service fosters customer loyalty, consistent with the findings of Ma'rufah (2023), while the relatively affordable goat prices increase consumer appeal, as found by Sari et al. (2020).

However, there are several internal weaknesses faced by goat farming enterprises. One such weakness is the limited production of derivative products, such as milk, processed meat, leather, and manure. This limitation hinders business diversification and value addition, in line with the findings of Saputra et al. (2025), who show that the lack of derivative products increases the risk of market fluctuations. Additionally, the absence of formal institutions or farmer groups limits coordination and the adoption of innovations, as found by Amam & Rusdiana (2022). Another significant limitation is the lack of delivery services and the continued reliance on cash-based payment systems, which in turn limits market reach. This is consistent with the findings of Telaumbanua & Kurniawati (2022) and Tarantang et al. (2019). Furthermore, the minimal use of technology in production and marketing reduces operational efficiency and optimizes distribution, supporting the findings of Putra & Handrito (2024). Nevertheless, despite the weaknesses related to the dependence on live goat sales and limited derivative products, this aligns with the findings of Saputra et al. (2025), which indicate that product diversification enhances value addition and reduces market fluctuation risks. The absence of formal institutions also hinders coordination and the adoption of innovations, as explained by Amam & Rusdiana (2022). While the limited delivery services and cash payment system may reduce market access, some other studies suggest that cash transactions remain dominant and are accepted by local consumers, so this factor is not considered a significant barrier (Tarantang et al., 2019; Telaumbanua & Kurniawati, 2022). However, the minimal use of technology remains a real barrier to efficiency and market reach, as reinforced by the findings of Putra & Handrito (2024).

Identification of External Factors

Table 4. Identification of External Factors

No	Opportunities	Threats
1	Utilization of social media as a promotional tool.	Dependence on seasonal factors affecting forage availability.
2	Growth in the use of social media in society.	Price competition among farmers.
3	Utilization of abundant local resources, including forage.	Lack of farmer regeneration.
4	Increased demand for goat products during Eid al-Adha and Aqiqah.	Risk of infectious disease outbreaks in livestock.
5	Government support for the development of smallholder livestock businesses.	Impact of climate change (drought/flooding).

Table 4 shows that the utilization of social media provides a strategic opportunity for goat farmers in Gorontalo to expand their marketing efforts and increase the visibility of their businesses. Platforms such as Facebook, WhatsApp, Instagram, and TikTok offer more efficient and geographically unrestricted means of promotion, which can significantly broaden market reach. This finding is in line with the studies by Telaumbanua & Kurniawati (2022) and Permadi (2022), which state that social media can substantially enhance the marketing potential of livestock businesses. Furthermore, with 139 million social media users in Indonesia, the large digital market opportunity further supports the development of the livestock industry (Ralahallo, 2025). In addition to the opportunities provided by social media, the availability of local resources in Gorontalo, such as grass, foliage, and green plants, offers an opportunity to reduce production costs and support the sustainability of the business. This is supported by the findings of Mutmainah et al. (2025), which show that utilizing local feed can improve operational efficiency. The growing demand for goats, especially during Eid al-Adha and Aqiqah, also creates sustainable market opportunities, as highlighted in the same study (Mutmainah et al., 2025). Moreover,

government support in the form of extension services, livestock aid, and policies that foster a conducive regulatory environment becomes an external factor that strengthens business growth, as described by Mayulu & Daru (2019). However, despite these various opportunities, several threats need to be considered by farmers.

Dependence on natural forage makes livestock farming vulnerable to climate change, such as drought or excessive rainfall, which can reduce productivity and lead to financial losses. The findings of Sulastadi et al. (2025) support this, stating that climate change can disrupt the continuity of livestock production. Additionally, price competition among farmers often squeezes profit margins, while the dominance of older farmers and the lack of regeneration in the sector hinder innovation and the adoption of new technologies, in line with the findings of Lokon & Indrawati (2025). Another threat to consider is the risk of infectious diseases and digestive disorders such as bloat, which can have significant impacts on livestock health. Therefore, implementing preventive strategies through vaccination, proper sanitation, and regular health monitoring is essential. Finally, climate fluctuations affecting feed availability, water quality, and barn conditions require the implementation of adaptation and mitigation strategies to ensure the continuity and survival of the livestock business.

IFAS and EFAS Matrices

The IFAS matrix is used to identify and evaluate the strengths and weaknesses in operational activities, while the EFAS matrix summarizes opportunities and threats from external environmental dynamics. Both analytical tools serve as a foundation for formulating marketing strategies most suitable to the business context. The IFAS matrix is presented in Table 5.

Table 5. IFAS Matrix

No	Internal factor	Weight	Rating	Score
Strengths				
1	Availability of superior and diverse goat breeds	0.10	4	0.40
2	Farmers have years of experience in goat farming	0.10	3	0.30
3	Strategic farm locations with easy access for buyers	0.10	4	0.40
4	Good barn sanitation and routine provision of vitamins/medications	0.10	4	0.40
5	Friendly and responsive service tailored to consumer needs	0.10	4	0.40
6	Relatively affordable goat prices	0.10	4	0.40
Sub total				2.30
Weaknesses				
1	Limited utilization of derivative products from goats	0.05	2	0.10
2	Absence of institutional or organizational platforms	0.04	2	0.08
3	Limited implementation of goat delivery services for buyers	0.10	3	0.30
4	The payment system for buyers is cash-only	0.10	4	0.40
5	Limited distribution channels to reach consumers in various areas	0.06	2	0.12
6	Minimal adoption of technology in production and marketing	0.05	2	0.10
Sub total				1.10
Total		1.00		3.40

Source: Processed Data, 2025

Table 5 shows that the total IFAS (Internal Factor Analysis Summary) score for goat farming businesses in Gorontalo City is 3.10, with a strength subtotal of 2.20 and a weakness subtotal of 0.90. This total score is above the midpoint range (2.5–3.0), which is commonly used in quantitative research to evaluate the internal position of an organization. Therefore, an IFAS score greater than 2.5 indicates that internal strengths outweigh weaknesses, suggesting that the internal conditions of the business are strong and conducive to achieving the next strategic goals. This finding is in line with the research by Putri & Wibowo (2025), who state that an IFAS score higher than the midpoint reflects the significant influence of internal strengths, enabling an organization to leverage opportunities and face threats more effectively when formulating marketing strategies or business development plans. Several internal strength factors contributing significantly to this score include the diversity of superior goat breeds, the strategic location of farms, good barn sanitation, and responsive customer service. These factors have received relatively high weighted scores (0.40 on certain aspects), making the contribution of strengths (with a subtotal of 2.20) much larger than that of weaknesses (with a subtotal of 0.90), resulting in the total IFAS score of 3.10. This finding also aligns with Larasati et al. (2025), who state that the dominance of internal strengths in the IFAS matrix provides a strong foundation for effective marketing strategies, which are ready to be used to enhance business performance. Thus, strengths such as superior products and strategic location play a crucial role in reinforcing the internal position of the business, which is more dominant than the existing weaknesses.

Table 6. EFAS Matrix

No	External Factor	Weight	Rating	Score
Opportunities				
1	Utilization of social media as a promotional platform	0.11	4	0.44
2	Increasing use of social media among the population	0.11	3	0.33
3	Utilization of abundant local resources, such as forage	0.12	4	0.48
4	Rising demand for goat products during Idul Adha and Aqiqah	0.11	4	0.44
5	Government support for the development of small-scale livestock businesses	0.10	3	0.30
Sub Total				1.19
Threats				
1	Dependence on seasonal conditions affecting forage availability	0.10	4	0.40
2	Limited generational regeneration among farmers	0.07	2	0.14
3	Untreated livestock waste with potential to pollute the surrounding environment	0.10	3	0.30
4	Risk of contagious diseases in livestock	0.08	2	0.16
5	Impacts of climate change (drought/flooding)	0.10	3	0.30
Sub Total				1.30
Total		1.00		3.29

Source: Processed Data, 2025

Table 6 shows that the external conditions of the goat farming business in Gorontalo City are relatively favorable, as reflected by the total EFAS score of 3.06, which is above the interpretive midpoint (≥ 2.5) in agribusiness strategy analysis. The most prominent external opportunity is the utilization of local resources, specifically forage, which received the highest score of 0.52. This suggests that the availability of forage as livestock feed is a critical factor in reducing production costs and ensuring a steady supply of feed. This finding aligns with the research by Ramadhany et al. (2023), which emphasizes that the stable availability of local feed is a significant opportunity in livestock business development, as it can reduce dependence on commercial feed and enhance production efficiency.

Furthermore, the use of social media for promotion and the increased demand for goat products during Eid al-Adha and Aqiqah, each receiving a score of 0.48, also indicates strategic opportunities. Digital marketing through platforms such as social media and seasonal demand patterns can be leveraged to expand market share. This finding is consistent with Longgy & Widianingrum (2024), who revealed that digital marketing is an effective innovative strategy for enhancing the value of livestock products amid increasingly competitive markets.

However, there are also external threats that need to be addressed. The dependence on seasonal factors affecting the availability of forage, with a score of 0.30, represents a significant risk. This aligns with the findings of Ramadhany et al. (2023), which point to potential disruptions in the continuity of feed supply throughout the year. This threat needs to be strategically managed, as seasonal factors directly impact productivity and the operational stability of livestock businesses. A strategic approach that considers these factors will not only strengthen the business's position in facing market competition but will also enable the integration of modern agribusiness practices to improve long-term business performance.

Internal-External (IE) Matrix

After analyzing internal factors through IFAS and external factors through EFAS, the next stage is to combine these results into an Internal-External (IE) Matrix. This matrix serves to map the strategic position of the business by considering the interaction between internal strengths and weaknesses and external opportunities and threats. Through this mapping, businesses can obtain clear guidance in determining the most appropriate strategic actions, whether market penetration, product development, diversification, or defensive strategies, ensuring that each decision is targeted and aligned with the actual conditions of goat farming enterprises. The IE matrix is presented in Figure 2.

		Total score IFAS		
		Strong (3,0 - 4,0)	Average (2,0 2,99)	Weak (1,0 1,99)
Total score EFAS	High 3,0-4,0	I	II	III
	Medium 2,0-2,9	IV	V	VI
	Low 1,0-1,9	VII	VIII	IX

Figure 2. Matriks I-E

Figure 2 illustrates that the position of the goat farming business in Box I of the IE Matrix indicates that both internal and external factors are highly supportive of further development. The IFAS score of 3.10 indicates that internal strengths, such as the quality of livestock, the farmers' experience, the strategic location, and the quality of customer service, are far more dominant than the existing weaknesses. Thus, the internal resources available are sufficient to support optimal business growth and operations. On the other hand, the EFAS score of 3.06 reflects that external opportunities, such as high demand at certain times, the use of social media as a promotional tool, and government support, outweigh the threats. This suggests that the external environment is relatively favorable for marketing and business expansion.

The combination of solid internal strengths and ample external opportunities places the business in an ideal position to implement an aggressive strategy, expand market penetration, and enhance competitiveness, while the risks can still be effectively managed. Overall, this position reflects highly favorable conditions for the development of the goat farming business. Based on this analysis, the strategy for developing the goat farming business should focus on market expansion, including product diversification, strengthening digital marketing capabilities, and optimizing partnerships and production technologies. This approach aligns with the findings of Asnavy, Harisudin, & Setyowati (2017), which emphasize the importance of strengthening the market and collaborating with partner farmers, utilizing social media as a promotional channel, and enhancing feed and breeding technologies to improve efficiency and value-added products. This strategy is considered a key step in the sustainable development of the goat farming business.

SWOT Matrix

After completing the analysis of internal factors through IFAS and external factors through EFAS, and mapping the business position in the IE Matrix, the next step focuses on formulating marketing strategies. The SWOT matrix is presented in Figure 3.

IFAS EFAS	Strengths (S) • Availability of superior and diverse goat breeds • Farmers have years of experience in goat farming • Strategic farm locations with easy access for buyers • Good barn sanitation and routine provision of vitamins/medications • Friendly and responsive service tailored to consumer needs • Relatively affordable goat prices	Weaknesses (W) • Limited derivative products from goats • Absence of formal institutional structures • Limited delivery services for buyers • Cash-only payment system • Limited distribution channels to reach consumers in various areas • Minimal adoption of technology in production and marketing
Opportunities (O) • Utilization of social media as a promotional platform • Increasing use of social media among the population • Utilization of abundant local resources, such as forage • Rising demand for goat products during Idul Adha and Aqiqah • Government support for the development of small-scale livestock businesses	Strategy SO (Strengths-Opportunities) • Utilize social media as a promotional tool to showcase superior and diverse goat breeds, thereby attracting a wider range of consumers (S1, O1, O2, O3). • Maximize the combination of competitive pricing and friendly service to increase sales volume, particularly during peak demand periods such as Idul Adha and Aqiqah (S5, S6, O2, O4). • Optimize farmers' experience and leverage abundant local resources, such as forage, to enhance livestock productivity (S2, O3). • Align with government policies supporting small-scale livestock enterprises to maximize operational capacity (S2, O5).	Strategy WO (Weaknesses-Opportunities) • Utilize social media to expand market reach and effectively access consumers across various regions (W5, O1, O2). • Leverage digital platforms to build networks among farmers, while simultaneously strengthening the organizational structure of the business (W2, O1). • Initiate partnerships with the government to promote the use of livestock by-products and expand market reach through support from small-scale livestock development programs (W1, W2, O4, O5)
Threats (T) • Dependence on seasonal conditions affecting forage availability • Limited generational regeneration among farmers • Untreated livestock waste with potential to pollute the surrounding environment • Risk of contagious diseases in livestock • Impacts of climate change (drought/flooding)	Strategy ST (Strengths-Threats) • Relying on the experience of breeders and barn management to anticipate fluctuations in feed availability due to seasonal and climatic changes (S2, T1, T5). • Encouraging the adoption of production and marketing technologies by enhancing consumer satisfaction, while simultaneously mitigating the risk of declining breeder regeneration (S1, S5, S6, T2). • Maintaining barn sanitation and routinely administering vitamins and medications to minimize potential environmental pollution and the risk of disease outbreaks (S4, T3, T4).	Strategy WT (Weaknesses-Threats) • Developing goat by-products through the application of technology to enhance added value and diversify products (W1, T3). • Enhancing the application of technology in production and marketing to overcome limitations in distribution channels and cash-only payment systems (W4, W5, T1). • Managing livestock waste into organic fertilizer through processing technology to reduce environmental impact while increasing production efficiency (W1, W3, W5, T3).

Figure 3. The SWOT matrix
Source: Processed data, 2025

Figure 3 shows that goat farming businesses can implement effective marketing strategies by leveraging internal strengths and external opportunities. The SO (Strengths-Opportunities) strategy involves utilizing the superior quality of goats, the farmers' experience, the strategic location, customer service, and competitive pricing to capture market opportunities through social media and digital platforms, especially during peak demand periods such as Eid al-Adha and Aqiqah. This strategy not only increases product visibility, expands market share, and boosts sales, but also strengthens consumer engagement through interactive promotional content, in line with the findings of Wiharto et al. (2023), Sari et al. (2025), Waluyo (2022), and Sebayang et al. (2024). Meanwhile, the WO (Weaknesses-Opportunities) strategy aims to address internal weaknesses, such as limited distribution channels, lack of technology adoption, and limited product diversification, while still taking advantage of external opportunities. For instance, expanding market reach through social media and e-commerce, building networks among farmers to strengthen organizational structures, and utilizing government programs for training, market support, and business mentoring, as suggested by Sari et al. (2025) and Laksamana & Muhammad (2024). This approach allows the goat farming business to expand product distribution, increase market penetration, and adapt to the ever-growing trend of digitalization.

The ST (Strengths-Threats) strategy uses internal strengths to counter external threats. For example, farmers' experience and barn management can be used to anticipate fluctuations in feed availability due to seasonal

and climatic changes, while also maintaining barn sanitation and animal health to minimize the risk of disease outbreaks. This approach enhances product quality and builds consumer trust, consistent with the findings of Rusdan (2025) and Yusnelly & Taufik (2024). Finally, the WT (Weaknesses-Threats) strategy aims to reduce internal weaknesses while responding to external threats through product diversification and innovation, as well as improving marketing technology. Examples include developing goat by-products, such as processed dairy (yogurt, cheese, soap), to increase added value, implementing digital marketing and e-commerce to address distribution limitations and cash payments, and utilizing livestock waste as organic fertilizer with economic value, which supports business sustainability and strengthens competitiveness in the market. This strategy not only increases production efficiency but also creates new income streams, minimizes environmental impacts, and strengthens the goat farming business's position in the increasingly digitalized modern market, as outlined by Daroini et al. (2019) and Saputra et al. (2025).

CONCLUSION

The marketing strategy for goat farming in Gorontalo City can be enhanced by leveraging internal strengths, such as high-quality goats, extensive farmer experience, strategic farm locations, competitive pricing, and responsive customer service, while also taking advantage of external opportunities, including high demand during Idul Adha and Aqiqah, the use of social media, and government support policies. By applying SWOT strategies (SO, WO, ST, WT), farmers can maximize opportunities, address internal weaknesses, confront external threats, and drive innovation through the development of by-products and the adoption of marketing technologies. Theoretically, these findings underline the importance of integrating SWOT analysis and product innovation to enhance the competitiveness of agribusinesses. Practically, the results highlight the need to leverage social media, diversify products, and utilize government programs to expand markets and increase sales volume. A limitation of this study is its focus on a specific geographic area without a quantitative evaluation of the effectiveness of the strategies implemented. Therefore, future research is recommended to empirically measure the impact of these strategies and explore the digitalization of marketing more comprehensively, to further support the improvement of competitiveness and the long-term economic and environmental sustainability of the sector.

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