



## BUSINESS DEVELOPMENT STRATEGIES FOR SUPERIOR NATIVE CHICKEN FARMING IN BALI PROVINCE

By

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### Abstract

*The purpose of this study is to formulate a strategy for development superior native chicken farming businesses in Bali, as a response to the high demand for native chickens that is not balanced with business development and production stability. This study uses mixed methods that combine quantitative and qualitative data in analyzing the internal and external environmental conditions of the business. The data sources used in this study are primary and secondary data. Primary data is obtained from interviews with respondents with the help of questionnaires or indepth interviews. Secondary data comes from documentation and literature relevant to the study. The results of this study indicate that the value of internal factors is 1.16 and external factors 1.768 which determines that the superior native chicken farming business in Bali is in the division harvest and divestment. The six recommended strategies are: 1) forming a superior native chicken farming business group; 2) forming industrial clusters that integrate business groups from upstream to downstream; 3) Building collaboration among farmers in creating a website as a platform for business promotion and public education about the advantages and benefits of superior native chickens; 4) forming partnerships with local culinary entrepreneur; 5) farmers mediate with the government related training and technical assistance for business development; 6) improving effective communication between farmers in an effort to maintain production stability. Based on QSPM analysis, the priority strategy is to form a group of superior native chicken farmers. This integrated and collaborative strategy is expected to improve the competitiveness of superior native chicken farmers in Bali Province, while contributing to food security and the local economy.*

**Keywords:** Strategy, Development, Business, Superior native chicken, Analysis, SWOT, IFE, EFE, QSPM

### Introduction

The increase in population and public education has an impact on increasing public awareness in meeting nutritional needs for their bodies, especially animal protein needs. Chicken meat is one of the meats that is in great demand by the Indonesian people, because chicken meat is a source of protein with a cheap price and is affordable for various groups. Free-range or buras chicken is a local chicken that can be used to meet the community's animal protein needs, because its nutritional content is quite complete and is considered healthier than broiler chicken. The nutritional content of broiler chicken meat is 68.37% water content,

21.96% protein and 3.47% fat (Liur, 2020), meanwhile native chicken meat contains 76.38% water content, 19.38% protein and 1.32% fat (Dewi, 2013). Several years lastly, native chicken is increasingly popular because it is considered healthier with lower cholesterol compared to broiler chicken. The native chicken business will continue to increase along with the development of culinary tourism based on native chicken, such as restaurants and processed native chicken products. However, native chicken has weaknesses such as a fairly long maintenance time, a relatively expensive price and a relatively tough meat texture. Therefore, superior native chicken is a solution to overcome the weaknesses of native chicken. Superior native chicken has superior genetics



compared to native chicken, because it has gone through several stages of selection so that its productivity is higher. Some superior native chicken that have been spread throughout in Indonesia, especially Bali Province, are the Balitbangtan superior native chicken (KUB), the Sensi chicken, and the Joper chicken. Superior native chicken farming business, in fact, still has obstacles in its development, resulting in unstable production. Therefore, this study is very necessary to analyze environmental factors of superior native chicken business such as internal and external factors, which strategically affect business development, so that from these factors the right strategy can be formulated in an effort to support the development of superior native chicken farming business in Bali.

## Materials and Methods

This research is a survey research, which uses a combination of mixed methods which uses quantitative and qualitative data in one process.

### Data collection techniques

Data collection in this study was carried out using four methods, namely direct interviews with respondents with the help of questionnaires, indepth interviews using open questions, conducting observations on business activities and business results, and searching for documentation and literature relevant to this study.

### Sampling techniques

The sample in this study consisted of 15 farmers, 20 consumers, and four experts from the triple helix elements (government, academics, and business). The sampling technique used the snowball sampling method. that is; a) the researcher started with several farmers as initial respondents; b) the initial farmers provided recommendations for other farmers who run similar businesses; c) this process continued until 15 farmers were obtained who met the criteria, namely having farmed for at least one year; d) data collection stage I, namely by interviewing farmers based on the questionnaire and conducting in-depth interviews based on open questions. From the selected farmer respondents, questions were also asked about who the consumers who consistently buy superior native chickens directly are, whether they are traders or households. If the consumers are traders, then the same thing will be done, namely asking who the superior native chickens are sold to. After obtaining consumer data, the next step is to conduct interviews based on the questionnaire and open questions that have been prepared. Data in the form of internal and external factors obtained from farmer and consumer respondents are then given to expert respondents to be given weights and ratings based on the level of importance of each factor.

### Data analysis

The data obtained in this study were analyzed using IFE, EFE, IE, SWOT and QSPM analysis. IFE analysis is an analysis of internal environmental factors, in the form of strengths and weaknesses that can be controlled by farmers and directly affect business development. EFE analysis is an analysis of external environmental factors in the form of opportunities

and threats, which cannot be controlled by farmers, but have an impact on business development. Internal and external factors are identified through interviews with farmers and consumers as well as observations of the business environment and business results. After identifying internal and external factors of the business, the next step is to analyze each existing variable to be given a weight and rating, which is carried out by expert respondents. The analysis method used is the paired comparison method. This method is used to determine the weight of each variable in the internal and external factors of the business. Weighting is done by comparing one variable with another. Each variable that is given a weight will indicate its level of importance in a business. The weight of each variable is obtained by determining the proportion of the value of each factor to the total value, which can be calculated using the formula:

$$\alpha_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Information:

$\alpha_i$  : Weight of variable  $i$   
 $X_i$  : Value of variable  $i$   
 $i$  : 1, 2, 3, ...,  $n$   
 $n$  : Number of factors

The next step is to give a rating for each variable on the internal and external factors of the business. The rating is given based on the strength of the factor in influencing business development. IFE analysis, the rating used is a value of 4 (dominant strength), 3 (less dominant strength) 2 (dominant weakness) 1 (less dominant strength). The same thing is done in the EFE analysis, namely, a value of 4 (dominant opportunity), 3 (less dominant opportunity) 2 (dominant threat) 1 (less dominant threat). If each variable has been given a weight and rating, the next stage is to multiply the weight and branch values to get a score value. The total IFE and EFE scores will be further analyzed in the IE matrix to determine the position of the business. IE Matrix (Internal-External) is a business strategy tool that helps to analyze the situation and tactical position of the company. This tool combines analysis of business factors from the inside (internal) and outside (external) to compile a recommendation model (Alam *et al.*, 2024). SWOT analysis is an analysis used to formulate the right strategy, which maximizes existing strengths and opportunities and simultaneously minimizes weaknesses and threats (Astuti, 2019). The strategies formulated use four strategy formulation patterns, namely: 1) SO (Strength- Opportunities) strategy, namely a strategy to maximize strengths to take advantage of opportunities; 2) WO (Weakness-Opportunities) strategy, namely a strategy to take advantage of opportunities to overcome weaknesses; 3) ST (Strength-Threats) strategy, namely utilizing strengths to overcome threats; 4) WT (Weakness -Threats) strategy, namely the strategy minimize weaknesses to avoid threats. The final step is the Quantitative Strategic Planning Matrix (QSPM) analysis to evaluate and compare existing strategies, to determine priority strategies.

## Results and Discussion

Based on the results of the analysis of internal factors in the superior native chicken farming business in Bali, obtained five strength factors and five weakness factors. The strength and weakness factors were then given weight and rating by expert respondents. Complete data can be seen in Table 1.

**Table 1. IFE Analysis Results**

No	Internal Factors	Weight	Rating	Score
<b>Strength</b>				
1	The majority of farmers have higher education	0.120	3.50	0.420
2	The majority of livestock breeders are in the productive age range	0.098	3.75	0.368
3	High level of collaboration among farmers	0.130	3.75	0.488
4	Farmers have a great desire to innovate in running their business from upstream to downstream.	0.098	3.50	0.343
5	Farmers have the ability to utilize digital technology to promote superior native chickens.	0.088	3.50	0.308
Sub Total strength				1,927
<b>Weakness</b>				
6	The maintenance of free-range chickens is still on a medium scale with an average production of 700 chickens.	0.080	1.75	0.140
7	Farmers are still oriented towards <i>on-farm activities</i> only	0.138	1.50	0.207
8	Farmers are not yet able to reach consumers directly	0.095	1.50	0.143
9	Production is not continuous	0.078	1.75	0.137
10	Capital limitations	0.078	1.75	0.137
SubTotal Weakness				0.764

Total Internal Score

1,163

Based on the results of the IFE analysis, it is known that internal factors have the same strengths and weaknesses, or have a relatively good internal balance, but still need to be considered carefully. This balance shows that the business has many things that need to be improved, but also has a lot of untapped potential. Strength factors such as a high level of collaboration between farmers are the main strength, because of their significant influence on business development. Through collaboration using online platforms, farmers can increase efficiency by sharing knowledge, experience, and the best techniques, such as feed management, livestock care, and product marketing. This condition is supported by Wiranta (2024) who stated that although the impact of cooperation between farmers is not yet significant on the economy, it can strengthen the position of farmers in facing market competition. Hadi *et al.* (2021) added that through cooperation, farmers can share knowledge and experience, which has a positive impact on their business. Meanwhile, the weakness factor such as farmers are still oriented towards onfarm activities only, is the main weakness because the impact is less profitable for farmers. Onfarm businesses without institutional support and downstream businesses make farmers unable to increase their business scale and find it difficult to develop. In the research of Antikasari *et al.* (2023), it was shown that KUB chicken business activities that focus on onfarm activities without institutional strengthening resulted in low business sustainability value. Based on the results of the analysis of external factors of superior native chicken farming businesses in Bali, four opportunity factors and three threat factors were obtained. EFE analysis data can be seen in Table 2.

**Table 2 EFE Analysis Results**

No	External Factors	Weight	Rating	Score
<b>Opportunity</b>				
1	The demand for free-range chickens has increased from year to year	0.199	3.75	0.746
2	The increasing growth of restaurants and processed free-range chicken products	0.173	3.75	0.649
3	Changes in consumer behavior that are oriented towards healthy consumption and <i>back to nature</i>	0.173	4.00	0.692
4	Free-range chicken consumers are willing to pay more for	0.082	3.75	0.308

guaranteed quality.

Sub Total Opportunities 2,395

Threat				
5	Superior native chicken DOCs still have to be imported from Java Island	0.163	1.75	0.285
6	The growth of superior male and female native chickens is not uniform, so it takes additional time for superior female native chickens to reach the desired weight.	0.097	1.50	0.146
7	The price of free-range chicken feed is high	0.112	1.75	0.196
SubTotal Threats				0.627
Total External Score				1,768

Based on the results of the EFE analysis, external factors have 4 opportunities and 3 threats. The four existing opportunity factors must be utilized optimally in order to overcome threats and reduce their impacts. The main opportunity factor in the superior native chicken farming business in Bali is that the demand for native chickens has increased from year to year. The demand for native chickens in Bali, both for daily consumption and for traditional ceremonies, shows an increasing trend. However, local production has not been able to meet this demand. Therefore, farmers have a great opportunity to develop native chicken businesses by implementing good maintenance management, utilizing a partnership system, and understanding consumer preferences,

such as the color and type of chicken they are interested in. Therefore, it is very important for farmers to be able to read opportunities in order to adjust their production capacity and marketing strategies. There are several factors that have caused the demand for native chicken meat in Bali to increase, including the high need for ceremonies, the massive growth of restaurants and processed native chicken products, and the high income of consumers. This statement is supported by Putri *et al.* (2023), who stated that the demand for KUB chickens in an effort to meet the needs of traditional and religious ceremonies in Bali will continue to increase. Furthermore, Mamuja *et al.* (2020), stated that the higher a person's income, the higher their interest in consuming healthy food, because income affects price considerations. The main threat factor in the development of superior native chicken farming businesses in Bali is that superior native chicken DOC still have to be imported from Java. This factor is the main threat because it has a very large impact on business sustainability and production stability. This factor appears as a sign that breeding farms in Bali are still weak, so they have not been able to meet the demand for DOC in Bali. This condition is influenced by several aspects such as production capacity that is not yet balanced with needs and limited marketing access, so that the demand for DOC cannot be met properly. In addition, the impact of this threat affects the dependence of farmers on DOC supplies from outside the region, thus affecting production continuity. This situation is supported by Riwukore *et al.* (2020), that dependence on DOC from outside the region causes disruption to production stability. Therefore, it is necessary to strengthen internal business factors by forming superior native chicken farming business groups, so that in the future it is hoped that Bali Province will be ready to develop breeding farms independently. Based on the IFE and EFE analysis that has been carried out, it was found that superior native chicken farming businesses in Bali Province are in the harvest or divest division (Picture 1).

Strong 3.0-4.0

Average 2.0-2.99

Weak 1.0-1.99

	4.0	3.0	2.0,1,163	1.0	
High 3.0-4.0	I Grow and Build	II Grow and Build	III Defend and Preserve		
Medium 2.0-2.99	IV Grow and Build	V Maintain and Preserve	VI Harvest and Divestment		

Low 1.0-1.99	1,768	<b>VII</b> <b>Maintain and Preserve</b>	<b>VIII</b> <b>Harvest and Divestment</b>	<b>IX</b> <b>Harvest and Divestment</b>
	1.0			

This position reflects that the superior native chicken farming business is in a weak internal condition, has low competitiveness, and has not been able to take full advantage of opportunities. The five strength factors in the IFE matrix are not strong enough to be used as a mainstay by farmers in capturing existing opportunity signals, causing the business to stagnate and difficult to develop. Meanwhile, the five business weakness factors are very attached to the farmers, so it takes time for farmers to improve slowly. The strategic step is to form a merger, to strengthen the internal position first, then slowly carry out effective promotions on social media and

government assistance in providing assistance or mentoring to farmers in terms of cultivation techniques and marketing strategies. This step is in line with the research of Ramadhany *et al.* (2023), that businesses in the harvest and divestment divisions must improve their internal conditions to take advantage of existing opportunities and avoid threats.

Based on the results of the SWOT analysis that has been carried out, six alternative strategies have been formulated which are recommended to be implemented in supporting the development of superior native chicken farming businesses in Bali Province (Table 3), that is:

### Table 3. SWOT Analysis Results

<div>Internal Factors</div> <div>External Factors</div>	<div>Strength (Strength)</div> <ol style="list-style-type: none"> <li>The majority of farmers have higher education</li> <li>The majority of farmers are in the productive age range</li> <li>High level of collaboration among farmers</li> <li>Farmers have a great desire to innovate in running their business from upstream to downstream.</li> <li>Farmers have the ability to utilize digital technology to promote superior native chickens.</li> </ol>	<div>Weakness es (Weakness)</div> <ol style="list-style-type: none"> <li>The maintenance of free-range chickens is still on a medium scale with an average production of 700 chickens.</li> <li>Farmers are still oriented towards <i>on-farm activities</i> only</li> <li>Farmers are not yet able to reach consumers directly</li> <li>Production is not continuous</li> <li>Capital Limitations</li> </ol>
	<div>Opportunities</div> <ol style="list-style-type: none"> <li>The demand for free-range chickens has increased from year to year</li> <li>The increasing growth of restaurants and processed free-range chicken products</li> <li>Changes in consumer behavior that are oriented towards healthy consumption and <i>back to nature</i></li> <li>Free-range chicken consumers are willing to pay more for guaranteed quality.</li> </ol>	<div>SO Strategy ( Strength-Opportunities )</div> <ol style="list-style-type: none"> <li>Forming a superior native chicken farming business group (S3, O4)</li> <li>Forming industrial clusters that integrate business groups from upstream to downstream (S1, S2, S4, O1, O2,)</li> <li>Building collaboration between farmers in creating a website as a platform for business promotion and public education about the advantages and benefits of superior native chickens. (S1, S3, S5, O1, O2, O3,.)</li> </ol>
	<div>Threats (Threats)</div> <ol style="list-style-type: none"> <li>Superior native chicken DOC still have to be imported from Java Island</li> <li>The growth of male and female superior native chickens is not uniform</li> <li>Chicken feed prices fluctuate</li> </ol>	<div>WT Strategy ( Weakness-Threats )</div> <ol style="list-style-type: none"> <li>Improving effective communication between farmers, in an effort to maintain production stability (W1,W4,T1)</li> </ol>



**1) Forming a superior native chicken farming business group**

This strategy aims to increase production capacity and farmer welfare. Through this business group, it provides opportunities for collaboration between farmers so that they can share experiences, knowledge, and increase market penetration and encourage improvements in the quality and continuity of production. In addition, there is an opportunity to overcome common challenges, such as limited capital, difficulties in marketing, and limited technical knowledge. According to Widodo *et al.* (2023), strengthening the institutionalization of joint business groups not only increases production capacity but also encourages more efficient management and improves farmer welfare.

**2) Forming industrial clusters that integrate business groups from upstream to downstream**

The goal of this strategy is to increase the added value of products, shorten the supply chain, strengthen coordination between business actors, and create stronger competitiveness in the market. With this approach, business groups such as seed providers, breeders, meat processors, and traders no longer work separately, but are integrated into one business system. According to Ridwan (2021), industrial clusters based on the supply chain system allow each business actor to play an optimal role according to their function in the supply chain, thereby creating efficiency and increasing product competitiveness.

**3) Building collaboration between farmers in creating a website as a platform for business promotion and public education about the advantages and benefits of superior native chickens.**

This strategy aims to strengthen the competitiveness of livestock breeders, through the use of digital technology. Through this strategy, farmers have the space to promote superior native chickens directly to consumers, and build consumer trust through accurate information. This strategy is also in line with the direction of national policy, where the Directorate General of Animal Husbandry and Animal Health (2020) has encouraged the use of information technology in the development of modern livestock farming. In addition, data from the Ministry of Communication and Information (2024) shows that the rate of internet adoption in Indonesia continues to increase, and in 2023, 79.5% of the population will be connected to the internet. This shows that the use of digital platforms such as websites has great potential to expand the reach of farmer promotions and build public engagement effectively.

Establish partnerships with local culinary entrepreneur This strategy aims to build a mutually beneficial relationship between farmers and local culinary entrepreneur, such as restaurants, and producers of processed native chicken. Establishing partnerships with culinary entrepreneur can provide market stability for farmers and ensure the sustainability of superior native chicken farming businesses, while increasing sales value. According to Fitroh *et al.* (2022), effective partnerships increase farmer productivity, provide

market guarantees, and overall improve farmer welfare.

**4) Farmers mediate with the government related training and technical assistance for business development**

This strategy is very important in developing superior native chicken farming businesses. Through proper training and mentoring, farmers can improve their knowledge, skills, and production efficiency which will ultimately improve the welfare of farmers. This mediation is important because farmers often have difficulty in accessing training or mentoring that suits their specific needs, such as farm management, superior native chicken farming techniques, and marketing strategies. Through this mediation, farmers play an active role in conveying the needs and challenges faced in the field, so that the government can design training programs that are more relevant to the needs of farmers. This is in line with research by Cahyono *et al.* (2023) which states that mentoring activities are carried out to provide technical training to farmers on proper and correct livestock maintenance procedures, feed management, and processing of livestock products so that production results increase and have higher selling value. This statement shows that government support in the form of technical assistance has a real impact on improving the quality and efficiency of livestock businesses.

**5) Improve effective communication between farmers, in an effort to maintain production stability.**

This strategy was formed with the aim of strengthening relations between farmers in the scope of superior native chicken businesses through structured communication. Effective communication allows farmers to exchange information about production conditions, harvest schedules, availability of inputs such as feed and seeds, and market demand trends. Thus, farmers can avoid oversupply or undersupply which causes price instability. According to research by Widiarta *et al.* (2020), collaboration in livestock business groups has been shown to increase business efficiency and resilience due to the building of trust and exchange of information between members. Saragih and Hastang (2021) added that intensive and structured communication in farmer groups can increase member involvement in business development efforts.

**Strategy Recommendations**

Based on the results of the QSPM analysis that has been carried out, the recommended priority strategy is to form a superior native chicken farming business group. This strategy is a priority strategy with a TAS value of 3.476. This strategy is intended to strengthen the internal position of the business, strengthen production capacity, increase market penetration and increase the bargaining power of farmers in the market. With efforts to strengthen the internal conditions of the business, it is hoped that superior native chicken farming businesses in Bali can grow and develop sustainably.

## Conclusion

Based on the research results, it can be concluded that superior native chicken farming businesses in Bali have not developed well, and have weak internal strengths, so that aspects of maintenance and marketing management need to be improved. There are six strategies formulated to support business sustainability, with the priority strategy of forming superior native chicken farming business groups, as an effort to strengthen the internal position of the business.

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