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Analysis of Agribusiness Management at Baniaga Farm's Dairy Goat Farm in Maros

Nurul Magfirah Ashar* Sulawesi Barat University, MAJENE
Andi Nur Syahbani Hasanuddin University, MAKASSAR
Henny Theza Moniaga Hasanuddin University, MAKASSAR
Nurul Muthia Syahrir Hasanuddin University, MAKASSAR

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Abstract

Purpose of Study: To analyze the implementation of management functions in the Baniaga Farm dairy goat business in Maros, focusing on planning, organizing, directing, coordinating, controlling, evaluating, and supervising within both upstream and on-farm subsystems.
Methodology: This research employs a descriptive qualitative method using a case study approach, in which primary data were obtained through direct observation, structured interviews with the business owner and employees, and field documentation, while secondary data were gathered from academic literature and official institutional data.
Main Findings: That the directing and supervising functions have been effectively implemented through the owner's direct involvement in daily activities, enabling early detection of production disruptions such as declining livestock health, whereas the organizing and evaluating functions still require strengthening due to the simple work structure and the absence of a sustained, structured production recording system. Furthermore, fluctuations in feed prices and seasonal changes were identified as external factors hindering the effectiveness of business planning. This study concludes that strengthening administrative and evaluative aspects such as implementing digital recording systems and formalizing task distribution is necessary to support the long-term sustainability of Baniaga Farm as a dairy goat MSME.
Novelty/Originality of This Study: This study is among the first to assess seven management functions across the upstream and on-farm subsystems of a dairy goat MSME in Maros, moving beyond the financial and market-oriented focus of earlier research and offering practical direction for digital record-keeping and task formalization

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INTRODUCTION

The livestock sector plays a strategic role in rural economic development as it serves as the primary source of animal protein and a key contributor to the income of communities in various regions. Among various livestock commodities, dairy goats hold a promising position because their milk is increasingly in demand by the public and offers greater economic value than that of other livestock (Linnaja et al., 2026). This development is closely tied to the fact that the success of dairy goat businesses is largely determined by the management systems implemented, ranging from input procurement and production processes to product marketing (Sya'ban, 2024).

*** Corresponding author:**
Nurul Magfirah Ashar, Sulawesi Barat University, INDONESIA. ✉nmagfirah63@yahoo.co.id

In practice, dairy goat farming businesses in Indonesia are generally still small and medium-sized enterprises (SMEs) managed independently by their owners. This situation makes the implementation of management functions crucial so that businesses can operate efficiently even with limited resources (Sya'ban, 2024). Several studies indicate that suboptimal implementation of management functions—particularly in production and financial record-keeping—often serves as a major obstacle to the growth of dairy goat businesses (L. A. Putri, 2025). Similar issues have also been identified in sheep farming operations, which face challenges such as unstructured financial management and limited market reach, thereby requiring guidance in management, production, and digital marketing (Putri et al., 2025).

Management functions—which include planning, organizing, directing, coordinating, supervising, evaluating, and controlling—constitute a commonly used framework for assessing the effectiveness of agribusiness management (Dakhi, 2016). The application of integrated farm management concepts combined with the principles of sustainable agribusiness has been proven to increase productivity and income for farmers in other dairy livestock sectors, such as dairy cattle (Sari et al., 2020). Similarly, in the dairy goat industry, the consistent application of Good Dairy Farming Practices is a key factor in maintaining milk production quality and ensuring long-term business sustainability (Alfian et al., 2018).

However, most previous studies have focused on financial viability or market development strategies, while research specifically highlighting the application of management functions in SME-scale dairy goat operations remains limited (Achmad et al., 2025). In fact, the effectiveness of management functions is crucial in determining a business's ability to cope with production risks—such as fluctuations in feed availability and the threat of livestock diseases—which small-scale dairy goat farmers frequently face (Sobirin et al., 2025). Studies on other goat farming operations also confirm that business profitability is significantly influenced by the efficiency of production cost and labor management, both of which are part of the organizing and controlling functions in management (Rasyid et al., 2020).

Based on the above discussion, this study is important for conducting an in-depth examination of how management functions are applied at Baniaga Farm Maros, a dairy goat farm that serves as a representative of a growing livestock MSME. This study is expected to provide an empirical overview of the strengths and weaknesses of management implementation in the field, while also serving as a reference for similar businesses seeking to strengthen the sustainability of their operations

METHOD

Type of Research

This study employs a qualitative descriptive approach using a *case study* design to provide an in-depth description of the application of management functions at the Baniaga Farm Maros dairy goat farm. This approach was chosen because it can reveal managerial phenomena contextually based on real-world conditions in the field (Guna, 2019). A similar approach was also used in research on sustainable agribusiness management, which examined managerial practices at a specific livestock business operator, thereby capturing adjustments to management strategies in line with the business's operating conditions (Setiyadi et al., 2025).

Research Location and Time

The research was conducted from July to August 2026 at Baniaga Farm, Taradoa Village, Turikale Subdistrict, Maros Regency, South Sulawesi Province. The research location was selected through purposive sampling based on its relevance to the research objectives and its potential to provide an appropriate case for examining on-farm agribusiness management. Purposive selection has been applied in previous livestock studies to identify farms or farming areas with specific characteristics relevant to the research objectives (Fuah et al., 2020; Prasetyo et al., 2020).

Types and Sources of Data

The data in this study consisted of primary and secondary data. Primary data were obtained through direct interviews with the business owner and employees, as well as observations of daily managerial activities at the business site. Interviews and direct observations are widely used in livestock research to capture farm management practices, production activities, and managerial processes

directly from farm operators (Schären-Bannert et al., 2026) . Secondary data were obtained from academic literature, scientific journals, and official data from relevant agencies, such as the Central Statistics Agency and the regional livestock service. These secondary sources were used as supporting and comparative materials for interpreting the field findings, consistent with previous livestock studies that combined field-generated primary data with institutional and documentary sources (Astuti et al., 2012; Prasetyo et al., 2020)

Data Collection Techniques

Data collection was conducted as follows: 1) Observation, carried out by directly observing managerial practices at the farm, including feed planning, division of labor, direction, coordination among parties, and daily supervision; 2) Interviews, conducted in a structured manner using a pre-prepared questionnaire to elicit information regarding the application of the seven functions of management (planning, organizing, directing, coordinating, supervising, evaluating, and controlling), and 3) Documentation, consisting of photographs of activities and field notes used to strengthen the validity of the observational and interview data. The combination of these three techniques aligns with the methods commonly used in case-study-based livestock business management research (Prihatiningrum, 2013).

Data Analysis Techniques

The collected data were analyzed using qualitative descriptive analysis techniques based on the Miles and Huberman interactive model, which consists of three stages: data reduction, data presentation, and drawing conclusions/verification (Zulfirman, 2022). Data reduction was conducted by filtering information from interviews and observations relevant to the seven management functions. Data presentation was carried out by grouping the findings into categories corresponding to each management function to facilitate systematic analysis. Conclusions were drawn by interpreting patterns in the application of these management functions and comparing them with theoretical concepts and the results of previous research.

This analytical approach can also be reinforced with a simple scoring technique to assess the level of implementation of each management function (good, adequate, or in need of improvement), as used in research on sustainable agribusiness management models in similar livestock enterprises (Setiyadi et al., 2025). This technique allows qualitative results to be presented in a measurable way through analysis tables, thereby strengthening the assessment's objectivity

RESULTS AND DISCUSSION

1. Overview of the Business

Baniaga Farm is a small-to-medium-sized enterprise (SME) dairy goat farm located in Taradoa Village, Turikale Subdistrict, Maros Regency, with a livestock population of 26 dairy goats. The business is individually managed by Mr. Sumarli, who is fully responsible for all operational aspects, ranging from livestock care and financial management to marketing. This simple organizational structure involves one permanent team member and an external partner who supplies feed in the form of silage and concentrates. The characteristics of this lean yet productive business align with the general pattern of livestock MSMEs in Indonesia, where a formal organizational structure, though simple, still plays a significant role in improving management efficiency and business decision-making (Anugrah et al., 2025).

2. Application of Management Functions in the Upstream Subsystem

Planning. Planning in the upstream subsystem is carried out by adjusting the number of livestock raised to meet feed requirements, including securing additional supplies from outside the region when market demand increases, and by factoring in production costs and barn capacity from the outset to prevent feed shortages during the rearing period. This practice underscores that planning serves as a guide to achieving stable, sustainable business success while anticipating production obstacles so that management can respond to disruptions effectively (Wahyudi et al., 2026). Findings from broiler chicken farms also indicate that production planning is a key component that must be prioritized for companies to successfully manage their livestock and maximize profits, even though it is often hampered by price fluctuations and unpredictable weather factors.

Organization. The division of labor in the upstream subsystem involves the business owner, one team member, and a feed partner, each with clearly defined responsibilities: the team member handles daily maintenance, while the partner supplies feed raw materials. This simple yet well-defined work structure aligns with findings that implementing a clear organizational structure—even a simple one—plays a significant role in improving the efficiency of the division of labor in SME-scale livestock businesses (Anugrah et al., 2025).

Supervision. The business owner provides direct guidance on care procedures, feeding, and the handling of sick livestock, accompanied by hands-on demonstrations of work practices in the pens. This type of direct supervision is common in small-scale livestock operations because labor constraints require the business owner to actively guide daily operations.

Coordination. Coordination is carried out through routine communication between owners, workers, and feed suppliers to ensure that production inputs—such as feed, medications, and livestock—are available as needed. This intensive coordination is crucial because each production input subsystem in a livestock operation is interrelated and is essential to the smooth operation of the entire production process, as emphasized in a study on the management of cooperative-based livestock operations (Wahyudi et al., 2026).

Monitoring. Daily monitoring focuses on livestock health, feed quality, and pen hygiene to prevent disease outbreaks and minimize losses.

Evaluation. Evaluations are conducted every twelve months by reviewing livestock numbers, revenue, and operating profit to determine corrective actions for the following period.

Control. Controls are implemented over the use of funds and feed inventory to ensure that business expenses remain in line with needs, while maintaining the quality of the livestock to retain good market value.

Challenges arising in the upstream subsystem primarily stem from limited silage availability due to seasonal changes and spikes in feed raw material prices ahead of major religious holidays such as Eid al-Adha. Farmers address these challenges by seeking alternative feed ingredients that still meet nutritional standards, in line with agribusiness planning principles that emphasize the importance of anticipating fluctuations in the supply of production inputs (Hermawan & Suryadi, 2017).

3. Implementation of Management Functions in the On-Farm

Planning. At the on-farm level, planning focuses on the sustainable provision of feed and the procurement of supporting equipment, such as mixers and drums, to maintain the efficiency of the production process. Thorough feed planning is key to optimal livestock production, as farmers need to understand feed ingredients, nutrient content, and the appropriate ration formulas to maintain livestock productivity (Wibawa et al., 2016)

Organization. Task allocation between the owner and employees is structured to ensure orderly barn operations; the owner monitors livestock condition and feed availability, while employees handle barn cleanliness and daily feeding.

Instructions. Instructions are provided through direct communication and via WhatsApp, covering feeding schedules, barn cleanliness, and the care of sick livestock. This approach demonstrates the adaptation of simple technology into daily management practices, which supports efficient coordination despite limited labor.

Coordination. Coordination between the owner and employees is carried out to align feeding schedules, pen cleaning, and health checks, ensuring all activities proceed as planned.

Supervision. On-farm supervision is carried out by directly monitoring the condition of the livestock and pens daily, including periodic checks to prevent diseases such as mastitis, which can be fatal to young goats. This practice underscores the importance of monitoring as an early-detection mechanism for production disruptions, as emphasized in the concept of livestock business management oriented toward sustainable productivity improvement (Setiyadi et al., 2025)

Evaluation and Control. Health management is implemented on a scheduled basis; for example, barn sanitation with natural disinfectants every Sunday night, and isolating animals showing signs of illness to prevent transmission.

4. Discussion

Consistency in the Application of Management Functions Between the Upstream and On-Farm Subsystems

In general, the implementation of management functions at Baniaga Farm shows a consistent pattern between the upstream and on-farm subsystems, with the business owner serving as the central figure who controls nearly all managerial aspects, ranging from feed planning to livestock health monitoring. This type of single-leader model is a common characteristic of SME-scale livestock businesses, where the business owner serves in multiple roles as planner, implementer, and supervisor simultaneously due to the limitations of a formal organizational structure. This situation aligns with findings from other micro-scale livestock enterprises, which indicate that a simple organizational structure can still function effectively as long as responsibilities among business actors are clearly delineated, even with a limited workforce (Anugrah et al., 2025)

Strengths in the Directing and Supervising Functions

The primary strength of this business lies in the direction and supervision functions, which are carried out directly and intensively by the business owner, whether through verbal instructions, technical demonstrations, or remote communication via simple digital platforms such as WhatsApp. This consistent daily monitoring pattern enables early detection of production disruptions, such as declines in livestock health or the potential for mastitis, before they have a widespread impact on the livestock population. This principle aligns with the concept of sustainable livestock farm management, which emphasizes monitoring as a mechanism for early detection of production deviations and a basis for rapid corrective decision-making (Setiyadi, Choirina, et al., 2025). The effectiveness of this type of monitoring is also commonly observed in other small-scale livestock operations, where the direct involvement of the business owner in daily monitoring is a key factor in the success of livestock management, compared to operations that fully delegate monitoring to workers without tiered supervision.

Weaknesses in the Organizing and Evaluation Functions

Nevertheless, the organizational and evaluation functions at Baniaga Farm can still be strengthened. An organizational structure involving only one business owner and one permanent team member makes task distribution flexible but prone to work backlogs should the business scale up in the future. Furthermore, the evaluation process, conducted only once every 12 months, indicates that business performance monitoring is not yet carried out continuously and systematically, but rather on an annual, retrospective basis.

These weaknesses in record-keeping and evaluation are not unique to Baniaga Farm but represent common challenges faced by most smallholder livestock farms in Indonesia. As found on smallholder dairy goat farms in Aceh Besar, many farmers still rely on conventional record-keeping or do not keep records of livestock production and health at all, making it difficult for them to assess the success of their operations and determine future improvement programs (Pratama, 2024). The absence of a structured record-keeping system directly impacts the effectiveness of evaluation, as managerial decisions tend to be based on the business owner's memory and subjective experience rather than on accurate historical data.

In fact, a record-keeping system serves as the backbone of a livestock farm's sustainability because it plays a crucial role in three key areas: supporting daily decision-making—such as determining breeding schedules and managing sick livestock—serving as the basis for evaluating current management practices, and providing a framework for long-term business planning. Without adequate record-keeping, the evaluation and control functions at Baniaga Farm risk losing an objective database for measuring livestock productivity trends over time.

External Factors as Planning Obstacles

In addition to internal weaknesses in record-keeping, external factors such as fluctuations in feed prices and seasonal changes pose consistent obstacles to the effectiveness of planning functions in small-scale livestock operations. These findings align with research on broiler chicken farms, which shows that the implementation of planning management functions is often hindered by human resource factors, price fluctuations, and unpredictable weather conditions, even though production planning remains a key component that must be prioritized to ensure the business operates with optimal profitability (Juliawan & Nur, 2023). In the case of Baniaga Farm, limited silage supply due to seasonal changes and spikes in feed ingredient prices ahead of major religious holidays such as Eid al-Adha requires business owners to adaptively seek alternative feed ingredients that still meet livestock nutritional standards, a response that demonstrates managerial flexibility, even though it is not yet supported by a formally documented risk mitigation strategy.

Opportunities for Strengthening Management through Digitalization

Based on these findings, strengthening organizational functions through a more formal division of labor and the implementation of digital production and financial record-keeping systems can serve as strategic steps to enhance the long-term sustainability of Baniaga Farm. The implementation of simple information technology, such as digital record-keeping using spreadsheet applications or QR code systems for livestock identification, has been proven to improve data accuracy, facilitate analysis of livestock health and production trends, and reduce the burden of manual administrative tasks prone to error (Pratama, 2024). Thus, combining Baniaga Farm's existing strengths in direct supervision with the enhancement of digital record-keeping systems has the potential to yield more comprehensive, measurable, and sustainable long-term management practices, in line with agribusiness planning principles that emphasize the importance of adapting to market dynamics and production risks (Hermawan & Suryadi, 2017).

CONCLUSION

The implementation of management functions at the Baniaga Farm Maros dairy goat farm has been carried out consistently in both the upstream and on-farm subsystems, with the business owner serving as the central figure who controls nearly all managerial aspects—from feed planning to livestock health monitoring. In this context, the functions of direction and supervision are key strengths because they are carried out directly and intensively, allowing production disruptions to be detected early; while the organizing and evaluating functions still require strengthening because the simple work structure is prone to task backlogs, and annual evaluations are not yet supported by a structured record-keeping system. This is compounded by external constraints such as feed price fluctuations and seasonal changes that affect the effectiveness of business planning; therefore, it is recommended that Baniaga Farm implement a routine production and financial record-keeping system—both manual and digital—formalize task allocation more clearly, conduct more frequent periodic evaluations, diversify feed sources to mitigate price risks, and establish a mentoring partnership with academics or the livestock agency to enhance managerial capacity; consequently, strengthening these administrative and evaluative aspects will not only improve the efficiency of daily operations—which are already running smoothly—but will also bolster the resilience and sustainability of Baniaga Farm as a dairy goat farming SME in the face of future market dynamics and production risks, while also serving as a reference model for the development of similar small-scale livestock business management in other regions.

AUTHOR CONTRIBUTION STATEMENT

NA conceptualized the study, designed the methodology, supervised the research, and reviewed and edited the manuscript. AS conducted the field investigation, including observations, interviews, and documentation, and curated the data. HM conducted the field investigation, performed the qualitative data analysis, and prepared the original draft. NS conducted the literature review, contributed to the data analysis and visualization, and prepared the original draft. All authors read and approved the final manuscript.

AI DISCLOSURE STATEMENT

The authors used Perplexity during the preparation of this work to paraphrase the content of the article. After using the tool, the authors thoroughly reviewed and edited the content as needed and take full responsibility for the content of the publication.

CONFLICTS OF INTEREST

The authors declare no conflict of interest. No financial, institutional, or personal relationships could have influenced the conduct of this study, the analysis of data, the preparation of the manuscript, or its publication.

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