

## Strategy for Fulfill Beef Demand in Samarinda Through Development of Livestock Stakeholder Potential

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### ABSTRACT

The demand for beef as a source of animal protein in Samarinda City continues to increase in line with population growth and changes in consumption patterns. However, local production has not been able to meet the demand, leading to a heavy reliance on external supplies, which poses a major challenge. This study aims to analyze the potential development of livestock stakeholders to achieve self-sufficiency in meeting beef demand. Using a survey method, data were collected through interviews, observations, and questionnaires involving forty nine respondents, including farmers, slaughterhouses, government representatives, traders, and consumers. The analysis, using the Strengths, Opportunities, Aspirations, Results (SOAR) approach, reveals that optimizing stakeholder potential such as enhancing farmer capacity, modernizing production facilities, and fostering synergy between the government and the private sector can improve the independence and sustainability of the livestock sector. The formulated strategies include restricting livestock traffic from outside the region, strengthening farmer capacity, and enhancing facilities and stakeholder collaboration. The implementation of these strategies expected to support food security, stabilize prices, and reduce dependence on external supplies.

**Keywords:** beef demand, development strategy, food security, livestock stakeholders

### ABSTRAK

Kebutuhan daging sapi sebagai sumber protein hewani di Kota Samarinda terus meningkat seiring pertumbuhan populasi dan perubahan pola konsumsi masyarakat. Namun, produksi lokal belum mampu memenuhi permintaan, sehingga ketergantungan pada pasokan luar daerah menjadi tantangan utama. Penelitian ini bertujuan untuk menganalisis potensi pengembangan stakeholder peternakan dalam rangka memenuhi kebutuhan daging sapi secara mandiri. Dengan menggunakan metode survei, data dikumpulkan melalui wawancara, observasi, dan kuesioner terhadap empat puluh sembilan responden, termasuk peternak, rumah pemotongan hewan (RPH), pemerintah, pedagang, dan konsumen. Hasil analisis menggunakan pendekatan *Strengths, Opportunities, Aspirations, Results* (SOAR) menunjukkan bahwa optimalisasi potensi stakeholder, seperti peningkatan kapasitas peternak, modernisasi fasilitas produksi, serta sinergi antara pemerintah dan sektor swasta, dapat meningkatkan kemandirian dan keberlanjutan sektor peternakan. Strategi yang dirumuskan meliputi pembatasan lalu lintas ternak dari luar daerah, penguatan kapasitas peternak, serta peningkatan fasilitas dan kolaborasi stakeholder. Implementasi strategi ini diharapkan mampu mendukung ketahanan pangan, stabilitas harga, dan mengurangi ketergantungan pasokan dari luar daerah.

**Kata kunci:** kebutuhan daging sapi, ketahanan pangan, strategi pengembangan, stakeholder peternakan

## INTRODUCTION

Beef is one of the most important sources of animal protein for the society. Al-Jabbar *et al.* (2021) also explained that beef is a highly consumed source of animal protein and food due to its high protein content. Additionally, beef holds significant economic value as a trade commodity. In the context of development, meeting beef demand is part of the effort to enhance national food security and nutrition. Therefore, ensuring the accessibility and availability of high-quality beef sustainably is essential to support the overall welfare of society.

The demand for beef as an important source of animal protein continues to be a key focus, particularly amid rising demand, population growth, and increasing public awareness of nutrition. As stated by Nazarius and Wibowo (2024), population growth, combined with consumer preferences and consumption patterns, has significantly influenced the increase in beef consumption. Meeting beef demand in Samarinda City remains challenging in terms of availability and dependence on supplies from other regions. Therefore, developing the potential of the livestock sector, both now and in the future, has become a priority for all livestock stakeholders. This effort aims to enable the livestock sector not only to meet domestic needs independently but also to contribute significantly to economic growth and resource development at both regional and national levels. This strengthening involves strategic collaboration among various stakeholders, including the government, private sector, academics, and business actors, in building a sustainable, efficient, and competitive livestock system. Consistency and synergy among all parties are crucial to achieving the desired outcomes (Widianingrum and Septio 2023).

Livestock stakeholders represent the elements that influence and have an interest in controlling the livestock supply chain from upstream to downstream. Yunindyawati *et al.* (2022) defined stakeholders as individuals or groups that significantly impact community life within a particular activity and hold various interests that manifest through concrete actions, whether positive or negative. Stakeholders are generally also recognized as actors with knowledge and information related to planning systems for a specific need or product in the market. An essential point to consider is how each region, with its authority, can formulate food regulations that align with the principles of sound regulation (Nasution *et al.* 2020). Appropriate regulations are expected to improve accessibility in fulfilling the beef demand in Samarinda City.

Fulfill the beef demand in Samarinda City is a strategic issue related to food security and community nutrition. As a growing city in East Kalimantan, the demand for beef continues to rise in line with population growth, urbanization, and changes in consumption patterns. This aligns with Eka and Juarna's (2021) statement that beef is one of the food commodities experiencing increased consumption as the population grows. However, local beef production in Samarinda City has yet to suffice in meeting this demand. According to data from the East Kalimantan

Statistics Agency (2024), beef production in Samarinda reached 1.9 million kilograms, while the cattle population was recorded at only 6,859 heads, indicating a shortage in beef supply. This shortage is met through supplies from other regions or imports, as 73.03% of Samarinda's beef supply still relies on external sources.

This dependency presents challenges, including high logistics costs, price fluctuations, and supply instability risks. Consequently, addressing beef demand calls for an analysis of the potential and the formulation of integrated and sustainable strategies to develop livestock stakeholder capacities from upstream to downstream. These strategies aim to meet the beef demand in Samarinda City effectively and ensure long-term sustainability.

## MATERIAL AND METHODS

This research conducted from December 2023 to June 2024, with data collection locations covering various areas related to the livestock sector, such as farms, markets, slaughterhouses, and government institutions in Samarinda City, East Kalimantan Province. The tools used in the study included questionnaires containing a list of questions, writing instruments, notebooks, and mobile phones for field data documentation. The research employed a survey method, with primary data collected through direct observation, interviews with respondents, and questionnaire completion. Respondents were selected using the snowball sampling method (Nurdiani 2014), involving 20 beef cattle farmers, 1 slaughterhouse unit, 2 government representatives, 17 meat traders, and 9 meat consumers in Samarinda markets, totaling 49 respondents. The primary respondents consisted of beef cattle farmers in Samarinda, the Department of Livestock and Animal Health of East Kalimantan Province as policymakers, slaughterhouse managers (both modern and traditional), meat traders, and beef consumers in local markets.

The analysis Strength, Opportunity, Aspiration, Result (SOAR) is an alternative strategic approach designed to focus on the existing positive values within a business and leverage them as its main advantage. The SOAR concept was introduced by Stavros *et al.* (2003) as an alternative to the SWOT analysis, originating from the Appreciative Inquiry (AI) approach. SOAR is a model that transforms the traditional SWOT analysis, which typically focuses on internal weaknesses and external threats. Unlike SWOT, SOAR emphasizes each aspect of a business's aspirations and the measurable results it aims to achieve. This approach argues that focusing on weaknesses and threats can create negative feelings, which may ultimately reduce motivation.

## RESULTS AND DISCUSSION

### General Conditions of Samarinda City

Samarinda City is the capital of East Kalimantan Province, with a total population of 861,878 people. Astronomically, Samarinda is located between 0°19'02" South Latitude and 117°18'14" East Longitude, traversed by the equator at 00° latitude (BPS Samarinda City 2024).

Economic growth and a population in the hundreds of thousands have increased the community's demand for various commodities, including beef. As a metropolitan city with a high level of urbanization, the demand for beef in Samarinda is largely influenced by rising incomes, changes in consumption patterns, and the growing need for animal protein.

Samarinda has not yet been able to meet its local beef demand and still relies on supplies from outside the region and imports. The main causes are the limited number of local cattle farms and their productivity. Meanwhile, beef consumption in Samarinda is increasing, particularly during religious holidays and traditional celebrations. Therefore, the development of the local cattle farming sector needs to be encouraged through capacity building for farmers and government policies to reduce dependence on external supplies.

#### Production or Slaughtering Volume at Tanah Merah Slaughterhouse

The Tanah Merah Slaughterhouse plays a crucial role in meeting the demand for fresh meat for the people of Samarinda City and its surrounding areas. This is regulated under Peraturan Daerah Kota Samarinda Nomor 27 Tahun 2006; Peraturan Pemerintah Nomor 95 2012; Peraturan Wali Kota No. 18 2022, which stipulate that meat traded and consumed by the public must go through the slaughtering process at the Tanah Merah Slaughterhouse.

The Tanah Merah Slaughterhouse is one of the few slaughterhouses in East Kalimantan that holds halal certification from the Halal Product Assurance Agency (BPJPH). This certification ensures that the slaughtering process adheres to Islamic law and produces halal meat products for consumption by the people of Samarinda City.

Slaughterhouse from January 2023 to May 2024 shows a significant increase in April 2023 and April 2024, with 647 and 663 slaughters, respectively. This rise is associated with the Eid al-Fitr celebration, during which the slaughtering activity at the Tanah Merah Slaughterhouse

increases dramatically. These figures reflect the heightened demand during the Eid al-Fitr holiday. On average, the slaughtering activity at the Tanah Merah Slaughterhouse tends to remain stable, ranging between 350 and 500 slaughters per month, indicating routine slaughtering activity to meet local consumption needs.

Generally speaking, the fluctuation in the number of slaughters is influenced by various factors, including market demand, festive seasons, cattle supply availability, and government policies related to livestock conditions, which are the main drivers of increased slaughtering activity at the Tanah Merah Slaughterhouse.

#### Potential Development of Livestock Stakeholders to Supply Beef Demand in Samarinda City, East Kalimantan Province

Utilizing the potential of each livestock stakeholder is crucial in efforts to supply beef demand in Samarinda City. The involvement of various parties, such as local farmers, slaughterhouses, local governments, traders, and consumers, will foster synergy that can enhance productivity and sustainability in the livestock sector within Samarinda. By optimizing the potential of these stakeholders, it is expected to support food security and create self-sufficiency in meeting the beef demand in Samarinda City.

**Farmers.** farmers in Samarinda City possess adequate knowledge and experience in livestock management. Their resources reflect a high level of dedication to their farming activities. Healthy and well-maintained livestock represent effective management practices, which can be observed in the fulfillment of nutritional needs through high-quality feed, health management, and proper housing systems. With appropriate management, farmers can maximize the production output of their beef cattle (Nainggolan *et al.* 025).

To improve quality and expand market reach, farmers in Samarinda actively collaborate by forming farmer associations and utilizing social media as a promotional platform. Their commitment to continuous learning through

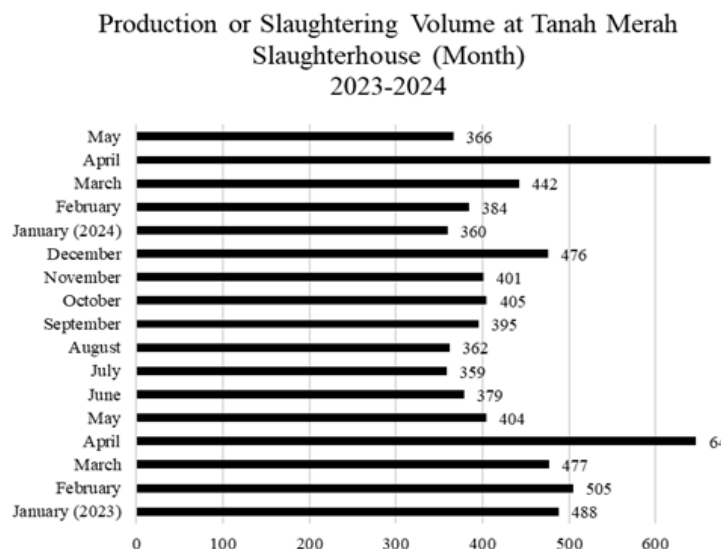


Figure 1. Slaughtering accumulation at Tanah Merah Slaughterhouse

training and mentoring demonstrates their strong enthusiasm for developing the livestock industry. Consistent increase in beef demand has positioned the beef cattle farming sector as a promising industry in Samarinda City. This opportunity not only allows farmers to enhance their family income but also enables them to establish collaborations with various stakeholders, such as investors or traders.

**Slaughterhouse.** A slaughterhouse (RPH) is a specialized facility used for the slaughtering of livestock. It plays a crucial role in the supply chain by ensuring the production of high-quality meat (Fahrani *et al.* 024). The Tanah Merah Slaughterhouse in Samarinda City has demonstrated its commitment to producing halal, safe, and high-quality meat products. This is evidenced by its possession of a Nomor Kontrol Veteriner (NKV) and halal certification issued by the Badan Penyelenggara Jaminan Produk Halal (BPJPH). Halal certification serves as proof or assurance that a product complies with Islamic sharia principles and is deemed halal for consumption. It covers all stages of the process, including material sourcing, processing, storage, packaging, distribution, sales, and presentation (Nainggolan *et al.* 025).

The Tanah Merah Slaughterhouse is also equipped with competent human resources, including certified halal slaughterers and veterinarians. To ensure that slaughtering processes meet established standards, the facility implements strict operational procedures. Samarinda City Government continues to improve the quality of services provided by the Tanah Merah Slaughterhouse through the optimization of operational cost management and the development of new facilities. Collaboration with institutions such as the Department of Livestock and Animal Health and Mulawarman University has also been established to enhance food safety and the quality of the products produced.

**Government.** The development of the livestock sector in Samarinda City, East Kalimantan Province, has been actively pursued by the government, demonstrating a strong commitment to supporting the industry. This commitment is evident in various government initiatives, such as monitoring livestock health during inter-island transport, fostering good relationships with farmers, and providing various forms of support, including veterinary services, transportation facilities, and expert assistance.

Government is promoting the growth of the livestock sector through strategic measures. One of these initiatives is the development of a livestock market application, which facilitates farmers in marketing their products. The government also actively facilitates connections between farmers, potential buyers, and investors. Collaboration with higher education institutions, particularly Mulawarman University, has been established to address issues related to beef demand. Information technology used for livestock monitoring and reporting has also been increasingly enhanced. Financial support is provided through livestock credit programs with low-interest rates and livestock insurance. As a long-term effort, the government is developing a Program Desa Korporasi Ternak (PDKT) to help farmers scale up their businesses.

**Meat traders.** Meat traders in Samarinda have established strong relationships with a wide range of consumers, including households, restaurants, hotels, and government institutions. Their extensive connections enable traders to distribute halal meat products effectively and efficiently. Traders also actively coordinate through associations they have formed to maintain product quality, monitor market price fluctuations, and explore new business opportunities. In the current era of digitalization, traders leverage social media as an effective promotional tool to reach a broader consumer base.

The increasing demand for beef products has encouraged traders to explore promising business opportunities. One of the strategic steps they have taken is ensuring a continuous supply of meat. Building good relationships with consumers, particularly with businesses such as restaurants, hotels, and institutions, is also a key factor in achieving success in the meat trading business.

**Consumer.** Consumers exhibit high awareness regarding the quality of the meat products they consume. They prioritize products that meet food safety standards and come from reliable sources. Consumers also support locally produced meat products with guaranteed quality. Furthermore, consumer preferences drive demand for additional varieties or types of meat products.

Nowadays, meat consumers are increasingly selective, focusing on quality and expressing specific preferences for certain cuts or preparations of meat. Food safety remains a primary consideration during the selection process. Consumers often maintain good relationships with their regular traders, fostering trust and loyalty. Among various types of meat, consumers tend to favor beef, influenced by its taste and suitability for their needs.

#### Percentage of Modes for Each Stakeholder

This section analyzes the contributions of each stakeholder (Farmers, Slaughterhouse, Government, Meat Traders, and Consumers) in four main modes such as policy, facilities, competence, and supply. The percentage of each mode is derived from the total number of respondents, which is 49 respondents, consisted of 20 farmers, 1 slaughterhouse, 2 government representatives, 17 traders, and 9 consumers.

Competency plays a crucial role in the successful management of the livestock sector, with analysis showing a percentage of 35%. While the average farmer has 5-10 years of experience, they still seek to enhance their competency in business management, including the modernization of facilities and animal husbandry techniques. Slaughterhouses focus on improving human resource competencies, such as certified halal slaughterers and master butchers, who play an essential role in producing high-quality meat. The government also encourages the enhancement of competencies among experts, such as agricultural extension officers and veterinarians, to support other stakeholders. Traders view competency as key to understanding consumer preferences and improving competitiveness through better business management.

Policy is a strategic issue with the government acting as the regulator and stakeholders being the affected parties.

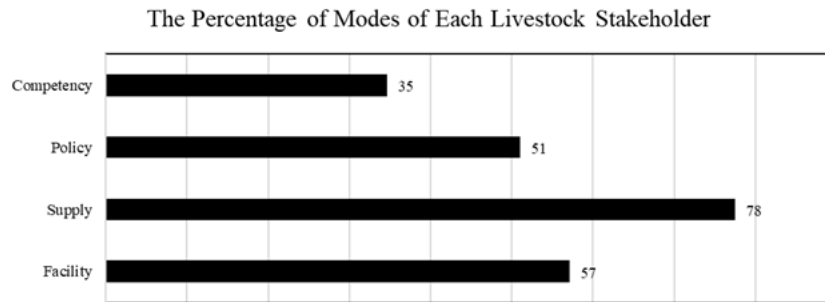


Figure 2. The percentage of modes of livestock stakeholder

The analysis shows that policy holds a percentage of 51%, making it the third-highest mode. Farmers have proposed regulations to limit the entry of livestock from other regions to protect local products from unhealthy competition. The government needs to implement sustainable policies, such as regulating livestock traffic, controlling meat imports, and providing subsidies for local farmers. Tanah Merah Slaughterhouse has implemented slaughter regulations at authorized locations to ensure the Aman, Sehat, Utuh, Halal (ASUH) standards. Traders support controls on imported products, particularly frozen meat, and the stabilization of meat prices to enhance local competitiveness. Consumers hope that policies will keep local product prices stable, allowing them to choose quality products without the pressure of high prices.

Supply has become a major challenge in Samarinda, with a high dependency on livestock supplies from other regions. The analysis shows that supply holds the highest percentage, at 78%. Farmers complain about the limited local supply, which hampers food independence. Tanah Merah Slaughterhouse strives to maintain meat supply stability through regulated slaughter schedules and collaboration with farmers and local businesses. Traders face competition from imported products, especially frozen meat, which affects supply stability and market prices. The government is expected to provide subsidies and incentives to boost local production and reduce dependence on external supply.

Facilities occupy the second-highest position in the mode analysis, with a percentage of 57%, making them a critical element for improving stakeholder productivity and efficiency. Farmers require more modern livestock housing facilities to support animal health and productivity. Tanah Merah Slaughterhouse needs to modernize slaughtering equipment and implement environmentally friendly waste management practices. Traders require facilities such as freezers, stock storage rooms, and more hygienic kiosks to maintain meat quality. The government is expected to support the development of additional infrastructure, including the revitalization of markets to improve hygiene.

#### SOAR Analysis

SOAR analysis is a framework that focuses on positive aspects, making it highly relevant for the development of livestock stakeholder potential in Samarinda City. By identifying strengths, opportunities, aspirations, and expected results, strategies can be formulated to maximize the contribution of stakeholders in advancing the livestock sector.

#### Livestock Stakeholder Development Strategies in Samarinda City

The implementation of livestock stakeholder development strategies must be carried out comprehensively through collaboration involving all parties from upstream to downstream. Strong collaboration among various parties is crucial to ensuring the success of the program. Periodic evaluations should also be conducted to measure the success of strategy implementation and make necessary adjustments. Success indicators may include improvements in the welfare of each livestock stakeholder, represented by increased production results, product quality, and the achievement of meeting community needs. The SOAR analysis in this study resulted in the formulation of the following strategies:

**Policy Implementation for Regulating Livestock Traffic from Outside the Region.** According to data from BPS Kaltim (2023), the population of beef cattle in Samarinda in 2021 was recorded at 6,659 head, increasing to 6,859 head in 2022. Although the population has risen, local production remains limited and insufficient to meet the community's demand. Samarinda still relies on external supply for its beef needs. Bringing cattle from other regions, such as NTT, poses several risks. In addition to the threat of animal diseases, high transportation costs could further raise meat prices in the market. Dependence on external cattle supply hampers the growth of local livestock farming, reduces farmers' motivation, and makes Samarinda vulnerable to supply disruptions.

Samarinda should consider implementing regional regulations similar to those in Konawe Selatan, which regulate livestock traffic to maintain animal health and ensure the sustainability of livestock resources. A regional regulation on livestock traffic restrictions is expected to promote the development of local livestock farming, increase production, and reduce dependency on external supply.

**Strengthening Capacity and Motivation of Livestock Farmers.** The capacity and strong motivation of farmers, supported by access to capital, will result in productive livestock farmers who are able to improve both the quality and quantity of beef cattle production. Capital is a crucial factor in livestock farming, as limited capital hinders farmers from financing the technology needed for their operations (Maskur *et al.* 2023). With financial support, farmers can adopt more efficient livestock feed technology, enhance animal health, and ultimately increase productivity. The

Table 1. SOAR matrix for the development potential of livestock stakeholders to supply beef demand in Samarinda City, East Kalimantan Province

Strengths	Opportunities
<ol style="list-style-type: none"> <li>1. Bali cattle commodities are utilized by farmers by optimizing resources, knowledge, and technology.</li> <li>2. The slaughterhouse operates under established operational standards.</li> <li>3. The government has implemented efforts to develop the livestock sector through various programs, regulations, and expert personnel.</li> <li>4. Meat traders distribute halal-certified meat products by leveraging their established associations and social media platforms.</li> <li>5. Consumers have specific preference needs that must be met.</li> </ol>	<ol style="list-style-type: none"> <li>1. The beef cattle farming sector holds significant economic prospects.</li> <li>2. Slaughterhouses played a strategic role in the distribution of meat products.</li> <li>3. The government has established strong synergy with various stakeholders to meet meat demand.</li> <li>4. Traders have extensive market connections and meet high demand for meat products.</li> <li>5. Consumers build partnerships to obtain meat products that match their preferences.</li> </ol>
Aspirations	Result
<ol style="list-style-type: none"> <li>1. Farmers aspire to policies that can enhance their welfare.</li> <li>2. Slaughterhouses aim for facility modernization and collaboration to improve quality and production.</li> <li>3. The government encourages meat supply fulfillment through synergy and collaboration among all stakeholder elements.</li> <li>4. Meat traders aspire to policies that can enhance their welfare.</li> <li>5. Consumers seek price stability, improved market services, and diverse product options.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of policies restricting livestock traffic from outside the region.</li> <li>2. Strengthening community capacity and motivation in livestock farming.</li> <li>3. Increasing productivity through the modernization of production facilities.</li> <li>4. of the livestock sector's potential in Samarinda City.</li> <li>5. Collaboration among all stakeholder elements.</li> </ol>

issue of low livestock production is seen to be influenced by farmers' competence in accessing various resources (Simamora 2020). Through a thorough understanding of proper management techniques and the support of modern technology, farmers can produce high-quality beef cattle that meet market standards. This not only improves the competitiveness of farmers' products but also promotes self-sufficiency in beef production in Samarinda, reducing dependency on external supply and ensuring stability in the local meat market.

Motivation is an internal force that drives individuals to take action (Maskur *et al.* 2023). High motivation encourages farmers to continuously learn, innovate, and maintain product quality, thus improving productivity and the sustainability of their operations. Motivation influences a person's behavior in managing beef cattle farming (Haumahu *et al.* 2020). Strengthening the capacity and motivation of beef cattle farmers is a critical combination for driving increased production and product quality. With adequate capacity, farmers can manage their livestock more effectively. Meanwhile, strong motivation pushes them to continue evolving, innovating, and thriving in the livestock industry.

**Increasing Productivity Through the Modernization of Production Facilities.** Efforts to meet the increasing consumer demand for beef must be accompanied by improvements in production facilities across the entire supply chain, from farms to markets, with a focus on food safety. A study by Fauziah (2022) explains that if there is no significant technological change in the beef production process and no meaningful increase in cattle population, the gap between beef production and demand will continue to widen, leading to an increase in import volumes. Furthermore, Mayulu and

Daru (2019) highlight that the utilization of technological innovations is one of the efforts to enhance efficiency in livestock development. The modernization of production facilities, from farms to markets, will improve product quality, increase the competitiveness of local farmers, and support the sustainability of the livestock industry.

**Optimization of the Livestock Sector Potential in Samarinda City.** The potential in Samarinda provides significant opportunities for the development of the beef cattle sector to meet the demand for meat independently. A comparative region is considered a potential area for supporting meat production and livestock business development (Mayulu and Daru 2019). Samarinda has various supporting elements, including experienced farmers and the presence of standardized slaughterhouses (RPH). Livestock farmers in Samarinda already possess knowledge and experience in farming, while the government continues to support them through regulations and the provision of more modern facilities. This support, combined with high consumer demand, encourages the strengthening of local production to meet meat needs without relying on supplies from other regions. Through the modernization of farming facilities, improved livestock quality, and collaboration among all stakeholders, Samarinda is expected to achieve sustainable food security.

**Collaboration Among All Stakeholders.** The collaboration of all livestock stakeholders in Samarinda is crucial to drive the development of the beef cattle sector to meet meat demands independently. In this supply chain, the roles of farmers, Slaughterhouses, the government, traders, and consumers complement one another. In line with the research by Hamdy and Daru (2019), livestock development

requires close synergy among various parties such as the government, private sector, society (small-scale farmers), and research institutions such as universities. Farmers play the key role as primary producers, responsible for livestock quality, while RPH ensures that the slaughtered meat meets safety and hygiene standards. The government provides facilities, training, and regulations to protect local products and ensure safe and halal processes. Traders distribute the meat to the market, while consumers drive product quality improvements through their preferences. With this synergy, Samarinda is expected to create an efficient and sustainable beef cattle farming system, enhance food self-sufficiency, and reduce dependence on other regions.

## CONCLUSION

The potential development of livestock stakeholders in Samarinda City presents significant opportunities to fulfill the demand for beef through the optimization of livestock farmers' roles, modernization of slaughterhouse facilities, government policy support, and enhanced synergy between traders and consumers. Through collaboration and integrated strategies, the livestock sector can support local food security and reduce dependence on external supply sources. Based on the SOAR analysis conducted in this study, several strategies were formulated regarding the potential development of livestock stakeholders to supply the beef demand in Samarinda City, East Kalimantan Province: (1) Implementation of policies restricting livestock traffic from outside the region, (2) Strengthening community capacity and motivation in livestock farming, (3) Increasing productivity through the modernization of production facilities, (4) Optimization of the livestock sector's potential in Samarinda City, and (5) Collaboration among all stakeholder elements.

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