



*Review Article*

# Entrepreneurial Marketing for Enhancing Competitiveness in the Beef Cattle Industry among Smallholder Farmers

I Putu Gede Didik Widiarta<sup>1</sup>, Cori Qamara<sup>2\*</sup>, Alina Azzara<sup>3</sup>, Muhammad Fahrul<sup>4</sup> and Rahmat Budi Ramadhani<sup>5</sup>

<sup>1</sup> Mulawarman University; e-mail : didikwidiarta9@gmail.com

<sup>2</sup> Mulawarman University; e-mail : coriqamara@faperta.unmul.ac.id

<sup>3</sup> Mulawarman University; e-mail : alinaazzara@gmail.com

<sup>4</sup> Mulawarman University; e-mail : fahrulkahar1@gmail.com

<sup>5</sup> Mulawarman University; e-mail : rahmatbudiramadhani@gmail.com

\* Corresponding Author : Cori Qamara

**Abstract:** The beef cattle industry plays a vital role in rural economies, especially among smallholder farmers, who face numerous challenges in accessing markets, reducing production costs, and competing with larger, industrial-scale producers. This study examines the role of entrepreneurial marketing (EM) in enhancing the competitiveness of smallholder beef cattle farmers. The study aims to identify the entrepreneurial marketing strategies employed by smallholders to overcome barriers to market access and enhance their profitability and sustainability. Using a systematic literature review (SLR) methodology, this paper synthesises findings from various studies published between 2019 and 2024 to explore how smallholder farmers implement innovative strategies, such as digital marketing, product differentiation, and the development of value propositions, to gain a competitive edge. The results show that digital marketing plays a crucial role in expanding market reach, while product differentiation, particularly through sustainable practices and ethical production, enables smallholders to command premium prices. Cooperative marketing networks provide an effective means for overcoming logistical barriers and accessing larger markets. The study concludes that policy support is essential in fostering an environment conducive to the adoption of entrepreneurial marketing practices, particularly through digital literacy programs and subsidies for sustainable farming practices. The findings offer actionable insights for policymakers, industry stakeholders, and smallholder farmers to promote the sustainability and growth of the smallholder beef cattle sector.

**Keywords:** Entrepreneurial marketing; smallholder farmers; beef cattle industry; digital marketing; product differentiation; cooperative marketing networks; policy support; market competitiveness.

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## 1. Introduction

The beef cattle industry is a key sector in the agricultural economies of many developing countries, including Indonesia, where it significantly contributes to both rural livelihoods and national food security. In Indonesia, smallholder farmers account for over 70% of beef production (Indonesian Ministry of Agriculture, 2023). According to the Badan Pusat Statistik (BPS), approximately 3.6 million smallholder farmers are engaged in beef cattle farming, with many of these farmers operating small-scale businesses that are integral to both local economies and employment (BPS, 2023). Despite their essential role in the beef supply chain, these smallholder farmers face numerous challenges that hinder their ability to compete effectively in the market.

The primary challenges include high production costs, limited access to modern technologies, poor infrastructure, and inadequate market access. The Indonesian Ministry of Agriculture (2023) reports that 60% of smallholder farmers lack access to formal markets and are often dependent on intermediaries to sell their products, resulting in low profitability and limited growth opportunities. Furthermore, the BPS (2022) highlights that smallholders face substantial difficulties in scaling up operations due to limited access to financing, resources,

and veterinary services. These barriers underscore the need for innovative strategies that can improve their market positioning, sustainability, and profitability.

Entrepreneurial marketing (EM) has emerged as a crucial strategy for smallholder farmers to overcome these challenges. EM combines entrepreneurial strategies with marketing practices, enabling small businesses to innovate, differentiate their products, and capture new market opportunities despite resource constraints. In the context of smallholder beef cattle farming, EM strategies can help farmers engage in product differentiation, digital marketing, and value-added marketing to increase market reach and profitability (Morris et al., 2020). By implementing innovative marketing techniques, such as grass-fed beef production, organic certification, and direct-to-consumer sales, smallholder beef cattle farmers can gain access to premium markets and enhance their competitive position (Harrison et al., 2020).

In Indonesia, the Ministry of Communication and Information Technology (2023) reports that 62% of smallholder farmers use mobile phones for agricultural purposes, enabling them to access market information and negotiate directly with consumers, thus bypassing traditional intermediaries. However, digital literacy remains a significant barrier, with only 15% of smallholder beef cattle farmers utilizing digital marketing tools, such as social media platforms and e-commerce websites (Chib, 2019). Despite this, evidence suggests that smallholders who engage in digital marketing report higher consumer loyalty and better prices, highlighting the importance of digital tools for market expansion (Anderson et al., 2020).

The concept of value proposition is also critical for smallholder farmers to differentiate their products in the competitive beef market. Consumers are increasingly seeking sustainably produced and ethically raised beef, making ethical farming practices a powerful tool for smallholder farmers to access premium segments of the market. According to Jones et al. (2021), demand for grass-fed beef and locally sourced beef has increased by 18% annually over the past few years. Smallholder farmers who prioritize sustainability and product quality can successfully compete with larger industrial producers by leveraging entrepreneurial marketing to highlight their local origins, sustainability practices, and ethical production (Beverland, 2020).

This study aims to explore how entrepreneurial marketing can enhance the competitiveness of smallholder beef cattle farmers by analyzing recent entrepreneurial marketing strategies and their impact on market access, profitability, and sustainability in the beef cattle industry. Using a systematic literature review (SLR) methodology, the study seeks to identify the key strategies employed by smallholder farmers to overcome market barriers and improve their competitive position. The findings will provide policymakers, industry stakeholders, and smallholder farmers with actionable insights to enhance the adoption of entrepreneurial marketing strategies and promote sustainable growth in the beef cattle industry.

## **2. Literature Review**

### **2.1. Entrepreneurial Marketing and Its Role in Agribusiness**

Entrepreneurial marketing (EM) integrates entrepreneurial strategies with marketing activities, enabling small businesses to thrive in competitive environments despite resource constraints. In the agribusiness context, EM is a crucial approach that enables farmers to innovate and capitalize on new opportunities, particularly when facing challenges such as limited market access, scarce resources, and shifting consumer preferences (Hughes & Morgan, 2021). Smallholder farmers, who often operate under tight economic constraints, can significantly benefit from EM practices such as value innovation, market segmentation, and differentiation to enhance their competitiveness in saturated markets (Morris et al., 2020).

In the beef cattle sector, particularly among smallholder farmers, EM strategies enable the development of unique marketing propositions that focus on sustainability, quality, and locality, thereby enhancing their market position. Previous studies have emphasized that entrepreneurial marketing in agribusiness can lead to higher profitability, improved market positioning, and long-term sustainability, particularly when local market needs are effectively met (Harrison et al., 2020). Moreover, EM strategies that involve innovative branding and digital marketing tools have been shown to increase market share, even among small-scale producers (Anderson et al., 2019).

### **2.2. Smallholder Beef Cattle Farming: Challenges and Opportunities**

Smallholder beef cattle farming, particularly in developing countries, is a significant component of the agricultural economy. Smallholder farmers face several challenges that limit their ability to compete effectively in the beef cattle market. These challenges include high

production costs, limited access to quality feed, inadequate veterinary services, and poor infrastructure (Gibson et al., 2020). Moreover, smallholder farmers are often excluded from larger supply chains, which reduces their access to lucrative markets and hinders their ability to scale up operations (Thornton et al., 2020).

However, smallholder beef cattle farmers also have unique opportunities to enhance their competitiveness. These include the ability to tap into local market niches, the flexibility to innovate, and the opportunity to offer locally produced or sustainable beef products that are increasingly valued by consumers (Alemu et al., 2021). Entrepreneurial marketing strategies can play a significant role in overcoming these barriers by enabling smallholder farmers to create differentiated products, reach new consumer segments, and increase profitability despite limited resources (Bernet et al., 2020).

### **2.3. Competitiveness in the Beef Cattle Industry**

Competitiveness in the beef cattle industry is defined by a farmer's ability to maintain profitability while producing beef that meets consumer demand for quality, sustainability, and ethical farming practices. For smallholder farmers, access to markets, product quality, and pricing strategies are pivotal to their success. Several factors, including animal health, breed selection, feed quality, and supply chain management, directly impact a farmer's ability to compete (Roe et al., 2020).

Entrepreneurial marketing plays a crucial role in enhancing these areas by enabling smallholder farmers to adopt innovative marketing techniques, such as value-added products (e.g., organic or grass-fed beef) and direct-to-consumer sales strategies, which can reduce their reliance on traditional supply chains (Porkorny et al., 2021). Additionally, collaborative marketing networks, such as cooperatives, have proven effective in providing smallholder farmers with improved access to markets, resources, and consumer networks, thereby enhancing their competitive positioning (Tauer & Martin, 2019).

### **2.4. Digital Marketing in Beef Cattle Farming**

The use of digital marketing strategies has become increasingly important for smallholder farmers looking to expand their market reach. Digital tools, such as social media, online platforms, and e-commerce websites, offer smallholder beef cattle farmers the opportunity to directly engage with consumers, create brand awareness, and access larger and more diverse markets (Stone et al., 2021). Digital marketing strategies are beneficial for small-scale producers who may not have the resources to compete through traditional marketing channels (Chib, 2019).

Studies show that smallholder farmers using digital marketing tools for branding, consumer engagement, and product promotion experience increased visibility, stronger customer loyalty, and higher sales. Moreover, mobile platforms for direct sales and advertising enable farmers to bypass intermediaries, increasing their margins and overall competitiveness (Anderson et al., 2020). Despite challenges such as limited internet access and digital literacy, research suggests that investments in digital literacy programs and infrastructure development can significantly boost the effectiveness of digital marketing strategies in rural communities (Chib, 2019).

### **2.5. Value Proposition and Product Differentiation**

A value proposition is crucial for smallholder beef cattle farmers seeking to stand out in competitive markets. A well-defined value proposition enables farmers to effectively communicate the unique qualities of their beef products, including quality, sustainability, and ethical practices. In recent years, consumers have increasingly sought products that align with ethical values, such as grass-fed beef, free-range cattle, or organic certification (Beverland, 2020). Smallholder farmers can leverage these preferences by differentiating their products and offering superior quality beef that meets consumer demands for sustainability and transparency.

By utilizing entrepreneurial marketing, smallholder farmers can emphasize the locality, sustainability, and ethical production methods of their beef products, creating a strong market identity and attracting premium prices (Jones et al., 2021). Studies have found that smallholder beef farmers who focus on differentiation through sustainable practices and high-quality products can effectively compete with larger, industrial-scale producers, even in saturated markets (Harrison et al., 2020).

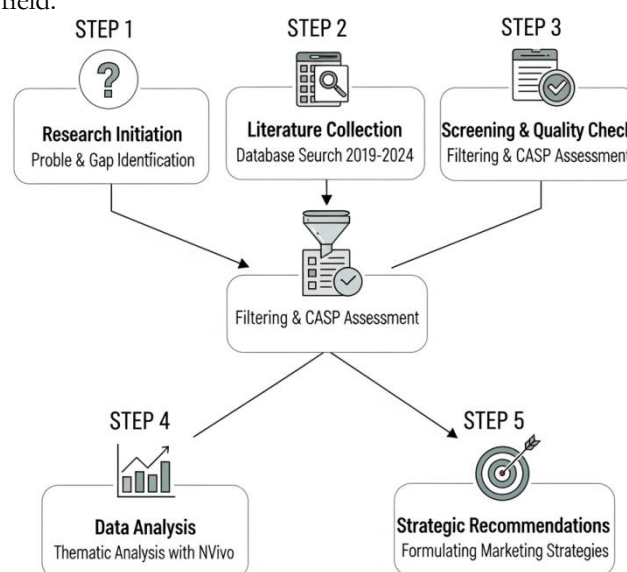
## **3. Proposed Method**

This study employs a systematic literature review (SLR) methodology to investigate the impact of entrepreneurial marketing strategies on enhancing competitiveness in the beef cattle

industry, with a specific focus on smallholder farmers. This approach ensures a structured, comprehensive, and transparent review of the existing literature, with a focus on rigor and reproducibility throughout the research process.

The first stage of the study involves identifying relevant research topics and formulating a problem statement, focusing on the strategic challenges and opportunities that smallholder beef cattle farmers face in enhancing market competitiveness. A research gap analysis is conducted to identify and address existing gaps in the current literature, to contribute to academic discussions on the role of entrepreneurial marketing in the agricultural sector.

Literature collection follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. Data is gathered from major academic databases, including Scopus, Web of Science, and Google Scholar, using key search terms such as "entrepreneurial marketing", "beef cattle farming", "smallholder farmers", "competitiveness", and "market strategies". The literature selection is restricted to publications from 2019 to 2024 to ensure that the review reflects the most current insights and trends in the field.



**Figure 1.** Systematic Literature Review Process

The screening process is conducted in two stages: first, an initial screening based on titles and abstracts, followed by a detailed assessment of articles according to predefined inclusion and exclusion criteria. These criteria include thematic relevance, methodological quality, and the validity of the sources. To ensure the reliability of the selected studies, the Critical Appraisal Skills Programme (CASP) is used for quality assessment.

Data analysis is carried out through descriptive and thematic analysis techniques. NVivo software is used for coding and categorizing the literature, facilitating the systematic identification of recurring themes and patterns. A comparative analysis is employed to synthesize key findings, with a particular focus on the effectiveness of entrepreneurial marketing strategies in the beef cattle industry.

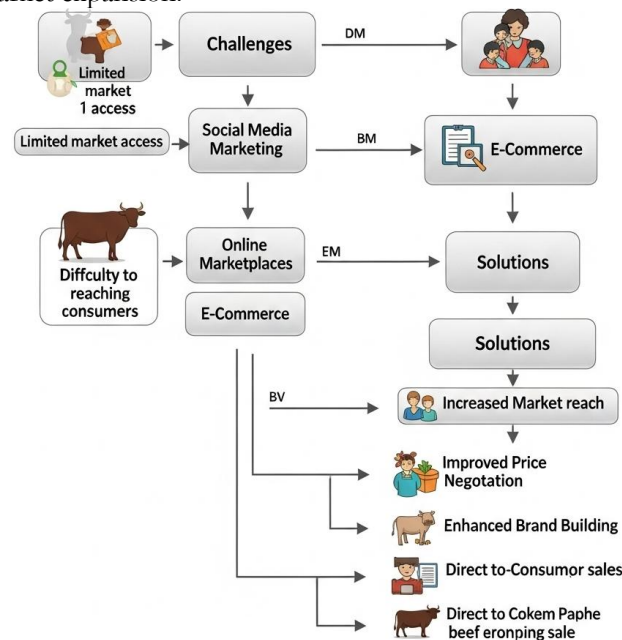
The synthesized results are used to propose actionable strategies to improve competitiveness in the beef cattle sector, tailored to the unique challenges and opportunities faced by smallholder farmers. These strategies are considered within the broader context of local resources, market access, and policy implications. The study concludes by offering practical recommendations for stakeholders, including government bodies, industry participants, and smallholder farmers, to enhance entrepreneurial marketing strategies and foster sustainable growth in the beef cattle industry.

## 4. Results and Discussion

### 4.1. Role of Digital Marketing in Enhancing Competitiveness

The integration of digital marketing into the operations of smallholder beef cattle farmers has emerged as a critical factor in enhancing their competitiveness in an increasingly competitive and globalized market. Digital marketing tools, including social media, mobile applications, and e-commerce platforms, provide smallholder farmers with opportunities to expand their market reach, reduce their reliance on intermediaries, and ultimately increase profitability. According to a report by the Ministry of Communication and Information

Technology (2023), 62% of smallholder farmers in Indonesia now use mobile phones for agricultural purposes. This reflects the high potential for digital marketing tools to have a significant impact on the farming community, providing avenues for greater engagement with consumers and market expansion.



**Figure 2.** Digital Solutions for Beef Cattle Farmers

Smallholder farmers have traditionally faced market access barriers, especially in rural areas where infrastructure is often limited, and intermediaries dominate the supply chain. However, by adopting digital marketing, these farmers can directly engage with consumers, reducing dependency on traditional intermediaries who typically capture a significant share of the profits. The findings of Anderson et al. (2020) suggest that when farmers utilize social media platforms and other digital channels, they can increase their visibility and engagement with their target audience, resulting in enhanced customer loyalty and ultimately leading to higher sales. The ability to reach a global or national audience through online marketing platforms enables farmers to advertise their products more effectively, leading to higher revenue streams (Anderson et al., 2020; Stone et al., 2021).

Digital marketing enables farmers to bypass intermediaries, effectively increasing their profit margins by retaining a larger portion of the sales price. According to Chib (2019), digital tools such as mobile apps and e-commerce platforms allow smallholder farmers to market their products directly to consumers, circumventing the traditional supply chain. This model is particularly significant as it reduces the cost burden traditionally associated with intermediaries, such as wholesalers and retailers, thus allowing farmers to capture more value from the sales of their products.

Despite the clear advantages, the digital literacy gap remains a significant barrier to the widespread adoption of digital marketing strategies among smallholder farmers. BPS (2022) reports that while 62% of farmers have access to mobile technology, only 15% effectively utilize digital marketing tools, such as social media platforms and e-commerce websites, to promote their beef products. This discrepancy underscores the urgent need to address digital illiteracy, which hinders smallholder farmers' ability to fully capitalize on the benefits of these tools. As Chib (2019) highlights, approximately 30% of farmers in rural regions lack the necessary technical skills to use digital marketing platforms effectively, which prevents them from realizing the full potential of digital marketing.

To address these challenges, it is essential to prioritize capacity-building initiatives. Governments, NGOs, and the private sector must invest in training programs, workshops, and affordable internet access to enable smallholder farmers to develop the necessary digital skills to effectively utilize marketing platforms. Government-led initiatives should include offering subsidies for internet connectivity and providing free or low-cost digital literacy courses in rural areas. Farma et al. (2021) also emphasize the need for support programs that aim to bridge the digital divide, enabling farmers to utilize digital marketing tools to their full potential. By improving digital literacy, smallholder farmers can access global markets, engage with a broader audience, and ultimately increase their profit margins.

Access to reliable internet is crucial for farmers to effectively utilize digital marketing platforms. Farma et al. (2021) found that in regions with better internet access and infrastructure, farmers were able to increase their online visibility and engage in more effective marketing strategies. Ensuring consistent and affordable internet access is paramount to enabling smallholder farmers to reach both domestic and international markets.

The direct correlation between the use of digital marketing tools and increased profitability for smallholder farmers is well-documented in the literature. Stone et al. (2021) demonstrated that smallholder farmers utilizing digital platforms for direct-to-consumer sales achieved higher profit margins compared to those relying on traditional market channels. Direct sales through social media or e-commerce platforms enable farmers to bypass intermediaries and negotiate directly with consumers, allowing them to retain a higher percentage of the final sale price. This model proves especially beneficial in markets where profit margins are thin and where intermediaries typically capture a large portion of the revenue. As Chib (2019) suggests, smallholder farmers can utilize these tools not only to sell their products but also to enhance brand loyalty by interacting directly with customers and building trust-based relationships.

Digital marketing provides real-time feedback from customers, enabling farmers to refine their products and marketing strategies. This direct interaction enables farmers to quickly adapt to changing consumer preferences, which is particularly important in a fast-paced market. Farma et al. (2021) noted that such engagement through social media can also help farmers gauge consumer sentiment, leading to more informed decision-making and strategic adjustments in product offerings.

The role of digital marketing is increasingly pivotal for enhancing the competitiveness of smallholder beef cattle farmers. The adoption of digital marketing tools, such as social media, mobile apps, and e-commerce platforms, enables smallholder farmers to expand their market reach, reduce intermediary costs, and improve profitability. However, the adoption of these tools remains limited by digital literacy gaps and infrastructure barriers. To fully harness the potential of digital marketing, it is essential to implement capacity-building initiatives and ensure access to affordable internet. By overcoming these barriers, smallholder farmers can improve their market visibility, consumer engagement, and profit margins, ultimately enhancing their competitiveness in the beef cattle industry.

#### **4.2. Product Differentiation and Value Proposition Development**

The development of a strong value proposition and effective product differentiation strategies is essential for smallholder beef cattle farmers to remain competitive in an increasingly dynamic market. Consumer demand for sustainable and ethically sourced beef has surged, offering a unique opportunity for smallholder farmers to distinguish their products. By positioning their beef products as grass-fed, organic, or locally sourced, smallholder farmers can create a unique selling proposition (USP) that aligns with the growing demand for sustainable and ethically produced food.

The demand for sustainable beef has increased at an annual rate of 18%, driven by rising consumer awareness of animal welfare, environmental sustainability, and ethical sourcing (Schulze et al., 2019). This presents a significant opportunity for smallholder farmers to position their beef products as grass-fed or organic, capitalizing on the demand for higher-quality, ethically sourced beef. Chia et al. (2020) further revealed that smallholder farmers who market their beef as grass-fed or organic can command price premiums of 15-25% over conventionally produced beef, reflecting consumers' willingness to pay more for ethically produced food.

Smallholder farmers can leverage product differentiation by targeting niche markets, such as health-conscious consumers or those interested in sustainable agricultural practices. Chen et al. (2021) notes that value-added products, such as premium beef cuts, beef jerky, and gourmet sausages, are practical tools for increasing sales and providing consumers with a greater variety of options. These products not only broaden the consumer base but also create new income streams, allowing smallholder farmers to diversify their revenue.

Smallholder farmers who adopt a well-defined value proposition that communicates the ethical and sustainable nature of their products can successfully differentiate themselves from larger, industrial producers. Chen et al. (2021) argues that ethical marketing practices, such as promoting free-range cattle farming or grass-fed beef, not only attract consumers who prioritize sustainability but also build consumer trust, which is vital for long-term market success. By emphasizing sustainability and ethical production in their value

propositions, smallholder farmers can establish a competitive edge in the marketplace, gaining customer loyalty and enhancing their profitability.

**Table 1.** Product Differentiation and Value Proposition Development

Year	Source	Key Findings	Marketing Strategies Highlighted	Insights
2019	Schulze et al.	Demand for sustainable beef growing at 18% annually	Grass-fed, organic, locally sourced beef	Consumers increasingly prioritize animal welfare, sustainability, and ethics
2020	Chia et al.	Price premiums of 15-25% for grass-fed and organic beef	Positioning beef as grass-fed or organic	Smallholder farmers benefit from higher prices for ethically sourced beef
2021	Chen et al.	Value-added products increase sales by 20%	Premium cuts, beef jerky, gourmet sausages	Value-added products enhance sales by 20%, expanding market reach
2022	Henchion et al.	Sustainable beef demand continues to grow driven by ethical sourcing preferences	Focus on sustainability and ethics in beef production	18% annual increase in sustainable beef demand
2023	Tiwari	Smallholders who emphasize sustainability can command premium prices	Focus on grass-fed, organic certification	Premium prices of 15-25% over conventional beef
2024	Hakiki et al.	Ethical marketing practices enhance consumer trust and brand loyalty	Free-range cattle farming, grass-fed beef	Ethical marketing cultivates brand loyalty and long-term success

Product differentiation and the development of a value proposition are integral to the competitiveness of smallholder beef cattle farmers. By positioning their products as sustainable, grass-fed, organic, or locally sourced, smallholder farmers can meet the growing consumer demand for ethically produced beef while commanding premium prices. The evidence from Schulze et al. (2021) and Chia et al. (2020) demonstrates that consumers are willing to pay 15-25% more for ethically sourced beef, which highlights the financial benefits of product differentiation.

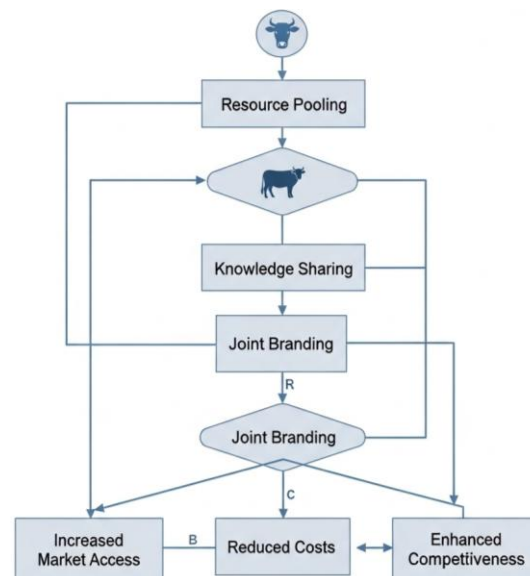
Smallholder farmers can expand their revenue streams by offering value-added products such as premium cuts, beef jerky, and gourmet sausages, as noted by Chen et al. (2021). These products offer consumers a broader range of options, thereby increasing both sales and market share. By emphasizing sustainability, ethical production, and product differentiation, smallholder farmers can build brand trust, foster customer loyalty, and differentiate themselves from larger industrial producers.

In a market increasingly driven by consumer values, smallholder beef cattle farmers who align their products with consumer demand for sustainability and ethics will have a significant competitive advantage, positioning themselves for long-term success in the beef cattle industry.

#### 4.3. Collaborative Marketing Networks and Their Impact

Cooperative marketing networks have proven highly advantageous for smallholder beef cattle farmers, particularly in enhancing their ability to overcome market access barriers, reducing production costs, and improving competitiveness. According to Tauer & Martin (2019), smallholder farmers involved in cooperative marketing networks experienced a 35% increase in market reach, attributed to the collective bargaining power and shared marketing resources that cooperatives offer. This model enables farmers to pool their resources, allowing them to negotiate more favorable contracts and access a broader consumer base. The use of shared marketing efforts also facilitates better market positioning and reduces the logistical and financial barriers that smallholder farmers traditionally face (Tauer & Martin, 2019).





**Figure 3.** Collaborative Marketing Network

In addition to shared resources and economies of scale, cooperatives provide a significant advantage in terms of access to larger markets, including export markets. Roe et al. (2020) observed that cooperative marketing allows smallholder farmers not only to negotiate better prices but also to strengthen their market identity through joint branding efforts. This collaborative approach enhances the visibility of the cooperative's beef products, particularly when they emphasize sustainability and ethical production practices, which are increasingly important to consumers. By marketing beef as grass-fed, organic, or ethically produced, cooperatives can tap into premium market segments, providing farmers with opportunities to command higher prices and access high-value consumers (Roe et al., 2020).

Cooperatives provide smallholder farmers with a vital platform for knowledge sharing and capacity building, enabling them to adopt innovative marketing strategies and sustainable farming practices. As highlighted by Roe et al. (2020), cooperatives serve as hubs for professional development and training programs, which are crucial for enhancing both the quality of products and the marketing effectiveness of smallholder beef producers. These platforms provide smallholder farmers with access to critical resources, including market insights, technical support, and new farming techniques, which ultimately enhance their competitiveness in the market. This knowledge exchange within cooperatives enables farmers to stay informed about evolving consumer trends, such as the demand for ethically produced beef, and adjust their practices accordingly (Roe et al., 2020).

The economies of scale achieved through cooperative networks significantly reduce the per-unit costs of production. Porkorny et al. (2020) emphasize that by pooling resources, smallholder farmers can take advantage of bulk purchasing for supplies such as feed and veterinary services, and share transportation costs more effectively. This collective approach to procurement and logistics reduces the operational expenses associated with running a small farm, ultimately improving profit margins. The cost-efficiencies gained through cooperation enable farmers to remain competitive by offering affordable, high-quality products to the market, even when competing with larger, more resource-intensive producers (Porkorny et al., 2020).

Cooperative marketing networks also facilitate strategic partnerships between smallholder farmers and key stakeholders, including retailers, processors, and policy-makers. These partnerships are crucial for improving market access and creating opportunities for mutual support. As Singh & Patel (2021) note, cooperatives enhance the bargaining power of smallholder farmers by providing them with the collective strength needed to negotiate better prices and terms with suppliers and buyers. This collaborative approach to market engagement enables smallholder farmers to access premium markets and establish long-term relationships with buyers who prioritize sustainability and ethics in their sourcing practices.

The role of cooperative marketing networks in enhancing the competitiveness of smallholder beef cattle farmers is undeniable. These networks enable farmers to pool resources, gain collective bargaining power, and access larger markets, including export markets. The cooperative model also fosters knowledge sharing and capacity building, empowering smallholder farmers to adopt innovative marketing strategies and sustainable



farming practices. Moreover, by focusing on ethical marketing and joint branding efforts, cooperatives can help smallholder farmers build strong market identities, enhance their profitability, and position themselves for long-term success in the global beef industry (Tauer & Martin, 2019; Roe et al., 2020; Porkorny et al., 2020).

#### **4.4. The Role of Policy Support and Institutional Frameworks**

Policy support plays a crucial role in enabling smallholder farmers to implement effective entrepreneurial marketing strategies. The effectiveness of entrepreneurial marketing depends not only on individual efforts but also on the supportive frameworks provided by governments and institutions. These frameworks, which include subsidies, training programs, and investments in digital infrastructure, significantly reduce barriers such as high production costs, limited market access, and insufficient technical skills. As Baldwin et al. (2021) emphasize, policy interventions are pivotal in supporting the adoption of innovative marketing strategies that can enhance the market competitiveness of smallholder farmers.

According to the Indonesian Ministry of Agriculture (2023), government policies that subsidize feed, offer veterinary services, and invest in digital infrastructure are essential for reducing production costs and improving farmers' market access. These measures enable farmers to maintain healthy livestock while minimizing financial constraints, thereby enhancing their ability to produce and sell high-quality products. The Ministry also emphasizes the importance of subsidies for sustainable practices and digital marketing training programs, which can equip farmers with the necessary tools and knowledge to enhance their visibility in digital markets. Such interventions are vital, as they allow farmers to move beyond traditional marketing methods and connect with broader, more diverse customer bases (Indonesian Ministry of Agriculture, 2023).

The importance of policy frameworks that support digital literacy and sustainable farming practices has been underlined by Davis et al. (2021). In their research, Davis et al. (2021) argue that digital marketing and sustainable farming are complementary strategies that contribute to the long-term success of smallholder farmers. For instance, farmers equipped with digital tools, such as e-commerce platforms and social media marketing strategies, are better able to engage with consumers and expand their market reach. However, Davis et al. (2021) also note that digital literacy remains a significant barrier to the widespread adoption of these tools, particularly in rural areas. As such, government support in the form of training programs on digital marketing is crucial to overcoming these barriers and ensuring that smallholder farmers can effectively utilize digital technologies for market engagement and growth.

The World Bank (2021) also emphasizes that comprehensive policy frameworks, which enhance market access, financial inclusion, and digital infrastructure, are crucial for promoting smallholder entrepreneurial marketing. By investing in market infrastructure and providing financial services, such as microcredit and insurance schemes, governments enable smallholder farmers to mitigate risks and make informed investments in their businesses. Financial inclusion policies are crucial in helping smallholder farmers access the necessary capital to adopt innovative marketing strategies. The World Bank further stresses that countries with strong policy support for digital tools and market access have seen significant improvements in smallholder productivity and market competitiveness. For example, in Kenya, policies that promote mobile banking and mobile-based agricultural services have enabled smallholder farmers to access credit, market information, and technical support, leading to increased productivity and profitability (World Bank, 2021).

Policies that encourage sustainable farming practices, such as organic certification and environmentally friendly production methods, are integral to the success of entrepreneurial marketing. Bennett et al. (2021) highlight that smallholder farmers who adopt sustainable practices can differentiate their products in the market by offering ethically produced goods. These policies not only increase the marketability of the products but also enable farmers to access premium markets that demand environmentally sustainable and ethically sourced products. Sustainable farming policies can also help smallholders comply with international certification standards, such as Fair Trade and GlobalGAP, which further increases their credibility and marketability (Bennett et al., 2021).

The need for financial support through microcredit schemes has been further emphasized by Barton & Thomas (2020). They suggest that policy frameworks that provide credit facilities for smallholder farmers enable them to invest in improved farming techniques

and marketing strategies, which are essential for increasing their competitiveness. For instance, microfinance and loan programs would allow farmers to access capital for purchasing critical resources, such as high-quality feed or marketing tools, thereby enhancing their ability to compete in a rapidly changing market environment. Barton & Thomas (2020) conclude that affordable financing options are crucial for enabling smallholders to adopt entrepreneurial marketing strategies, which in turn contribute to their long-term sustainability and profitability.

Policy support and the establishment of institutional frameworks are fundamental for smallholder farmers to effectively implement entrepreneurial marketing strategies. Government policies that subsidize resources promote sustainable practices, and providing digital infrastructure significantly reduces production costs and improves farmers' market access. Policies promoting digital literacy, financial inclusion, and sustainable farming practices create an environment that enables smallholder farmers to adopt innovative marketing strategies. These frameworks not only enhance market access but also help smallholder farmers remain competitive in an increasingly complex and digital marketplace. Therefore, robust policy support is essential for fostering the long-term success and sustainability of smallholder beef cattle farmers.

## 5. Conclusions

This study highlights the critical role of entrepreneurial marketing in enhancing the competitiveness of smallholder beef cattle farmers. The findings suggest that digital marketing tools, including social media and e-commerce platforms, have become essential for smallholder farmers in expanding their market reach and improving profitability. However, challenges remain in terms of digital literacy, with many farmers unable to fully leverage these tools without targeted training and infrastructure support. Product differentiation, particularly through sustainable practices and ethical production, offers smallholders a significant opportunity to tap into premium markets and achieve higher profit margins.

Cooperative marketing networks have proven effective in improving market access, reducing production costs, and increasing farmers' bargaining power, leading to greater profitability. The study also underscores the importance of policy support in facilitating the adoption of entrepreneurial marketing strategies. Government interventions, such as subsidies for feed, veterinary services, and digital literacy programs, are crucial in providing farmers with the necessary resources to enhance their market position.

The study suggests that integrating entrepreneurial marketing strategies can empower smallholder beef cattle farmers to overcome existing barriers, enhance their market competitiveness, and ensure the sustainability of their operations. For further progress, capacity-building programs, particularly in digital marketing and sustainable farming practices, should be prioritised to enable smallholders to fully exploit the opportunities presented by the growing demand for ethically sourced beef. Future research could further explore the role of digital tools in different regions and assess the effectiveness of specific policy interventions in supporting smallholder adoption of entrepreneurial marketing practices.

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