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Family Economic Empowerment through Animal Husbandry Entrepreneurship Training

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Abstract: Family economic resilience in rural communities is closely associated with the capacity of households to develop productive and sustainable sources of income. However, many livestock farmers continue to face limitations in entrepreneurship, business management, financial administration, innovation, and marketing, which constrain the development of livestock enterprises. This community service program aimed to strengthen the motivation, knowledge, and practical skills of livestock farmers in developing competitive enterprises while contributing to family economic empowerment. The program was conducted at Songgokerto Village Hall, Batu City, East Java, Indonesia, from 6 to 8 June 2026, involving representatives of livestock farmers participating in the livestock-sharing program from several villages in Batu City. A participatory training approach was employed through lectures, interactive discussions, question-and-answer sessions, and a participatory forum. Training materials covered entrepreneurial motivation, entrepreneurial innovation, business management, financial administration, and marketing strategies for livestock products. The results indicated that participants demonstrated strong engagement and improved understanding of entrepreneurial characteristics, business planning and management, simple financial recordkeeping, product innovation, and livestock-product marketing strategies. Interactive discussions also enabled participants to share business experiences, identify operational constraints, and formulate potential solutions relevant to their local conditions. Overall, the training strengthened participants' entrepreneurial and managerial capacities and provided practical knowledge for improving livestock business performance. Continuous mentoring and follow-up assistance are recommended to support the implementation of acquired competencies and enhance the sustainability of livestock enterprises and family economic resilience.

Keywords : entrepreneurship; family economic empowerment; financial administration; livestock farming; marketing.

1. Introduction

Family economic resilience has become an increasingly important issue in the context of changing labor markets, rising household needs, and the limited capacity of many families to rely on a single source of income. In developing economies such as Indonesia, employment opportunities do not always expand at the same pace as the growth of the productive-age population. This condition creates intense competition for formal employment and encourages a substantial proportion of households to depend on informal economic activities, microenterprises, and self-employment. Although these activities provide important livelihood opportunities, their contribution to household welfare is often constrained by limited managerial capacity, access to information, financial literacy, technology, and market networks. Consequently, strengthening household productive capacity through entrepreneurship development is increasingly relevant as a strategy for improving economic independence and resilience.

The challenge is particularly significant for rural and semi-rural households whose livelihoods remain closely connected to agriculture and livestock production. Livestock farming has an important socioeconomic function because it can provide income, employment, food, productive assets, and opportunities for household diversification. Livestock enterprises can also be developed incrementally according to household resources, making them potentially suitable for smallholder families. Nevertheless, the possession of livestock does not automatically translate into a profitable and sustainable business. Farmers need to move beyond a production-oriented perspective toward an entrepreneurial perspective that emphasizes opportunity recognition, innovation, cost efficiency, financial management, value creation, and market orientation. The development of livestock entrepreneurship is therefore not merely a matter of increasing production but also involves strengthening the managerial and entrepreneurial capabilities of farmers.

Entrepreneurship provides a framework through which individuals can identify opportunities, mobilize resources, create value, and respond to uncertainty through calculated risk-taking and innovation. Entrepreneurial capability is particularly relevant for small-scale businesses because entrepreneurs often operate with limited capital and must make decisions under conditions of imperfect information. Hisrich et al. (2020) describe entrepreneurship as a process involving the creation of something new and valuable through the commitment of time and effort while considering financial, psychological, and social risks and the resulting rewards. Similarly, Kuratko (2021) emphasizes that entrepreneurship involves opportunity recognition, innovation, proactive behavior, and the capacity to transform ideas into economic and social value. From this perspective, strengthening entrepreneurial motivation among livestock farmers can help transform livestock ownership from a subsistence-oriented activity into a more systematic source of household income.

However, entrepreneurial development cannot rely solely on motivation. Entrepreneurial intentions and enthusiasm must be supported by practical managerial competencies. Small livestock enterprises require farmers to understand production planning, resource allocation, cost control, purchasing, pricing, inventory, cash flow, and business evaluation. Without adequate management practices, increases in production may not necessarily result in increases in household income. Scarborough and Cornwall (2022) argue that entrepreneurial success is influenced by the ability to recognize opportunities, manage resources, respond to risks, and develop competitive strategies. Therefore, entrepreneurship training for livestock farmers should integrate entrepreneurial attitudes with practical knowledge of business management.

Financial administration represents another critical component of sustainable livestock entrepreneurship. Small-scale farmers frequently combine household and business finances, making it difficult to determine actual revenues, expenditures, profits, and cash positions. Weak financial records can also limit the ability of business owners to evaluate performance and make informed decisions. Simple and accessible financial administration can help farmers record transactions, distinguish business expenses from household expenditures, calculate production costs, monitor cash flows, and evaluate business profitability. For households seeking to strengthen their economic resilience, these capabilities are particularly important because better financial information can support more rational decisions regarding reinvestment, savings, expansion, and diversification. Thus, financial administration training should be presented in a practical form that corresponds to the daily realities of small livestock enterprises.

In addition to managerial and financial capabilities, market orientation is essential for transforming livestock production into a competitive enterprise. Traditional livestock farmers may focus primarily on production volume without sufficiently considering consumer preferences, product differentiation, pricing, promotion, and distribution channels. Such an approach can reduce the value captured by farmers and increase their dependence on intermediaries. Marketing competence enables farmers to identify market needs, communicate product value, establish appropriate prices, and develop distribution networks. Kotler and Keller (2022) emphasize that effective marketing begins with understanding customer needs and creating value that is relevant to target markets. For livestock farmers, this principle can be applied through improvements in product quality, packaging, processing, customer relationships, direct marketing, and the utilization of digital channels where appropriate.

Innovation is also increasingly necessary because livestock businesses operate within dynamic economic and market environments. Innovation does not necessarily require sophisticated technology or substantial investment. At the household level, innovation may involve improving production processes, developing livestock-related products, diversifying sources of revenue, introducing more efficient business practices, or adopting new approaches to marketing. The OECD (2023) highlights the importance of innovation and entrepreneurial capabilities for strengthening the competitiveness and resilience of small and medium-sized enterprises. In the livestock context, encouraging farmers to identify small but meaningful innovations can provide opportunities to increase productivity, reduce costs, create additional value, and respond more effectively to changing consumer demand.

Despite the potential of livestock farming to support household income, there remains a capacity gap among smallholder farmers concerning the integration of entrepreneurship, management, financial administration, innovation, and marketing. Existing livestock development initiatives may emphasize technical production aspects, while less attention is sometimes given to the broader business competencies required to manage livestock activities as sustainable enterprises. This gap is important because technical production skills alone may not be sufficient to generate improved household welfare when farmers face difficulties in calculating costs, managing cash flows, identifying profitable markets, or developing competitive products. Accordingly, a more integrated empowerment approach is required, combining entrepreneurial motivation with practical business competencies.

The context of Batu City provides a relevant setting for such an intervention. Several communities in the area have livestock potential and participate in livestock-sharing activities that provide opportunities for household economic development. However, the sustainability of these activities depends not only on livestock ownership and production capacity but also on the ability of participating farmers to manage their enterprises professionally. Farmers from Tlekung, Oro-Oro Ombo, Songgokerto, Sumberejo, and Giripurno represent community groups with opportunities to develop livestock activities as complementary or primary household income sources. Strengthening their entrepreneurial capabilities can therefore contribute not only to individual business development but also to broader community-based economic empowerment.

Against this background, entrepreneurship training becomes an important instrument for strengthening the capacity of livestock farmers. Training can provide a structured learning environment in which participants acquire knowledge while simultaneously discussing practical problems encountered in their businesses. A participatory learning approach is particularly appropriate because adult learners possess prior experiences that can become valuable learning resources. Knowles et al. (2020) emphasize the importance of connecting adult learning with learners' experiences, needs, and practical problems. Therefore, combining lectures, interactive discussions, question-and-answer sessions, and participatory forums can facilitate the transfer of knowledge while allowing farmers to relate training materials to their actual business conditions.

This community service program was designed to address these needs through an integrated entrepreneurship training program focusing on family economic empowerment through livestock enterprises. The training covered entrepreneurial motivation, entrepreneurial innovation, business management, financial administration, and marketing strategies for livestock products. The program was implemented at Songgokerto Village Hall, Batu City, East Java, from 6 to 8 June 2026, involving representatives of livestock farmers participating in the livestock-sharing program from several villages in Batu City. The primary objective was to strengthen participants' knowledge, motivation, and practical capabilities to manage livestock activities as more professional, competitive, and sustainable businesses. More specifically, the program sought to develop participants' understanding of entrepreneurial characteristics and opportunities, improve their ability to manage business resources and financial records, strengthen their awareness of innovation and market orientation, and encourage the development of strategies for increasing household income.

The contribution of this activity lies in its integrated approach to community empowerment. Rather than treating livestock production, entrepreneurship, financial administration, and marketing as separate competencies, the program connects these dimensions within a single framework of family economic empowerment. Such integration is expected to help farmers recognize that sustainable livestock entrepreneurship requires not only productive assets but also entrepreneurial mindset, managerial discipline, financial information, innovation, and market access. Ultimately, strengthening these competencies can contribute to greater business independence, improved utilization of local economic potential, and stronger household economic resilience. The experience also provides a practical basis for designing subsequent mentoring programs that can support the implementation of entrepreneurial competencies acquired during the training and promote the long-term sustainability of community-based livestock enterprises.

2. Literature review

2.1 Family Economic Empowerment

Family economic empowerment refers to a process through which households strengthen their capacity to generate income, manage economic resources, respond to financial risks, and achieve greater economic independence. At the household level, economic empowerment is not merely associated with increasing income, but also with improving the ability of family members to make economic decisions, allocate resources efficiently, develop productive activities, and build sustainable sources of livelihood. In this context, entrepreneurship can become an important mechanism for strengthening household resilience because it allows families to transform available resources, skills, social networks, and local opportunities into productive economic activities. The importance of household economic resilience has become increasingly relevant in an environment characterized by uncertainty in employment, changing consumer demand, rising living costs, and technological transformation. Families that depend on a single source of income may be more vulnerable to economic shocks. Diversification through productive entrepreneurship can therefore provide an alternative mechanism for maintaining household income. Entrepreneurship enables individuals to identify market opportunities, develop products and services, and create additional sources of income while simultaneously contributing to employment generation at the community level (Kuratko, 2021).

Economic empowerment is also closely connected with financial capability. Families that possess entrepreneurial capacity but lack the ability to manage financial resources may experience difficulties in sustaining their businesses. Basic financial administration, cash-flow management, cost identification, and separation between household and business finances are therefore essential components of household economic empowerment. Financial management enables entrepreneurs to understand their business position and make more informed decisions regarding production, investment, pricing, and expansion. From a community-development perspective, family economic empowerment should emphasize capacity building rather than short-term assistance. Training and mentoring can help transform beneficiaries from passive recipients into active economic actors. Such an approach is particularly relevant for rural and semi-rural households whose economic activities are often based on agriculture, livestock, fisheries, and microenterprises. The development of entrepreneurial knowledge can strengthen the ability of households to utilize local resources and respond to changing market conditions.

2.2 Entrepreneurship as a Mechanism for Community Economic Development

Entrepreneurship represents an important instrument for economic development because it encourages individuals to recognize opportunities, create value, introduce innovation, and accept calculated risks. Contemporary entrepreneurship is not limited to the establishment of new businesses; it also involves the continuous improvement of existing businesses through innovation, market adaptation, and more efficient resource utilization. Kuratko (2021) emphasizes that entrepreneurial activity combines opportunity recognition, innovation, risk-taking, and value creation. Entrepreneurial competencies are particularly important for micro and small-scale enterprises because these businesses frequently operate with limited financial resources, human resources, technology, and market access. Scarborough and Cornwall (2022) explain that successful entrepreneurs require competencies related to opportunity recognition, planning, decision-making, creativity, communication, leadership, and risk management. These competencies can be developed through structured education and practical training.

Entrepreneurship education and training therefore have an important role in community empowerment. Training provides participants with knowledge that can be immediately applied to their economic activities. In the context of livestock farmers, entrepreneurial training can shift the orientation of farming activities from subsistence-oriented production toward market-oriented business management. Farmers can be encouraged to consider production costs, product differentiation, consumer preferences, pricing, distribution channels, and profitability rather than focusing exclusively on livestock production. The entrepreneurial approach also encourages farmers to identify opportunities beyond the sale of live animals. Value creation may involve processed livestock products, breeding services, feed production, manure utilization, organic fertilizer, integrated farming, or other complementary activities. Such diversification can reduce dependence on a single product and potentially improve the economic value generated from existing livestock resources.

2.3 Entrepreneurship Education and Training

Entrepreneurship training is an educational intervention designed to improve participants' entrepreneurial knowledge, attitudes, competencies, and practical capabilities. Unlike conventional classroom education, community-based entrepreneurship training should be contextualized to participants' actual economic circumstances. The effectiveness of training depends not only on the quality of instructional materials but also on the extent to which participants can relate the learning process to their own experiences and business problems. Adult-learning theory emphasizes that adults learn more effectively when learning activities are relevant to their immediate needs, experiences, and practical problems. Knowles et al. (2020) argue that adult learners bring accumulated experiences into the learning process and tend to prefer learning that can be applied directly to real-life situations. Consequently, participatory approaches involving lectures, discussions, question-and-answer sessions, case examples, and experience sharing are particularly relevant to entrepreneurship training among livestock farmers.

Entrepreneurship training should ideally cover both personal and managerial dimensions. The personal dimension includes entrepreneurial motivation, confidence, creativity, innovation, risk-taking, persistence, and opportunity recognition. The managerial dimension includes business planning, production management, financial administration, marketing, customer management, and business evaluation. Integrating these dimensions can provide participants with a more comprehensive entrepreneurial capability. The literature also suggests that entrepreneurship training should not be viewed as a one-time transfer of knowledge. Sustainable behavioral change generally requires opportunities for participants to practice newly acquired skills and receive feedback. Therefore, community empowerment programs should ideally be followed by mentoring, monitoring, and networking activities. Such continuity can increase the probability that knowledge acquired during training will be translated into actual business practices.

2.4 Entrepreneurship and Innovation in Livestock Businesses

Innovation is an important component of entrepreneurial development because changing markets require businesses to continuously improve their products, production processes, and marketing strategies. OECD (2023) emphasizes the importance of innovation and adaptability for small businesses operating under increasingly competitive and uncertain conditions. For livestock-based businesses, innovation can take multiple forms, including product innovation, process innovation, organizational innovation, and marketing innovation.

Product innovation may involve developing processed or packaged livestock products with greater market value. Process innovation may involve more efficient production methods, feed management, animal health practices, or utilization of digital technologies. Organizational innovation can involve improved division of labor and cooperation among farmers, while marketing innovation can include the use of digital platforms, social media, direct selling, and more attractive product branding.
Innovation is particularly relevant to small livestock farmers because traditional production systems often generate relatively low margins. Increasing the value of livestock products through processing, packaging, branding, or differentiated marketing can create opportunities to increase revenue without necessarily requiring substantial increases in livestock ownership. Thus, innovation can serve as a bridge between livestock production and broader entrepreneurial development.

Entrepreneurial innovation also requires farmers to understand market needs. Innovation should not be undertaken merely because a new product or technology is available; rather, it should respond to consumer demand and generate economic value. Marketing knowledge therefore complements innovation capability. Kotler and Keller (2022) emphasize the importance of understanding customer needs, target markets, value propositions, pricing, promotion, and distribution in developing effective marketing strategies.

2.5 Business Management Capability

Business management is another critical component of entrepreneurial success. Livestock farmers often possess strong technical knowledge concerning animal husbandry but may have limited experience in planning, organizing, controlling, and evaluating business activities. Consequently, entrepreneurship training should integrate technical livestock knowledge with basic business-management competencies. Business planning allows farmers to identify objectives, resources, production activities, expected costs, target markets, and potential risks. Planning also helps entrepreneurs evaluate whether an economic activity is financially feasible before allocating substantial resources. Effective organization ensures that labor, capital, livestock, feed, equipment, and time are utilized efficiently. Meanwhile, controlling enables farmers to compare actual performance with planned objectives and make corrective decisions when necessary.

Small businesses also require simple but systematic recordkeeping. Financial records provide information regarding revenues, expenses, cash flow, assets, liabilities, and business profitability. Without adequate records, entrepreneurs may find it difficult to determine whether their businesses are genuinely profitable or simply generating cash turnover. Financial administration is therefore not merely an accounting activity but an important managerial instrument for decision-making. For livestock households, financial administration is particularly important because household and business finances may be closely interconnected. Training should therefore introduce practical techniques for separating business and household transactions, recording livestock-related costs, calculating production costs, monitoring cash flows, and evaluating business results. These competencies can improve financial discipline and provide a foundation for future business expansion.

2.6 Marketing Capability and Market Orientation

Marketing capability determines the extent to which entrepreneurs can transform products into economic value. Even high-quality livestock products may generate limited income when producers have inadequate knowledge of consumers, pricing, promotion, and distribution. Kotler and Keller

(2022) emphasize that effective marketing begins with understanding customer needs and designing a value proposition that differentiates the product from competing alternatives. For livestock farmers, marketing challenges may include dependence on intermediaries, limited bargaining power, weak product differentiation, inadequate packaging, and limited access to wider markets. Entrepreneurship training can address these problems by introducing market segmentation, product positioning, pricing strategies, promotional activities, distribution management, and customer relationship development.

Digitalization provides additional opportunities for small livestock businesses. Social media and digital marketplaces can allow producers to communicate directly with consumers, display products, receive orders, and develop stronger customer relationships. However, digital marketing should be accompanied by improvements in product quality, packaging, reliability, and service. Digital tools alone cannot compensate for weak value propositions. Market orientation also encourages entrepreneurs to monitor changes in consumer preferences. For example, consumers may increasingly value food safety, traceability, quality assurance, convenience, and environmentally responsible production. Farmers who understand these changes can adapt their products and marketing strategies accordingly. Thus, market knowledge is an essential component of entrepreneurial resilience.

2.7 Financial Administration and Small Business Sustainability

Financial administration represents an important foundation for sustainable entrepreneurship. Micro and small businesses frequently face challenges related to inadequate financial records, limited working capital, irregular cash flows, and difficulties in distinguishing personal and business expenditures. These conditions can reduce entrepreneurs' ability to evaluate performance and make strategic decisions. Simple bookkeeping can provide significant benefits. Recording daily revenues and expenditures allows entrepreneurs to identify major cost components, calculate margins, monitor cash availability, and evaluate business performance. Financial information can also support decisions regarding pricing, production volume, investment, and financing. Financial literacy and administrative capability are particularly important for family-based businesses because household consumption and business activities may use the same financial resources. Establishing clear records can help families understand how much income is generated by the enterprise and how much can safely be allocated to household consumption, reinvestment, savings, or business expansion. Accordingly, financial administration should be treated as an integral component of entrepreneurship education rather than as a separate technical subject. When combined with business planning and marketing capabilities, financial administration can contribute to stronger decision-making and greater business sustainability.

2.8 The Role of Participatory Training in Community Empowerment

Participatory training emphasizes active involvement of participants throughout the learning process. Rather than positioning participants solely as recipients of information, participatory approaches recognize their experiences and local knowledge as valuable learning resources. This approach is consistent with adult-learning principles because participants can connect new concepts with their existing experiences. Discussion, question-and-answer sessions, and community forums can help identify specific barriers faced by farmers. For example, participants may discuss difficulties in obtaining feed, accessing markets, determining prices, managing livestock risks, or maintaining financial records. Trainers can then provide context-specific responses rather than relying exclusively on standardized instructional materials. Participatory learning can also strengthen social capital among participants. Interaction between farmers can facilitate experience sharing, cooperation, and the development of informal networks. Such networks may subsequently support collective purchasing, joint marketing, information exchange, and access to markets or institutions.

In the context of the present community-engagement program, participatory training is therefore positioned as a mechanism for combining knowledge transfer, practical problem solving, and social interaction. The integration of lectures, interactive discussions, and a community forum provides opportunities for participants to understand entrepreneurial concepts while simultaneously reflecting on their own livestock businesses.

2.9 Conceptual Framework

Based on the literature reviewed above, family economic empowerment through livestock entrepreneurship can be understood as a multidimensional process. Entrepreneurial motivation provides the psychological foundation for recognizing and pursuing business opportunities. Innovation enables farmers to create additional value from livestock resources. Business-management capability supports planning and efficient resource utilization. Financial administration provides information for controlling business performance, while marketing capability facilitates access to consumers and revenue generation. These dimensions are interconnected rather than independent. Strong entrepreneurial motivation without management capability may not produce sustainable businesses. Similarly, effective production without marketing capability may result in limited economic returns. Financial administration without entrepreneurial initiative may merely document transactions without supporting growth. Consequently, integrated training that combines entrepreneurial motivation, innovation, management, financial administration, and marketing is theoretically more appropriate than training focused on a single competency. The conceptual relationship can therefore be represented as:

Entrepreneurship Motivation → Innovation → Business Management → Financial Administration → Marketing Capability → Business Sustainability → Family Economic Empowerment

The framework assumes that strengthening entrepreneurial capabilities can improve farmers' ability to manage livestock enterprises and generate economic value. However, the realization of family economic empowerment depends not only on individual competencies but also on market access, institutional support, availability of resources, social networks, and the broader economic environment.

2.10 Research Gap and Contribution

Although entrepreneurship and small-business development have received substantial scholarly attention, there remains a practical gap concerning the integration of entrepreneurship education with livestock-based family economic empowerment. Many entrepreneurship programs emphasize business creation or general entrepreneurial motivation, while livestock development programs frequently concentrate on technical production aspects. Less attention is given to the simultaneous development of entrepreneurial mindset, innovation, business management, financial administration, and marketing capability within community-based livestock enterprises. The present program addresses this gap by implementing an integrated entrepreneurship-training model specifically oriented toward livestock farmers participating in a community livestock-sharing program in Batu City. Rather than treating livestock production as an isolated technical activity, the program approaches animal husbandry as a family-based entrepreneurial opportunity. The intervention therefore connects entrepreneurial motivation with practical competencies in innovation, business management, financial administration, and marketing.

The contribution of this study lies in demonstrating how community-based entrepreneurship training can strengthen the non-technical capabilities required for livestock enterprise development. Its significance is particularly relevant for local economic empowerment because improved entrepreneurial capability may enable households to use existing livestock resources more productively, identify additional market opportunities, improve financial decision-making, and develop more sustainable business practices. Ultimately, the literature indicates that family economic empowerment requires more than access to productive assets. It requires knowledge, entrepreneurial orientation, managerial capability, financial discipline, innovation, and market access. An integrated training approach can provide an important foundation for developing these capabilities among livestock farmers and, when supported by continued mentoring and institutional networks, can contribute to more resilient household enterprises and sustainable community-based economic development.

3. Research Methodology

3.1 Research Design

This community service activity employed a participatory descriptive approach to examine the implementation and outcomes of entrepreneurship training for livestock farmers. The approach was selected because the primary purpose of the activity was not to test a causal relationship between variables, but to strengthen participants' knowledge, motivation, and practical competencies in managing livestock enterprises as a source of family income. The training was designed as an experiential learning process in which participants were actively involved in the delivery of materials, discussions, problem identification, experience sharing, and formulation of potential business solutions. The methodological framework consisted of four interconnected stages: (1) identification of participants' needs and business challenges, (2) delivery of entrepreneurship and business-management training, (3) interactive discussion and contextual problem solving, and (4) reflection and evaluation through a participatory forum. This structure allowed the training team to connect conceptual knowledge with the practical conditions experienced by livestock farmers.

3.2 Participants and Setting

The activity was conducted at Songgokerto Village Hall, Batu District, Batu City, East Java, Indonesia, from 6 to 8 June 2026. The training was conducted for representatives of livestock farmers participating in the livestock-sharing (*gaduh ternak*) program. Participants originated from several villages in Batu City, namely Tlekung Village in Junrejo District; Oro-Oro Ombo, Songgokerto, and Sumberejo villages in Batu District; and Giripurno Village in Bumiaji District. Participants were selected purposively based on their involvement in livestock activities and their potential to develop livestock enterprises as a source of household income. The selection of participants was intended to ensure that the training content was directly relevant to individuals who were actively involved in, or had potential to develop, livestock-based economic activities. The community-based setting also enabled participants from different villages to exchange experiences concerning livestock production, business management, financial administration, and marketing.

3.3 Training Materials

The training materials were developed according to the main constraints identified in small-scale livestock entrepreneurship. The content consisted of five major competency areas: entrepreneurial motivation, entrepreneurial innovation, business management, financial administration, and livestock-product marketing. The entrepreneurial motivation component introduced the characteristics and mindset required to develop a business, including opportunity recognition, calculated risk-taking, discipline, creativity, leadership, communication, and achievement orientation. The innovation component focused on product, process, and marketing innovations that could generate additional value from livestock-related activities.

The business-management component addressed planning, organizing, implementing, and controlling business activities, as well as the efficient allocation of available resources. The financial-administration component introduced practical financial recording, including the recording of revenues and expenditures, cash-flow monitoring, classification of business costs, and basic evaluation of business performance. The marketing component addressed product quality, pricing, promotion, distribution, customer needs, and the development of market opportunities for livestock products.

3.4 Training Procedures

The training was conducted for three consecutive days, with each session lasting approximately 90 minutes and the daily program running from 13:00 to 16:00 Western Indonesian Time. The first day focused on strengthening family economic capacity through livestock entrepreneurship and introducing entrepreneurial innovation. The second day focused on business management and financial administration. The third day addressed livestock-product marketing and concluded with a participatory discussion forum. The first stage involved the delivery of structured learning materials by trainers with relevant expertise. The lecture method was used to provide participants with fundamental concepts and practical examples concerning entrepreneurship and livestock business management. The materials were presented using language and examples adapted to the participants' business context to facilitate comprehension and practical application.

The second stage employed interactive discussion and question-and-answer sessions. Participants were encouraged to describe their own livestock-business experiences, including production constraints, financial problems, difficulties in determining prices, access to markets, and opportunities for business diversification. Trainers responded to these issues by linking participants' experiences to the concepts presented during the training. This process enabled the training to function as a two-way learning activity rather than a one-directional transfer of information. The third stage consisted of a participatory forum (*sarasehan*) conducted at the end of the program. The forum was used to facilitate reflection, experience sharing, identification of potential business opportunities, and discussion of strategies for implementing the knowledge gained during the training. Participants were encouraged to formulate practical steps that could be applied within their respective livestock enterprises.

3.5 Data Collection and Evaluation

Data were obtained through direct observation of participant engagement, documentation of training activities, interactive discussions, question-and-answer sessions, and participant reflections during the *sarasehan*. The evaluation focused on four dimensions: (1) participants' understanding of entrepreneurship concepts, (2) understanding of business-management principles, (3) awareness of the importance of financial administration, and (4) understanding of marketing and innovation strategies. Participant responses during discussions were used to identify changes in understanding and awareness. Particular attention was given to participants' ability to explain entrepreneurial characteristics, identify business opportunities, describe basic financial-recording practices, and discuss appropriate marketing strategies. Observations of participation and the substance of questions raised during the sessions were also considered indicators of participant engagement and learning.

Because the activity was designed primarily as a community empowerment intervention, the evaluation emphasized descriptive evidence rather than inferential statistical testing. The results were interpreted by comparing the participants' understanding and responses observed during the training with the practical competencies targeted by the program. This approach was considered appropriate for documenting the implementation and immediate learning outcomes of a community-based training activity.

3.6 Data Analysis

The collected information was analyzed descriptively through three stages: data reduction, categorization, and interpretation. First, observations, participant responses, discussion results, and documentation were organized according to the training themes. Second, the information was categorized into entrepreneurial motivation and innovation, business management, financial administration, and marketing. Third, the categorized information was interpreted to assess the extent to which the training addressed the identified capacity gaps among livestock farmers. The analysis also considered the relationship between training content and participants' practical business problems. Issues repeatedly raised during discussions were treated as evidence of the relevance of particular training materials, while participants' ability to formulate possible solutions was considered an indication of increased practical understanding. The findings were subsequently synthesized to describe the contribution of entrepreneurship training to strengthening livestock farmers' business capacity and family economic resilience.

3.7 Ethical and Implementation Considerations

The activity was implemented with respect for participants' voluntary participation and community context. Participants were informed about the objectives and scope of the training and were given opportunities to participate actively in discussions without being required to disclose confidential financial or personal information. The training emphasized practical empowerment rather than assessment for individual performance ranking. Documentation of the activity was conducted for program reporting and academic dissemination purposes while maintaining appropriate respect for participants and the community. Overall, this methodological design enabled the community service program to combine structured entrepreneurship education with participatory learning. The integration of lectures, discussions, practical examples, and reflection provided a mechanism for translating entrepreneurial concepts into knowledge that could be applied to livestock businesses. The approach was therefore expected to contribute to improved entrepreneurial awareness, business-management capability, financial discipline, innovation orientation, and marketing knowledge among participating livestock farmers.

4. Results and Discussion

4.1 Research Results

The implementation of the animal husbandry entrepreneurship training demonstrated that an integrated community empowerment approach can strengthen participants' understanding of entrepreneurship, business management, financial administration, innovation, and marketing. The activity was conducted over three consecutive days, from 6 to 8 June 2026, at Songgokerto Village Hall, Batu City, East Java. Participants consisted of representatives of livestock farmers involved in the livestock-sharing (*gaduh ternak*) program from Tlekung, Oro-Oro Ombo, Songgokerto, Sumberejo, and Giripurno villages. The training was designed to respond to practical constraints faced by farmers in developing livestock activities as sustainable sources of family income. The results were identified through observations of participant involvement, responses during interactive discussions, questions raised during the sessions, and reflections presented during the final *sarasehan*. Because the activity was designed as a community service and empowerment program rather than an experimental intervention, the results are presented descriptively. The analysis focuses on changes in participants' understanding, awareness, and ability to discuss practical applications of the training materials.

The first important finding concerned participants' understanding of the relationship between livestock entrepreneurship and family economic empowerment. At the beginning of the activity, livestock farming was predominantly discussed from the perspective of production and livestock

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ownership. Through the entrepreneurship sessions, participants were encouraged to view livestock activities as business opportunities requiring planning, risk management, innovation, financial control, and market orientation. The training emphasized that livestock assets can generate greater economic value when they are managed systematically and connected with market opportunities. This perspective encouraged participants to recognize that livestock enterprises can serve not only as productive assets but also as instruments for strengthening household income and economic independence.

The second finding was related to entrepreneurial motivation. The training introduced entrepreneurial characteristics such as courage to take calculated risks, achievement orientation, creativity, discipline, honesty, communication skills, leadership, and the ability to identify business opportunities. Participants demonstrated active engagement when discussing the characteristics required to develop a livestock enterprise. The discussion indicated that entrepreneurial capability was perceived as important because livestock businesses are exposed to fluctuations in production costs, livestock prices, feed availability, consumer demand, and market conditions. Participants were encouraged to develop a more proactive attitude toward these challenges rather than treating them solely as external constraints.

The third finding concerned entrepreneurial innovation. The training demonstrated that innovation in livestock businesses does not necessarily require substantial financial investment or sophisticated technology. Participants were introduced to several dimensions of innovation, including product innovation, process innovation, and marketing innovation. Discussions emphasized the possibility of increasing the value of livestock products through better quality management, product diversification, improved presentation, more efficient production processes, and alternative marketing channels. This broadened participants' understanding of innovation from a narrow technological concept into a practical strategy for improving competitiveness and creating additional economic value.
The fourth finding emerged from the business-management session. Participants gained a clearer understanding that successful livestock enterprises require systematic planning, organization, implementation, and control. Business management was discussed not only in terms of livestock production but also in relation to resource allocation, operational efficiency, cost control, and market considerations. Participants were encouraged to distinguish between activities that directly contribute to business performance and activities that generate unnecessary expenditure. The discussion also emphasized the importance of evaluating business activities periodically to determine whether available resources are being used efficiently.

The fifth finding concerned financial administration. The training highlighted the importance of maintaining simple but consistent financial records. Participants were introduced to basic practices such as recording revenues and expenditures, monitoring cash flows, identifying business costs, and distinguishing household transactions from business transactions. This material was particularly relevant because the combination of household and business finances can make it difficult for small-scale farmers to determine actual business performance. Through examples and discussions, participants were encouraged to understand that financial records are not merely administrative documents but instruments for making business decisions.

The sixth finding related to marketing capability. The training introduced participants to fundamental marketing concepts involving product quality, pricing, promotion, distribution, and customer needs. Participants discussed the challenges associated with selling livestock products and the importance of understanding market characteristics before determining pricing and marketing strategies. The session encouraged farmers to consider opportunities for developing direct relationships with consumers, expanding networks, improving product presentation, and identifying alternative market channels. The discussion also demonstrated that marketing should begin before production decisions are finalized because market demand can influence product characteristics, quantity, pricing, and distribution.

The seventh finding emerged from the *sarasehan* conducted at the end of the program. The forum provided participants with an opportunity to connect the different training components. Participants discussed their experiences in livestock production and identified several recurring issues, including limited business planning, financial-recording practices, market access, product quality, and the need for diversification. The forum also generated ideas concerning improved product quality, diversification of livestock-related activities, and expansion of marketing networks. The interaction between participants and trainers created a space for exchanging practical knowledge and identifying solutions that were more closely aligned with local conditions.

Participant engagement throughout the three-day program was another important result. The combination of lectures, discussions, question-and-answer sessions, and *sarasehan* created an interactive learning environment. Participants were not positioned merely as recipients of information but were encouraged to contribute their own experiences and problems. Questions raised during the sessions reflected practical concerns associated with livestock business management, particularly regarding costs, marketing, financial records, and opportunities for business development. This participation indicates the relevance of the training topics to the participants' existing needs and experiences.

Overall, the results indicate that the training strengthened participants' awareness of the multidimensional nature of livestock entrepreneurship. Entrepreneurship was understood not simply as the willingness to establish a business, but as a combination of entrepreneurial motivation, innovation, managerial competence, financial discipline, and marketing capability. The integration of these competencies provided participants with a broader framework for thinking about livestock businesses as sustainable economic activities.

Nevertheless, the results should be interpreted as immediate learning and empowerment outcomes rather than evidence of measurable long-term increases in income or business profitability. The training was conducted over a relatively short period, and no longitudinal financial assessment was undertaken to determine changes in household income, business productivity, or profitability. Therefore, the principal result of the activity is the strengthening of knowledge, awareness, and practical understanding among participants. Continued mentoring is required to determine whether these competencies are subsequently translated into concrete changes in business practices and family economic outcomes.

The findings provide a basis for considering entrepreneurship training as an important component of livestock community empowerment. By integrating entrepreneurial motivation with management, financial administration, innovation, and marketing, the program addressed several interconnected competencies required for sustainable livestock enterprises. The results also suggest that future programs should move beyond one-time training toward continuous mentoring, business monitoring, market linkage, and practical financial assistance so that the knowledge obtained by farmers can be consistently implemented in their respective enterprises.

4.2 Discussion

The findings demonstrate that entrepreneurship training can play an important role in strengthening the capacity of livestock farmers to manage animal husbandry activities as economically productive and sustainable enterprises. The most significant aspect of the program was its integrated orientation. Rather than presenting entrepreneurship as an isolated concept, the training connected entrepreneurial motivation with innovation, business management, financial administration, and marketing. This approach is important because the performance of small livestock enterprises is influenced by multiple interrelated capabilities. Entrepreneurial motivation may encourage farmers to pursue opportunities, but without management and financial competencies, such motivation may not generate sustainable business outcomes.

The improvement in participants' understanding of livestock entrepreneurship is consistent with the broader perspective that entrepreneurship involves opportunity recognition, innovation, resource mobilization, and calculated risk-taking. Hisrich et al. (2020) emphasize that entrepreneurship involves creating value through the mobilization of resources while accepting associated risks and rewards. In the context of livestock farming, this perspective encourages farmers to move from a production-centered mindset toward a business-oriented approach. Livestock should therefore be understood not only as an agricultural asset but also as a productive resource whose economic value depends on how effectively it is managed, marketed, and integrated into household economic strategies.

The findings concerning entrepreneurial motivation are also consistent with Kuratko's (2021) view that entrepreneurship requires proactive behavior, opportunity recognition, innovation, and the capacity to transform ideas into value. The training encouraged participants to recognize that challenges such as fluctuating prices, changing consumer preferences, and production costs should not always be interpreted solely as barriers. Instead, these challenges can become stimuli for innovation and adaptation. For livestock farmers, entrepreneurial behavior may involve identifying new market segments, improving product quality, diversifying livestock-related activities, or developing more efficient production processes. Consequently, strengthening entrepreneurial motivation can help farmers become more responsive to changes in their business environment.

The emphasis on innovation provides another important contribution. Participants were introduced to product, process, and marketing innovation, thereby expanding their understanding of innovation beyond the adoption of advanced technology. This is particularly relevant for small-scale livestock farmers because financial and technological resources may be limited. Innovation can take relatively simple forms, such as improving product handling, developing differentiated products, improving packaging, adjusting production practices, or using alternative marketing channels. The OECD (2023) emphasizes the importance of innovation and entrepreneurial capabilities in strengthening the competitiveness and resilience of small and medium-sized enterprises. The training therefore provided a practical interpretation of innovation that could potentially be implemented within the resource limitations of community-based livestock enterprises.

The findings related to business management further demonstrate that livestock production alone is insufficient to ensure business sustainability. A livestock enterprise requires planning, organizing, implementation, and control. Farmers need to understand the amount of resources required, calculate production costs, monitor operational activities, and evaluate business performance. The training therefore helped shift the focus from simply producing livestock toward managing a business system. This shift is particularly important for family-based enterprises, where business decisions may directly affect household income and expenditure.

Financial administration emerged as one of the most relevant areas of capacity development. Small-scale entrepreneurs frequently face difficulties in separating household and business finances, which can make it challenging to calculate actual profits. The introduction of simple financial recording practices can address this problem by creating basic information concerning revenues, costs, cash flows, and business balances. Financial records can subsequently become a foundation for decisions regarding reinvestment, savings, expansion, and diversification. In this regard, the training was not merely teaching bookkeeping but encouraging farmers to use financial information as a managerial tool.

The importance of financial administration becomes even more evident when livestock businesses are viewed as part of family economic systems. Household income derived from livestock may be used simultaneously for daily consumption, education, health-related expenditure, savings, or reinvestment. Without adequate records, farmers may find it difficult to determine how much of their livestock income is genuinely available for household consumption and how much should be retained as business capital. Therefore, improving financial administration can potentially strengthen both business discipline and household financial decision-making. The training's emphasis on simple records was appropriate because complex accounting systems may be difficult to implement in small-scale rural enterprises.

The marketing findings are similarly important because livestock farmers may possess adequate production capacity but still receive limited economic benefits when market access is weak. Kotler and Keller (2022) explain that effective marketing requires organizations to understand customer needs and create value for target markets. Applied to livestock businesses, this means that farmers should consider consumer preferences, product quality, pricing, promotion, and distribution when making production decisions. The training therefore encouraged participants to view marketing as an integral component of the business process rather than an activity that occurs only after production is completed.

The discussion during the *sarasehan* further supports the importance of participatory learning. Knowles et al. (2020) argue that adult learning is strengthened when learning activities are connected with participants' existing experiences and practical needs. The farmers participating in this program already possessed substantial experiential knowledge concerning livestock production. The role of the training was therefore not to replace existing knowledge but to complement it with entrepreneurial and managerial perspectives. Interactive discussion allowed participants to connect theoretical concepts with actual problems, making the learning process more contextual and potentially more applicable.

The positive engagement observed throughout the program also suggests that the relevance of training content is an important determinant of community empowerment. Participants actively discussed problems related to financial administration, marketing, business management, and opportunities for diversification. This indicates that the training addressed real challenges rather than introducing concepts disconnected from participants' daily activities. The exchange of experiences among farmers also created opportunities for horizontal learning, in which participants could learn from one another rather than relying exclusively on trainers.

From a family economic empowerment perspective, the integrated training model has several potential implications. First, stronger entrepreneurial awareness can encourage households to recognize livestock activities as strategic economic assets. Second, improved management capability can increase the efficiency of resource utilization. Third, better financial administration can support more informed household and business decisions. Fourth, innovation can create opportunities for value addition and diversification. Fifth, improved marketing knowledge can potentially expand access to consumers and increase the value captured by farmers. These dimensions collectively contribute to the broader objective of strengthening household economic resilience.

However, the findings should not be interpreted as evidence that the training directly increased household income or livestock business profitability. The program primarily generated immediate educational and empowerment outcomes, while long-term economic effects require additional observation. There was no experimental control group, no quantitative pre-test and post-test score reported, and no longitudinal measurement of household income or business profitability. Consequently, claims regarding economic improvement should remain appropriately cautious. The observed changes are better characterized as improvements in understanding, awareness, participation, and perceived capacity.

This limitation also highlights an important direction for future community service programs. Entrepreneurship training should ideally be followed by structured mentoring and monitoring. Follow-up activities could include assistance with business-plan development, periodic financial-record reviews, product-development support, digital marketing training, market-linkage activities, and business performance monitoring. Such interventions would allow the competencies developed during training to be translated into actual business practices. Future evaluations could also employ quantitative pre-test and post-test instruments, business performance indicators, and longitudinal household-income measurements to assess the effectiveness of training more rigorously.

Overall, the discussion confirms that livestock entrepreneurship should be approached as a multidimensional capacity-building process. The combination of entrepreneurial motivation, innovation, management, financial administration, and marketing provides a stronger foundation for community-based livestock development than production training alone. The experience in Batu City demonstrates that participatory entrepreneurship training can provide a meaningful initial step toward strengthening the economic capacity of livestock farmers. Its longer-term contribution to family economic resilience, however, will depend on the extent to which participants are supported in implementing the knowledge and skills acquired through continuous mentoring and access to relevant business networks.

5. Conclusions

5.1 Conclusion

The animal husbandry entrepreneurship training demonstrated that an integrated community empowerment approach can strengthen the entrepreneurial and managerial capacity of livestock farmers. The three-day program conducted in Songgokerto Village, Batu City, successfully combined entrepreneurial motivation, innovation, business management, financial administration, and marketing into a coherent learning framework. The participants showed active engagement throughout the training and were able to connect the materials presented with practical challenges encountered in their livestock enterprises. These findings indicate that entrepreneurship training can serve as an important initial mechanism for transforming livestock activities from predominantly production-oriented activities into more systematically managed household enterprises. The program also strengthened participants' understanding of the importance of entrepreneurial characteristics, including opportunity recognition, creativity, discipline, calculated risk-taking, communication, and adaptability. These competencies are essential for farmers operating in uncertain markets and changing economic conditions. The training encouraged participants to recognize that livestock enterprises require continuous adaptation and innovation rather than reliance solely on existing production practices.

5.2 Contribution to Family Economic Empowerment

The findings indicate that livestock entrepreneurship can contribute to family economic empowerment when productive livestock assets are supported by adequate business competencies. The training provided participants with a broader understanding of how livestock activities can generate household economic value through improved management, innovation, financial control, and market orientation. In this context, family economic empowerment is not limited to increasing livestock ownership but also involves strengthening the household's capacity to make informed economic decisions and manage productive resources effectively. Improved entrepreneurial knowledge can encourage households to identify new income opportunities, while business-management skills can support more efficient resource allocation. Financial administration can help households distinguish business and household transactions, monitor cash flows, and evaluate business performance. Meanwhile, marketing knowledge can create opportunities for increasing product value and expanding market access. The integration of these competencies provides a stronger foundation for household economic resilience and business independence.

5.3 Practical Implications for Livestock Farmers

From a practical perspective, the training suggests that livestock farmers should adopt a more systematic approach to business management. Farmers are encouraged to maintain simple and consistent financial records, calculate production costs, monitor revenues and expenditures, and periodically evaluate business performance. Such practices can provide information needed for decisions concerning reinvestment, business expansion, savings, and diversification. Farmers should also strengthen their market orientation by considering consumer preferences, product quality, pricing, promotion, and distribution channels. Innovation can be introduced gradually according to available resources. Product diversification, improved product presentation, more efficient production processes, and the development of alternative marketing channels represent potential strategies for increasing the economic value of livestock enterprises. These practices can help farmers reduce their dependence on conventional marketing patterns and respond more effectively to changes in market demand.

5.4 Limitations and Future Development

Although the training produced positive immediate learning outcomes, several limitations should be considered. The activity was implemented over a relatively short period and primarily evaluated participants' engagement, understanding, and responses during the training. The study did not employ a control group, standardized quantitative pre-test and post-test measurements, or longitudinal monitoring of changes in household income, livestock productivity, profitability, or business survival. Therefore, the findings should not be interpreted as definitive evidence that the training directly increased household economic income. Future community empowerment programs should therefore incorporate longer-term mentoring and systematic evaluation. Follow-up activities could include business-plan preparation, periodic financial-record monitoring, product-development assistance, digital marketing training, market-linkage facilitation, and evaluation of business performance. Quantitative indicators such as changes in revenue, production costs, profitability, market reach, number of customers, and household income could also be incorporated into future assessments. A longitudinal design would provide stronger evidence regarding whether training-generated competencies are sustained and translated into measurable economic outcomes.

5.5 Sustainability and Policy Recommendations

The sustainability of livestock entrepreneurship development requires collaboration among farmers, universities, local governments, community organizations, and relevant business stakeholders. Universities can contribute through continuous training, mentoring, applied research, and technological assistance. Local governments can strengthen the ecosystem through access to business information, market facilitation, entrepreneurship programs, and institutional support. Farmer groups can function as platforms for collective learning, purchasing, production coordination, and market access. The findings suggest that entrepreneurship training should not be treated as a one-time intervention but as the first stage of a continuous empowerment process. A sustainable model should connect training with mentoring, access to markets, financial literacy, innovation support, and business networking. Such an ecosystem can strengthen the capacity of livestock farmers to transform local productive resources into sustainable enterprises. Ultimately, strengthening livestock entrepreneurship at the household level has the potential to contribute not only to individual business development but also to broader community resilience, income diversification, and sustainable rural economic development.

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