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SWOT ANALYSIS FOR THE CATTLE FARMING BUSSINES: A RESEARCH IN THE CITY CENTER OF BURDUR PROVINCE, MASTER'S THESIS ¹

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received: 2024-05-16 Received in revised for: 2024-05-20 Accepted: 2024-06-04 Available online</p> <hr/> <p><i>Keywords:</i> Strategic Analysis, SWOT Analysis, Cattle breeding enterprises in Burdur province JEL Code: L10, M10, M30</p>	<p><i>In this study, it is aimed to contribute to the literature by making strategic analyzes of cattle breeding enterprises in Burdur province. It is regional research. Due to the limitation of time and transportation, only a part of the enterprises in Burdur were included in the study. For this purpose, research was conducted on 30 cattle breeding enterprises in Burdur province using semi-structured oral interview technique. At the beginning of the study, information and addresses of the enterprises were obtained from Burdur Provincial Directorate of Agriculture and Forestry. In this way, the sample collection process of the research was realized in a shorter time. The owners of the identified enterprises were previously spoken to and a date was set for the interview.</i></p> <p><i>With the research conducted, it was aimed to determine the strengths and weaknesses of livestock enterprises and the opportunities and threats to the enterprises. In this direction, SWOT analysis technique was used. The data obtained according to the SWOT analysis findings were tabulated on the SWOT matrix. The strengths, weaknesses, opportunities and threats of the cattle breeding enterprises of Burdur province were written as items and the number of repetitions was graded on the table. According to the number of repetitions on the SWOT matrix in the conclusion section, the strengths in cattle breeding are mainly that the enterprises produce their own roughage.</i></p> <p><i>The most common weaknesses are inadequate technology, lack of equipment and high labor force. Most of the opportunities are listed as incentives and supports provided by ministries. The biggest threats are high input costs and inflation-price instability. Although this research represents only 30 enterprises in Burdur province, it has contributed to identifying common problems and advantages affecting the city and the country in general. As a result, although this study is regional research, it is important for cattle breeding throughout the country.</i></p>

INTRODUCTION

Livestock breeding, which is one of the oldest activities of humanity, is, in general terms, the activity of raising domestic animals and obtaining certain benefits from these animals (Doğanay, 2021). In Turkey, the livestock sector has a very important place in the economy and agriculture sectors.

¹ This study is derived from Derya Güven's master's thesis entitled "SWOT Analysis For The Cattle Farming Bussines: A Research In The City Center Of Burdur Province" which is produced from her master's thesis.

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In order to determine this situation in which cattle breeding enterprises are in and the positions they appear from the outside, they need to resort to strategic analysis. Many different methods can be used in the progress of these strategic analyses, and the SWOT analysis method is one of these methods. SWOT analysis is a frequently used tool that contributes to finding the existing strengths and weaknesses of businesses, organizations, organizations or business activities, identifying situations that may be threats to businesses and understanding the opportunities that will facilitate the progress of businesses in the sector (Downey, 2007). It is seen that there are many different studies using SWOT analysis in strategic methods for different areas in the livestock sector.

In this context, the concepts of strategic analysis, SWOT analysis and animal husbandry will be discussed through a literature review.

In this study, strategic analysis of cattle breeding enterprises in Burdur province has been made and it is aimed to contribute to the literature. In this context, research will be conducted on 30 livestock enterprises selected by convenience sampling method in Burdur province and SWOT analysis technique will be used to determine the opportunities and threats affecting livestock enterprises and to reveal the current strengths and weaknesses of the enterprises.

LITERATURE REVIEW

STRATEGIC MANAGEMENT AND SWOT ANALYSIS

In this section, the concepts of strategy and SWOT analysis will be explained. The basic features of strategy, strategic approach methods, and its importance in organizations and businesses will be mentioned.

DEFINITION AND BASIC CONCEPTS OF STRATEGIC MANAGEMENT

The word strategy has been introduced into the literature of business administration and other existing sciences from military literature. In military literature, the word strategy is explained as the art of planning and managing the movements and attacks that the army will undertake in any war.

As the meaning of the word in the dictionary, it is also explained as a set of alternative paths followed and methods designed to be applied in order to achieve a goal. The concept of strategy can also be reminiscent of the game of chess. We never take action with a single plan and move, we always need to calculate in advance what we need to do in the next steps (Ülgen & Mirze, 2004).

Strategy can be associated with certain concepts. One of these is policy. The concept of policy can be defined as a way of thinking, a guide concept that guides the decisions to be made by the employees and the activities to be carried out during the implementation of the strategies determined to achieve the desired goals of the enterprises. Policies undertake the task of guiding managers for the selected strategies (Dinçer, 2004).

The analysis of the environment, which is done by collecting data in order to make the most appropriate choices for the strategy, is the study of the conditions in the internal and external environment of organizations or companies and the multifaceted factors in these environments to determine the contribution or hindrance they can make to achieve the goals. Factors in the strategic external environment such as the economic system, competitors and competition, buyers, population movements, social and political situation, policy risk, financial resources and

technology transfer are examined in terms of the opportunities and dangers they expect for the firm. Internal environment analysis is the careful examination of the basic facts within the organization while identifying the strengths and weaknesses of the firms (Alpkan, 2000).

SWOT ANALYSIS

The word SWOT analysis consists of the initials of the English words Strengths (S), Weakness (W), Opportunities (O), Threats (T). It is used to determine the situations in which businesses are strong and superior, weak and weak; to evaluate and determine the opportunities that the business has and the threats and dangers that may arise (Ülgen and Mirze, 2007:67).

SWOT Analysis allows organizations and projects to focus on and build on their strengths and improve their weaknesses. It also provides a guide to discovering opportunities and using them to achieve success. In turn, identifying threats and taking appropriate measures helps organizations and projects reduce their risks (Çelik, 2019).

SWOT Analysis technique is an analysis method used to determine the strengths and weaknesses of an organization's internal structure as well as the opportunities and threats in its environment. To put it briefly, SWOT Analysis, as an important element of strategic management, enables the evaluation of both internal and external conditions of the organization (Rostami, 2015; Tabak, 2003).

As stated in the preceding paragraph, SWOT Analysis technique is a preferred analysis technique when identifying the positive and negative aspects that can occur in the internal structure of an organization or an organization, as well as identifying opportunities and threats that occur outside the organization. Therefore, SWOT Analysis can also be used as a current situation analysis. But SWOT Analysis is also an analysis technique that can be used to predict the future state of the organization or entity. Therefore, SWOT Analysis can also be used as a future situation analysis (Ağaoğlu et al., 2006).

LIVESTOCK

In today's world, the rapid advancement of technology and technological changes affecting economic development play an important role in the livestock sector. Agriculture and livestock sectors are also in a strategic position in economic terms. In particular, indicators such as access to animal products and consumption habits are accepted as an indicator of the level of development. Therefore, the livestock sector is an important sector with indicators such as the share of animal products in the diet.

Since Turkey's geographical structure and climatic conditions are suitable for cattle breeding, this sector is widespread in almost every region of the country. However, as large areas of land are needed for the care and feeding of such animals, these activities are usually concentrated in rural areas, villages and towns. Therefore, cattle breeding is a major source of livelihood, especially for people living in developing regions, and the economic importance of this sector is quite high. In addition, the fact that people in rural areas are engaged in animal husbandry activities also contributes to reducing the intensity of migration movements within the country and solving the problems that arise accordingly (Güven, 2018).

Livestock breeding has become an industrial sector in countries that are advanced in terms of industry, technology, etc. and has become a building block for the economy. Therefore, it is strategically important to advance agriculture and especially animal husbandry throughout the

country. However, in Turkey, animal husbandry is not yet sufficiently perceived as a commercial activity. Moreover, traditional agricultural culture is based primarily on crop-based production. This is reinforced by the fact that livestock farming is not given due importance in general agricultural policies. However, the livestock sector will continue to play an important role in the country's economy and human nutrition in the future and will continue to increase its potential. Turkey needs to better analyze the livestock sector and ensure its sustainability. In addition, it is of great importance to develop policies that can increase international competitiveness in the increasingly liberalized world agricultural trade (Saçlı, 2007).

Turkey needs to take steps in the livestock sector, especially in recent years. Problems in the sector need to be addressed, agricultural policies need to be reviewed and new investments need to be made. In addition, the use of modern animal husbandry technologies and a more sensitive approach to animal welfare will also contribute positively to the development of the sector. Thanks to these steps, Turkey will grow further in the livestock sector and will have a stronger economic and social position in this field (Berksan, 1995).

The fact that Burdur has a Mediterranean climate type due to its geographical location enables animal breeders to use the animal food they produce themselves. In this way, animal breeders do not need to store bales, straw and silage for the winter and production costs are reduced. However, the drying up of Lake Burdur, which has been on the agenda in recent years, is said to bring climatic changes to the surrounding villages and Burdur and may affect agricultural production in the future.

METHODOLOGY OF THE RESEARCH

The purpose, sample, method and findings of the study are as follows.

PURPOSE AND IMPORTANCE OF THE RESEARCH

In today's conditions in Turkey, there are very rapid changes and transformations in almost every field. Livestock enterprises, which are under the influence of these changes, have to keep up with the developing technology and changes. In this context, business employees and owners have great responsibilities. In this process, businesses may encounter various negativities. These negativities also affect employee and business productivity. The aim of this study is to reveal the weaknesses of cattle breeding enterprises in the province of Burdur, to help them find out how to strengthen these aspects and to show how they can turn the elements that threaten their enterprises into opportunities with the opportunities at hand.

LIMITATIONS OF THE RESEARCH

This study is limited to cattle breeding enterprises located in the central district and central villages of Burdur province. A total of 30 different cattle breeding enterprise owners selected by convenience sampling method were interviewed. In order to comply with the purpose of the study and for the efficiency of the study, the interviews with the business owners in the same region and the prepared semi-structured questions are limited to the interview records. Since it is a qualitative study, a generalization cannot be made throughout Burdur and Turkey.

PARTICIPANTS OF THE RESEARCH

The participants interviewed for the research were provided with the necessary information for the research and signed a consent form. On March 15, 2023, fieldwork was initiated and completed on June 20, 2023. A total of 30 business owners participated in the research.

POPULATION AND SAMPLE OF THE RESEARCH

The population of the research consists of cattle breeding enterprises operating in the central district and central villages of Burdur province. There are 16 thousand active livestock enterprises in the city. With the convenience sampling method, 30 different cattle breeding business owners were interviewed. 30 interviews with 30 businesses were sufficient due to the repetition of the answers. In order to comply with the purpose of the study and for the efficiency of the study, the interviews with the business owners in the same region and the prepared semi-structured questions are limited to the interview records. Since it is a qualitative study, a generalization cannot be made throughout Burdur and Turkey. In total, 30 semi-structured oral interview forms were used and all of these forms were submitted for analysis. Business owners were interviewed in advance and the forms were filled in with their consent.

Table 1. Demographic Information of Participants

ORDER	GENDER	MERITAL STATUS	AGE	EDUCATIONAL BACKGROUND	ANİMAL CAPACITY	YEAR OF ESTABLİS-HMENT	NUMBER OF EMPLOYEES	BUSİNESS TYPE
P1	Male	Married	35	Primary School	20	2001	2	Dairy Farm
P2	Male	Single	21	High School	15	2018	3	Fattennig Farm
P3	Male	Married	28	Middle School	70	2018	3	Fattennig Farm
P4	Male	Single	26	University	30	2019	1	Dairy Farm
P5	Male	Married	39	High School	80	2000	3	Dairy Farm
P6	Male	Married	37	High School	42	2007	2	Dairy Farm
P7	Male	Married	40	High School	30	2010	2	Dairy-Fattennig Farm
P8	Male	Married	33	High School	62	2014	4	Dairy-Fattennig Farm
P9	Male	Married	53	Primary School	30	2009	2	Dairy Farm
P10	Male	Married	43	University	90	2019	3	Dairy Farm
P11	Female	Married	32	Primary School	27	2013	2	Dairy-Fattennig Farm
P12	Male	Married	40	Middle School	32	2006	2	Dairy-Fattennig Farm
P13	Male	Married	35	High School	25	2010	2	Dairy Farm
P14	Male	Single	29	High School	40	2016	2	Dairy Farm
P15	Male	Married	41	High School	55	2010	2	Fattennig Farm
P16	Female	Married	47	Middle School	70	2005	2	Dairy Farm
P17	Male	Married	54	High School	57	2004	3	Fattennig Farm
P18	Male	Married	38	Middle School	30	2011	2	Dairy Farm
P19	Male	Married	59	Middle School	37	1997	4	Fattennig Farm
P20	Male	Single	26	University	10	2014	1	Dairy-Fattennig Farm
P21	Female	Married	28	High School	22	2015	2	Fattennig Farm
P22	Male	Married	33	High School	23	2010	4	Dairy Farm
P23	Female	Married	30	High School	12	2005	4	Dairy Farm

P24	Male	Married	42	High School	25	2015	2	Dairy-Fattennig Farm
P25	Male	Married	42	University	120	2015	1	Dairy Farm
P26	Female	Single	40	Degree	10	2020	1	Fattennig Farm
P27	Male	Married	35	Middle School	50	2010	3	Dairy-Fattennig Farm
P28	Male	Single	29	University	30	2010	2	Dairy-Fattennig Farm
P29	Male	Married	24	University	20	2000	2	Dairy Farm
P30	Male	Married	43	Primary School	35	2010	2	Dairy-Fattennig Farm

As indicated in the table above, 5 of the participants are female and 25 are male. 6 participants were single and 24 were married. 4 of the participants are primary school graduates, 6 are middle school graduates, 13 are high school graduates and 7 are university graduates. The one who has been in this business for the longest time has been in the livestock sector for 27 years and the newest one for 4 years.

DATA COLLECTION AND ANALYSIS

The data of the study were collected through interview technique. A semi-structured interview form consisting of open-ended questions was prepared by the researcher. Before starting the interviews, help was obtained from Burdur Provincial Directorate of Food and Agriculture. After the participant list was determined, the researcher met with the participants and set a day and time for the interviews. During the interviews, the scope and purpose of this study were explained to the participant in detail by the researcher and the questions in the interview form were clearly explained. This made the study more productive. At the end of the interview, the researcher informed the participants that their names would not be used.

FINDINGS

In this study, 30 cattle enterprises operating in Burdur province, selected by convenience sampling method, were visited and a semi-structured oral interview technique was used. As a result of the research, the threat factors that mainly affect the enterprises were identified; this small-scale research wanted to address the problems of the country in general. It has been determined that the biggest threat affecting the enterprises and the weakest aspects of the enterprises in this context is the economic situation in general. Variable interest rates, increasing feed costs, monopoly situation in the current market, etc. affect the cattle breeding enterprises in Burdur province negatively to a great extent. In addition, supporting the roughage needs of the enterprises with their activities in the agricultural field contributes to the enterprises in Burdur province to a great extent. Cattle breeding has a great place in Burdur province due to its contribution to the current economy. According to the data in 2019, milk production per cow milked in Burdur province has an average well above the averages of Turkey and the Mediterranean region. The average amount of milk per capita is 1360 liters in Burdur and 249 liters in Turkey. Considering the data, it is seen how important Burdur province is in terms of cattle breeding.



Figure 1. Threats Affecting Cattle Breeding in Burdur Province



Figure 2. Opportunities Available for Livestock Breeding in Burdur Province



Figure 3. Weaknesses of Burdur Province Cattle Breeding Enterprises



Figure 4. Strengths of Burdur Province Cattle Breeding Enterprises

CONCLUSION and RECOMMENDATIONS

The data obtained as a result of the study were brought together and the most obtained data were collected under headings with the SWOT analysis technique. Accordingly, opportunities for cattle enterprises in Burdur province;

1. Milk Prices and Business Production
2. Cattle Population and Animal Trade
3. Market Access and Competition
4. Population Growth and Demand
5. Agriculture and Livestock
6. Market Diversity and Veterinary Services
7. Regional Opportunities
8. Business Management and Modernization
9. Transportation and Tourism Opportunities

Businesses' strengths are;

1. Family Businesses and Collective Work
2. Forage Production and Arable Lands
3. Market Proximity and Sales Strategies
4. Veterinary Services and Animal Health
5. Local Cooperation and Assistance
6. Milk Quantity and Breeding Values
7. Ease of Transportation and Agriculture/Livestock Tradition
8. Natural Production and Family Business Oriented Strategy

Weaknesses of businesses;

1. Technological Deficiencies
2. Raw Material Supply Challenges
3. Business Expansion and Number of Caregivers
4. Financial Inadequacy
5. Export and Marketing
6. Stables and Infrastructure Problems
7. Age and Labor Challenges

It is listed under the headings. As a result, the biggest negative impacts affecting enterprises in general are economic inadequacies. The common meeting point of all of them, including technological deficiency, lack of equipment, inadequate operating conditions, high labor force per capita, is economic conditions. Apart from this, the lack of increase in demand due to the

increasing population and the approach of the growing young population to the sector also affect cattle breeding negatively. As a result of the research, certain suggestions have been presented in order to minimize the weaknesses of the enterprises and the increasing threats that negatively affect the enterprises. These suggestions are

It should be aimed to bring the enterprise to the best places with the available means. The existing arable land should be utilized in the most efficient way and waterless agriculture should be practiced as much as possible. As a result of changing climatic conditions and increasing global warming, drought occurs in agricultural areas as a result of decreasing groundwater and surface water resources. In order to prevent this, waterless agriculture should be practiced as much as possible and existing pastures should be made productive. If possible, the animals in the enterprise should be replaced with animals suitable for the climate, if not possible, the existing animals should be selected. Management conditions should be changed in accordance with the climate. The highest yield with the least cost should be calculated. Existing resources should be utilized in the most efficient way for a sustainable enterprise. Grants and supports provided by the government should be used in a calculated and necessary manner. In order to minimize feed costs, arable areas should be used and a high portion of the roughage need should be met from these areas. In order to reduce animal losses and yield losses, preventive medicine should be used and veterinary costs should be minimized.

- High input costs are one of the most prominent threats in cattle breeding. Although it is difficult to prevent increasing costs economically, it will contribute to a great extent for the enterprises to produce their roughage by using the available agricultural lands.
- Labor costs are a major obstacle for businesses. For this, it is useful to utilize technology as much as possible with the existing facilities.
- Feed costs are very important for businesses. Instead of rations containing a wide variety of raw materials, more suitable rations should be made more efficient by evaluating the raw materials in the most efficient way.
- Agricultural grants and incentives should be utilized to the maximum extent possible. In this way, the tools and equipment required for the enterprise can be accessed more easily and in the most appropriate way.
- No matter how difficult it may be to find workers in the physical sense and for the existing workers to work at a sustainable level, care should be taken to provide the necessary opportunities.
- Another financial difficulty in the enterprises is veterinarian fees. The main reason for this is unconscious breeding. Nutritional diseases and most bacterial diseases can be prevented before the animal gets sick. Preventive medicine is important for this.
- Dairy companies usually insist that the enterprises they buy milk from also buy feed from them. In order to prevent this situation and to eliminate monopolization, cooperatives should be established.
- In the marketing of products, institutionalized companies and intermediary firms constitute almost every part of the current market of our country. This situation poses a big problem for producers. For this, unions or cooperatives should be established and collective action should be taken, and the existing market should be tried to be saved from this monopolization.

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APPENDICES

ANNEX-1 QUESTIONNAIRE FORM

Dear Participant

Prof. Dr. Kürşat Özdaşlı conducted a SWOT Analysis for the Cattle Breeding Sector: A Research in Burdur Province Center, this interview text was created to collect data for the thesis study. This questionnaire was prepared to make a general evaluation. I expect you to answer all the questions as the answers obtained will be kept confidential and used for scientific purposes. Please evaluate yourself carefully and objectively. Please check only one of the options that is most appropriate for your situation.

Prof. Dr. Kürşat ÖZDAŞLI Derya GÜVEN

Burdur Mehmet Akif Ersoy University Graduate Student

Faculty Member

PERSONAL INFORMATION FORM

Gender	Woman <input type="checkbox"/> Male <input type="checkbox"/>
Marital Status	Single <input type="checkbox"/> Married <input type="checkbox"/>
Age	...
Education status	...
Animal Capacity (Number)	...
Year of Establishment	...
Number of Employees	...
Business Type	Milk <input type="checkbox"/> Fattening <input type="checkbox"/>

OPPORTUNITIES

Which opportunities are available in the livestock sector in today's conditions?

1.a In terms of Burdur:

1.b For Turkey:

1.c In world terms:

THREATS

What are the threats in the livestock sector in today's conditions?

2.a In terms of Burdur

2.b For Turkey

2.c World perspective

STRENGTHS

3.What are the strengths of enterprises in Karaman?

3.a What makes you as a business superior to your competitors and other businesses?

3.b What are the aspects that competitors and other businesses have not captured in you

WEAKNESSES

4. What are the weaknesses that distinguish you as a business from competitors and other businesses?

4.a What are the weaknesses you intend to strengthen?

4.b Are there any things you wish our business had? If yes, what are they?

ANNEX-3 CV

BACKGROUND

Personal Information:

Name and Surname : DERYA GÜVEN

Place of Birth KARAMAN

Marital Status SINGLE

Education Status:

Undergraduate Education: BURDUR Mehmet Akif Ersoy University Faculty of Economics and Administrative Sciences / Business Administration

Master's Degree: BURDUR MAKU/SBE/Business Administration

Scientific Publications and Studies:

1. Kılıç Aksoy, Ş., Güven, D., & Çiçek, H. (2023). Informal Communication on Job Competence

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