



**IVESTOCK BUSINESS DEVELOPMENT STRATEGY LAYING
CHICKEN
(Case Study In The Egg-Laying Chicken Business In Mata Village,
Kendari City)**

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Submitted : 8 February 2025 Accepted : 8 February 2025 Published : 10 February 2025

ABSTRACT

The purpose of this study is to identify and analyze the strengths, weaknesses, opportunities and threats faced by Kelurahan Mata Kota Kendari in the production of laying hens, as well as to identify and analyze best practices to overcome threats and weaknesses in the area, and formulate appropriate development strategies for the chicken business. The data analysis used is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) which is used to identify internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) of the region. Based on internal (IFE) and external (EFE) identities, the internal analysis has an overall score of 5.7 and the external analysis has an overall score of 5.96. The results of the analysis are described in the SWOT quadrant and interpreted in the SWOT matrix, showing the state and direction of regional development and feasible alternative strategies. According to the survey results, the company's position is in Quadrant II, which is a position that faces various threats, but the company still has internal strengths. The strategy is to improve product quality by controlling and monitoring chicken pests and diseases and increasing contact with consumers and large kiosks.

Keywords: *Development Strategy; Egg-Laying Chicken Business; SWOT Analysis*

INTRODUCTION

Layer chicken farming is one of the important sub-sectors in the livestock industry in Indonesia, which contributes significantly to the provision of animal protein sources for the community. Chicken eggs are not only a food ingredient that is rich in nutrients, but also have high economic value. According to the Central Statistics Agency (2022), the consumption of chicken eggs in Indonesia continues to increase, in line with population growth and increasing public awareness of the importance of nutrition. This creates opportunities for farmers to develop their businesses, especially in areas that have supporting natural resource potential.

Mata Village, Kendari City, is one of the areas that has the potential to develop laying hen farming. However, business actors in this area face various challenges, such as fluctuations in feed prices, increasingly tight competition, and limited access to modern technology (Sari, 2021). Therefore, an effective business development strategy is needed to increase the productivity and competitiveness of laying hen farming businesses in Mata Village. In this

context, an understanding of business management, marketing, and technological innovation is very important to achieve success.

The right business development strategy can help farmers overcome existing challenges and take advantage of available opportunities. Some approaches that can be applied include product diversification, improving feed quality, and implementing information technology in business management. According to Supriyadi (2020), the application of modern technology in livestock farming can increase production efficiency and reduce operational costs, thereby increasing business profitability. In addition, collaboration between farmers, the government, and research institutions can also strengthen distribution networks and market access for livestock products.

Agribusiness is a sector whose economic activities are based on agriculture or other sectors that support it. Agribusiness sector activities include one or all links in the production chain, processing and marketing of products, including poultry farming. Chicken eggs are a commodity that is widely consumed because of its high nutritional content, relatively cheap price, and easy availability at kiosks. Kendari is a province in Southeast Sulawesi which is known as one of the densely populated areas for those who need to consume laying hens. Based on BPS data in 2024, the population of laying hens in Southeast Sulawesi Province was 206,964 (BPS Southeast Sulawesi, 2024). According to BPS data, one of the areas with the highest concentration of laying hen population in Kendari is 175,663 chickens per year (BPS Kendari, 2024). Likewise, Mata Village, one of the villages that raises laying hens with a community empowerment business model is coordinated by the village.

Development of laying hens in the densely populated Karan Nungal District, namely Mata Village. According to BPS data in 2018, Mata Village is one of the centers of the laying hen population. This is quite a lot, because the environmental conditions are quite good for laying hens, so that the laying hen farming business in Mata Village occupies a strategic position to develop poultry farming and develop breeds. Because there are so many opportunities out there, some become threats, such as unstable feed prices, dependence on loan sharks, and diseases in chickens. Laying hens are developed in Mata Village, which shows the producer's knowledge of consumer preferences and is technically understood as capital to develop a business, laying hen farm. In addition to the advantages mentioned above, there are some weaknesses of laying hens in Mata Village. That is, limited resources and technology that is still simple. Only a few have been identified based on the strengths and weaknesses as well as the opportunities and threats that exist. Therefore, a research paper is needed on "Development Strategy for Laying Hen Agribusiness in Mata Village, Kendari City".

The purpose of this study is to identify and analyze the strengths, weaknesses, opportunities and threats faced by Kelurahan Mata Kota Kendari in the production of laying hens, as well as to identify and analyze the best practices to overcome the threats and weaknesses that exist in the area, and formulate appropriate development strategies. chicken business.

RESEARCH METHODS

The methods used can be divided into several stages, namely situation analysis, data collection, and strategy development. First, a situation analysis is conducted to understand the current condition of the laying hen farming business in Mata Village. This includes a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify internal strengths and weaknesses, as well as external opportunities and threats faced by farmers. According to Kotler and Keller (2016), SWOT analysis is an effective tool for formulating strategies that are by market conditions and available resources.

Furthermore, data collection is carried out through qualitative and quantitative methods. Qualitative methods can be carried out by conducting in-depth interviews with laying hen farmers, entrepreneurs, and related stakeholders to gain a deeper perspective on the challenges and opportunities in this business. Meanwhile, quantitative methods can be carried out by surveys to collect statistical data on the production, marketing, and sales of chicken eggs. The data obtained will be analyzed using descriptive and inferential analysis techniques to provide a clear picture of the condition of the laying hen farming business in the area (Sugiyono, 2018).

After data analysis, the next step is to formulate a business development strategy. This strategy can include improving product quality, product diversification, and developing a wider marketing network. In addition, training and capacity building for farmers are also important parts of this strategy to increase productivity and efficiency. According to Porter (1985), a good competitive strategy must be able to create added value for consumers and increase business competitiveness. Thus, this study is expected to provide useful recommendations for the development of egg-laying chicken farming businesses in Mata Village, Kendari City.

In addition, this study also uses a case study method on a laying hen farm in Mata Village, Kendari City. And the data collection technique in this study uses primary and secondary data.

RESULTS AND DISCUSSION

Results

Internal Factors

After identifying the internal factors, an IFE matrix containing strengths and weaknesses is created. Then divide the number of factors for each variable by the number of factors identified to get the weight you want. As shown in Table 1.

Table 1. Weight, Rating, and Score of Internal Factors of Laying Hen Farms in Mata Subdistrict, Kendari City

Internal Factors	Weight	Rating	Score
Strength			
1. Availability of transportation facilities	0,23	3	0,69
2. Quality of natural resources	0,18	3	0,54
3. Producer's knowledge of consumer tastes	0,28	4	1,12
4. Marketing cooperation	0,15	3	0,45
5. Hereditary business	0,16	2	0,32
Total	1,0		3,12
Weakness			
1. No financial bookkeeping	0,15	2	0,30
2. Limited amount of funds	0,29	4	1,16
3. Unavailability of labor	0,17	2	0,34
4. No standardization of chicken egg quality	0,23	2	0,46
5. Technology is still simple	0,16	2	0,32
Tota	1,0		2,58

Matrix analysis results IFE laying hen farms show that internal factors in the form of strengths that have a very important influence on the development of agribusiness of laying hen farms in Mata Village, Kendari City are producers' knowledge of consumer tastes with a score of 3.12, because producers or breeders of laying hen already know what consumers' tastes and needs are for their egg products. With this, breeders can use it to develop laying hen businesses. For internal factors in the form of weaknesses, there are limited funds with a score of 1.16. Laying hen farmers in Mata Village have weaknesses in the limited amount of funds to meet operational needs in developing laying hen farm businesses.

External Factors

Based on the identification of external factors of the agribusiness of laying hen farming, opportunities and threats were obtained that influenced the development of the agribusiness of laying hen farming in MataKota Village, Kendari. After that, weighting was carried out using the paired comparison method (paired comparison) The opportunity and threat factors are weighted according to each external variable, as presented in Table 2.

Table 2. Weight, Rating, and Score of External Factors of Egg-Laying Chicken Farming in Mata Subdistrict, Kendari City

External Factors	Weight	Rating	Score
Opportunity			
1. Product development	0.17	2	0.34
2. Market availability and short distribution	0.24	4	0.96
3. Regional autonomy	0.21	2	0.42
4. Population growth	0.18	3	0.54
5. The location of the farm is far from residential areas	0.19	3	0.57
Total	1.0		2.87
Threat			
1. Feed price fluctuations	0.26	4	1.04
2. Population development	0.14	3	0.42
3. Road access is not easy	0.16	2	0.32
4. Chicken diseases	0.21	3	0.63
5. Egg prices are unstable	0.24	3	0.72
Total	1.0		3.09

The results of the EFAS matrix analysis show that very important external factors in the form of opportunities are market availability and short selling with a score of 0.96. Farmers feel they benefit from the efforts of large traders who buy eggs directly to sell in traditional markets and sell them at kiosks. A very important external factor in the form of threats is the volatility of feed prices with a score of 1.04, with the increase in feed prices followed by egg prices being the main threat to the development of the laying hen business.

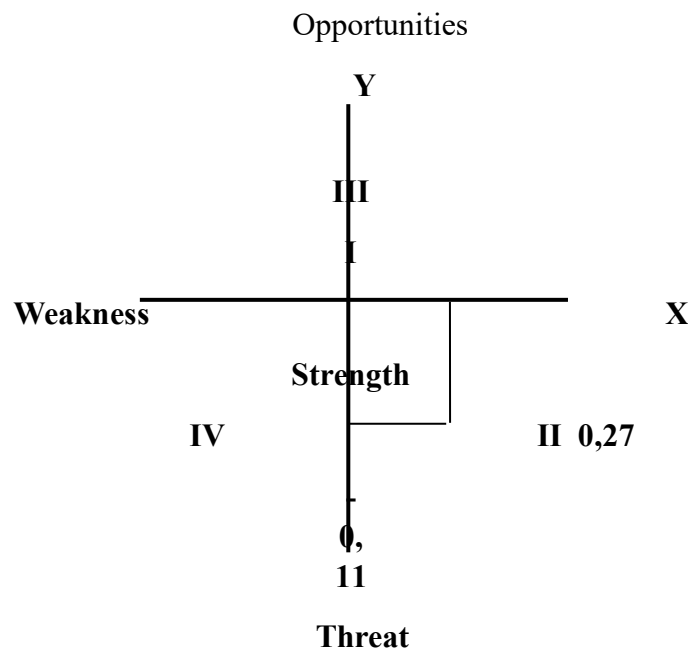
Analysis SWOT

Based on the calculation results of the weight value, the internal factor value (strengths and weaknesses) got a value of 3.12 and 2.56. The external factor score (opportunities and threats) in the development strategy of laying hens in Mata Village, Kendari City reached a value of 2.87 and 3.09 respectively. The SWOT diagram was created by comparing internal and external factors to represent the location of laying hen farms in Mata Village. The positioning of the livestock strategy in utilizing strengths, utilizing opportunities, overcoming weaknesses, and overcoming threats can be seen in quadrants I, II, III, and IV. The SWOT analysis diagram is shown in Figure 1.

The results of the SWOT (Strengths, Weakness, Opportunities, Threats) matrix diagram analysis showed that the strengths had a value of 3.12 and the weaknesses had a value of 2.58, the sum of the results of the subtraction between strengths and weaknesses of 0.54 and opportunities A value of 0.54 has a total score of 2.87, a total risk score of 3.09, and a total subtraction between opportunities and risks of -0.22. To find the coordinates as follows:

1. Total score Strength–Total Score Weakness I: $(SW) / 2 = (3.12-2.58) / 2 = 0.27$
2. Total score Opportunity–Total Score Threat: $(OT) / 2 = (2.87-3.09) / 2 = - 0.11$

In addition, two total analysis results are entered into the SWOT analysis graph. The internal factor score represents one point on the x-axis and the external factor score represents one point on the y-axis. The match of the points on the x-axis and y-axis represents the location of laying hens in Cibatu Village. Karangungar District, Kendari.



According to Figure 3. it can be seen that the meeting between internal and external factors is at the coordinate point (0.27; -0.11), this shows that the egg-laying chicken business in Mata Village, Kendari City is in quadrant II. Quadrant II is a position where it faces various threats but the egg-laying chicken company still has internal strength. The strategy used is to improve product quality through control and supervision of chicken pests or diseases and increase contact with consumers or large kiosks such as restaurants, in that way, the price of eggs can be determined during the contract without being influenced by the rise and fall of prices on the market.

In this research, several analyses are also emphasized in providing a complete picture of the SWOT analysis after assessing all four views on the SWOT analysis.

Discussion

In the study on "Development Strategy for Egg-Laying Chicken Farming Business (Case Study in the Egg-Laying Chicken Business in Mata Village, Kendari City)", the results of the study showed that there are several key factors that influence the success of the egg-laying chicken farming business in the area. First, the SWOT analysis conducted revealed that the main strength of this farm is the high quality of egg products and stable market demand. However, the weaknesses faced are limited capital and access to modern technology that can increase production efficiency. This is in line with research by Rachmawati (2020) which states that access to technology and capital are important factors in developing livestock businesses.

Furthermore, the results of data collection through interviews and surveys show that farmers in Mata Village still rely on traditional methods in managing livestock. Although this method has proven effective, the lack of innovation and adoption of new technologies hinders increased productivity. Research by Sari and Prasetyo (2019) emphasized that the application of modern technology in livestock farming can increase efficiency and production results, so it is important for farmers to adapt to these developments. Therefore, training and counseling on modern livestock technology are needed to increase the capacity of farmers.

In this study, the results of the situation analysis show that the laying hen farm in Mata Village has quite a large potential to develop. One of the supporting factors is the high demand for chicken eggs in the local market. Data from the Kendari City Agriculture Service shows that per capita egg consumption in the area continues to increase, which creates opportunities for farmers to increase production. This is in line with the findings by Sari and Prasetyo (2019) which state that stable market demand can be the main driver in the development of livestock businesses.

However, despite the promising opportunities, farmers in Mata Village still face various challenges. One of the main challenges is the often unpredictable fluctuation in feed prices. Increases in feed prices can have a direct impact on farmers' production costs and profit margins. Research by Hidayat and Rahman (2021) shows that dependence on conventional feed can be a risk for farmers, so it is important to find more economical and sustainable feed alternatives.

In the context of strategy development, the results of the study indicate that improving feed quality and chicken health management are very important to increase productivity. Farmers need to implement good management practices, including vaccination and regular monitoring of chicken health. According to research by Rachmawati (2020), good health management can reduce chicken mortality and increase egg production. Therefore, training on livestock health management needs to be provided to farmers.

In addition, the results of the study also show that access to information and technology is an important factor in the development of the livestock business. Many farmers have not utilized information technology to obtain the latest information on best practices in livestock farming. Research by Setiawan (2020) emphasizes the importance of access to information in increasing the knowledge of farmers, which in turn can increase productivity and business efficiency. Therefore, counseling and training on information technology need to be carried out periodically.

In terms of marketing, the results of the study showed that farmers in Mata Village still rely on traditional marketing methods, such as selling directly to local markets. Although this method is still effective, there is potential to increase sales through digital marketing. Research by Mardikanto (2018) shows that the use of digital platforms can help farmers reach wider

consumers and increase sales. Therefore, training on digital marketing is needed to help farmers utilize this technology.

The research results also revealed that collaboration between farmers, government, and non-governmental organizations is very important to create an ecosystem that supports the development of the livestock business. Support from the government in the form of supportive policies, access to capital, and training will greatly assist farmers in overcoming the challenges they face. According to Hidayat and Rahman (2021), good collaboration can create positive synergy in the development of the livestock sector, thereby increasing the competitiveness of farmers.

Furthermore, product diversification is one of the strategies recommended in this study. In addition to selling eggs, farmers can consider producing processed egg products, such as salted eggs or boiled eggs. This diversification can not only increase income but also reduce the risk of loss due to fluctuations in egg prices. Research by Sari and Prasetyo (2019) shows that product diversification can help farmers overcome market uncertainty and increase income stability.

In terms of sustainability, the research results show that farmers need to consider environmentally friendly livestock practices. The use of organic feed and good livestock waste management can help reduce negative impacts to the environment. According to research by Rachmawati (2020), sustainable livestock practices are not only beneficial for the environment but can also improve the image of the product in the eyes of consumers. Therefore, education about sustainable livestock practices needs to be provided to farmers.

Finally, the results of the study recommend the need for collaboration between farmers, the government, and non-governmental organizations to create an ecosystem that supports the development of the laying hen farming business. Support in the form of access to capital, training, and marketing will greatly assist farmers in overcoming the challenges they face. According to Mardikanto (2018), collaboration between various parties can create positive synergy in the development of the livestock sector. With the implementation of the right strategy, it is hoped that the laying hen farming business in Mata Village can develop and make a significant contribution to the local economy.

CONCLUSION

1. Internal factor analysis shows that the main strength of agribusiness strata development in Mata Village is producer knowledge of consumer preferences and availability of transportation, while the main weakness is limited funds. lack of traffic and transportation. standardization is egg quality.
2. Analysis of the main external factors of opportunity is market share and product development, while the challenge factors are feed price volatility and poultry diseases. Recommended alternative strategies include:
 - a) Farmers work with other large market share strata to increase sales and increase market share by facing competitors outside the region or outside the island, and between provinces.
 - b) Controlling and monitoring pests and diseases in chickens, improving product quality by increasing contact with consumers such as restaurants, and setting egg prices at the time of the contract, regardless of market price fluctuations.
 - c) Building a business that can meet animal food needs
 - d) Use of Own Funds. Such as chicken disease.

- e) Increase regular customers so that producers can compete with other farmers, and strengthen cooperation with regular suppliers to achieve the development of egg-laying chicken centers.

Suggestion

Based on the results of the study on "Development Strategy for Egg-Laying Chicken Farming Business (Case Study in the Egg-Laying Chicken Business in Mata Village, Kendari City)", here are some suggestions that can be considered to improve the development of egg-laying chicken farming business in the area:

1. Farmers need to be given better access to modern technology and up-to-date information on best practices in livestock farming. Regular training and outreach on the use of information technology, livestock health management, and efficient husbandry techniques can help farmers improve their productivity and efficiency.
 2. Farmers are advised to consider product diversification, not only selling chicken eggs, but also processed products such as salted eggs, boiled eggs, or even broiler chickens. This diversification can help reduce the risk of losses due to egg price fluctuations and increase overall income.
 3. It is important for farmers to expand their marketing network by utilizing digital platforms and social media. Training on digital marketing can help farmers reach wider consumers and increase sales. In addition, cooperation with local retailers and online markets can also be an effective strategy.
 4. Farmers need to establish closer cooperation with the government and nongovernmental organizations to obtain support in the form of access to capital, training, and policies that support the development of livestock businesses. This collaboration can create positive synergies and increase the competitiveness of farmers.
 5. Farmers are advised to implement environmentally friendly livestock practices, such as the use of organic feed and good livestock waste management. Sustainable practices are not only beneficial to the environment, but can also improve the image of the product in the eyes of consumers who are increasingly concerned about environmental issues.
 6. Good health management is essential to increase productivity. Farmers need to implement routine vaccination practices and health monitoring of chickens. Training on livestock health management should be a priority to reduce mortality and increase production.
 7. Given the frequent fluctuations in feed prices, farmers need to find more economical and sustainable feed alternatives. Research and development on local feed that can be used as a substitute for commercial feed can help reduce production costs.
 8. Feed quality greatly affects chicken productivity. Therefore, farmers need to ensure that the feed used meets the nutritional standards required for optimal growth and egg production.
 9. It is important for farmers to conduct regular monitoring and evaluation of their practices and business results. By conducting evaluations, farmers can identify areas that need improvement and adapt more effective strategies.
 10. Increasing consumer awareness of the importance of local products and the quality of laying hen eggs can help increase demand. Marketing campaigns that emphasizing the advantages of local products can be an effective strategy to attract consumers' attention.
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