

Marketing Study of Beef Cattle Businesses for Sacrificial Animals in the Bekasi Metropolitan Area

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Abstract

This study aims to (1) identify internal factors, which include strengths and weaknesses in the marketing aspects run by CV Berkah Bersama Sejahtera company; (2) Identify external factors, which include threats and opportunities in the marketing aspect carried out by the CV Berkah Bersama Sejahtera company; and (3) Formulating a relevant and effective marketing strategy for CV Berkah Bersama Sejahtera. The method used in this research is a case or field research method. Information and data related to the internal and external environment evaluation are processed using SWOT analysis to determine which strategy is chosen, and then QSPM analysis is used. The results show the mapping of IFE and EFE matrices: directing alternative strategies in the growth and development section. Alternative strategies in the growing section include integration strategies (backwards, forward, and horizontal), and alternative strategies in the building section are intensive strategies are (a) conducting managerial development and independent business development planning efforts to develop feeder cattle cultivation and approaches to local communities in supporting business sustainability and development; (b) utilising the facilitation of government and local government policies, to develop good farming practices (GFP) and capital for business development. The other three strategies based on STAS in QSPM are part of the proposed marketing mix strategy.

Keywords: Cow, SWOT, QSPM, Marketing Strategy.

A. INTRODUCTION

The beef cattle business not only plays a role in meeting the daily demand for meat, but in Indonesia, where the majority of the population is Muslim, it has a broad social impact and has the potential to increase demand for beef cattle, especially at important moments such as the Eid al-Adha holiday, which is the holiday sacrificial animals will be slaughtered (Hussain et al., 2015; Refinda & Fitriani, 2023). The term sacrificial animal refers to provisions that meet the requirements of the Shari'a, namely old enough, healthy, the animal is one's own, and the slaughter is carried out at the time specified by the Shari'a (Magdalena & Septryanti, 2023)(Magdalena et al., 2023). Along with economic growth, the number of people who can sacrifice increases so that the total transaction of sacrificial animals in metropolitan areas or big cities can reach trillions of rupiah (Sansprayada et al., 2022). Compared with the increasing demand for sacrificial animals every year, the price of sacrificial animals is getting higher, which greatly impacts the income of breeders and traders. Then, the great interest and need of the community for sacrificial animals sometimes causes some people not to get suitable sacrificial animals (Abidin et al., 2023; Millah & Fitriani, 2022).

People in metropolitan areas widely use sacrificial animals, generally cows (Puspitasari et al., 2023). Fattening sacrificial beef cattle, especially to meet demand in several metropolitan areas in Bekasi, is increasingly competitive. The highly competitive situation has forced CV. Berkah Bersama Sejahtera will further increase its competitiveness until it reaches a level of superior competitive advantage among its competitors. It was also found that the basic problem of sacrificial beef cattle business owners was that they were more preoccupied with the work of technical management of their fattening, so analytical marketing strategies were neglected. They were more inclined to make temporary sales efforts to adjust to the market situation ahead of the Eid al-Adha holiday (Daulay et al., 2020; Masulah, n.d.).

CV. Berkah Bersama Sejahtera is one of the companies in the Bekasi Metropolitan Area that sells sacrificial beef cattle that can meet the need for beef cattle—challenges and opportunities for CV. Berkah Bersama Sejahtera, as a business actor, must be able to build a better marketing system. According to research by (Putriyana & Sukmawani, 2021), one way to maintain sustainability and advance business is by expanding marketing and managing effective marketing efforts supported by effective marketing strategies. A good marketing strategy for a beef cattle fattening business for sacrificial animals needs to be formulated and selected analytically using SWOT analysis (Kusuma et al., 2013)(Andik et al., 2022a; Mbatha, 2021). This analysis helps a business organization properly see the internal and external environmental situation in making strategies and decisions based on the positioning of four domains: strengths, weaknesses, opportunities, and threats.

Based on observations in the field, CV Berkah Bersama Sejahtera's well-known marketing strategy has yet to be well formulated, so systematic marketing analysis through research is needed—internal and external environmental factors of CV. Berkah Bersama Sejahtera will be studied over the last three years to produce a marketing strategy formulation that is expected to be relevant for the next five years. Furthermore, the aims of this research are (1) to analyze the business activities of CV sacrificial beef cattle. Berkah Bersama Sejahtera in the Bekasi Metropolitan Area (2) to find out the marketing strategy for beef cattle for sacrificial beef cattle, CV. Berkah Bersama Sejahtera in the Bekasi Metropolitan Area utilizes the Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix (3) to develop marketing strategy priorities for CV. Berkah Bersama Sejahtera in the Bekasi Metropolitan Area.

B. METHOD

The location of this research was carried out at the CV. Berkah Bersama Sejahtera in Jl. Cikunir Raya RT. 05/03 No. 41, South Bekasi and Jl. Rawa Ant II RT. 02/13, Jatiasih, Bekasi City. The required types, sources, and methods of data collection are presented in Table 1:

Table 1. Description of Needs, Types, Sources, and Data Collection Methods

No.	Data Requirements	Data Type	Data Source	Method of Collecting Data
1	Company Vision, Mission, and Strategy	Secondary	Company profile	Document review
2	Population development beef cattle and sales	Secondary	Annual report	Document review
3	Nine aspects of the internal environment	Primary	Manager, Head of Division. finance, production, marketing	Interviews and Observations
4	The external environment includes competitors, cattle-fattening businesses cut, and general	Primary	Manager, Association, Seller of Sacrificial Animals, DKM, Figure Local communities, Device Organizations Area	Interviews and Observations
5	Strategy Selection	Primary	Manager, Head of Division, and Employee	Interviews and Observations

Source: Data Proceed

The method used takes an approach to case study or field research to study intensively the company profile, the development of the sacrificial beef cattle population, and the company's internal and external data, which are key factors that influence the company's development. The data is ordinal data, which is then analyzed using the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and Internal External (IE) matrix. SWOT and Quantitative Strategic Planning Matrix (QSPM). These are processed and presented as narratives, tables, graphs, or pictures.

Internal strategy factors are categorized into strengths and weaknesses, and all activities within business control, including financial, managerial, infrastructure, production, marketing, distribution channels, trademarks, and resources used for innovation (Yudiaris et al., 2015)(Faturakhman et al., 2022). External strategic factors categorized as opportunities refer to economic, social, cultural, demographic, environmental, political, legal, governmental, technological, and competitive events and trends that can benefit or harm a business in the future (Tarigan et al., 2022)(Andik et al., 2022b; Wilkie, 2010). SWOT analysis systematically identifies factors to formulate a business strategy based on logic in maximizing strengths and opportunities, simultaneously minimizing weaknesses and threats. QSPM, or quantitative strategic planning matrix, is a strategy preparation tool for evaluating alternatives objectively, based on key internal-external success factors that have been identified and require good intuitive assessment. QSPM consists of four components, including (1) weights, which are given the same as those in the EFE and IFE matrices, (2) attractiveness value, (3) total attractiveness value, and (4) total attractiveness value (Senjiati & Wahyudin, 2020)(Ibrahim et al., 2022; Stanescu, 2013).

C. RESULT AND DISCUSSION

CV Berkah Bersama Sejahtera was established in 2005, founded by Mr. H. Ahmad Jupri, familiarly called H. Jupri, with an initial capital of seven cows and running a business based on animal husbandry science and the results of years of experience— The Vision of CV Berkah Bersama Sejahtera is a seller of Eid al-Adha cattle that the community can rely on. The mission includes: a) providing quality cattle suitable for the needs of sacrificial animals; b) micro-scale slaughter cattle business model. CV. Berkah Bersama Sejahtera has a land area of 5,000 m². Since its establishment, this business has experienced quite good development, which can be seen from the increasing number of orders for sacrificial beef cattle from traders and consumers. The trend in sales of sacrificial beef cattle CV. Berkah Bersama Sejahtera in the Bekasi Metropolitan Area based on sales data for 2015-2019 is shown in Figure 1:

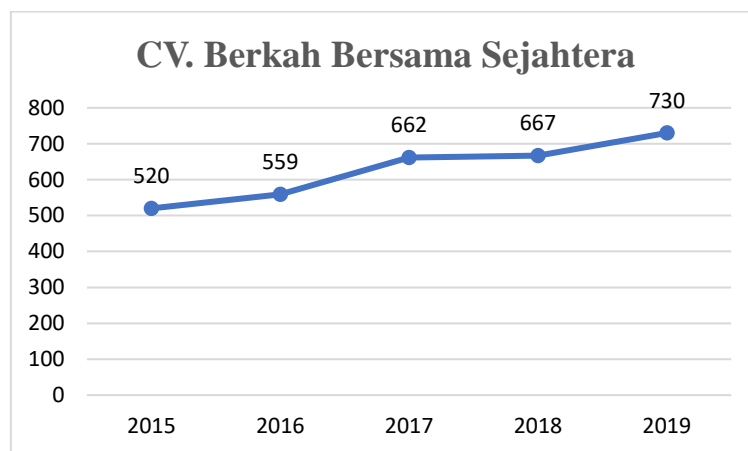


Figure 1. Data on Sacrificial Beef Cattle Sales for 2015-2019

Source: data proceed

Figure 1 shows that sales of sacrificial beef cattle have increased from year to year, resulting in profits also increasing. starting from 2015, it was (520 heads); in 2016, it was (559 heads); in 2017, it was (662 heads); in 2018, the number was (667); and up to 2019, the number was (730). CV. Berkah Bersama Sejahtera plans to improve the quality of cattle so that the business, can receive orders from customers on a larger scale and increase business results of the IFE-EFE matrix analysis, IE matrix, SWOT, and QSPM analysis are described in this sub-section as follows:

IFE, EFE, and IE Matrices

Based on the analysis of the internal-external environment, the results of the matrix values that determine the position of the CV are obtained. Berkah Bersama Sejahtera, a beef cattle business unit for sacrificial animals in the Bekasi metropolitan area, is used as a reference in formulating alternative strategies. Identification of internal strategic factors obtained strengths (maintenance without costs after purchase, ability to meet consumer needs, efficiency in business management, and fattened cattle with a healthy and proportional physical appearance) and weaknesses (business not yet based on a quality assurance system, namely planning, organizing,

driving, and control, the existence of the business is not yet widely known, limited funds for business development, utilization of technological developments is not yet optimal) (Bozza et al., 2022; Hamdan et al., 2021; Lee et al., 2023).

Based on the results of adding up the total IFE and EFE matrices scores, the respective values were 3.0127 and 3.1689, respectively. The total score contained in the IFE matrix is interpreted as CV. Berkah Bersama Sejahtera can utilize its strengths and, at the same time, can control its weaknesses or indicate its position to respond to its internal climate. The total score contained in the EFE matrix describes the CV. Berkah Bersama Sejahtera has a strong response to taking advantage of opportunities and can simultaneously respond to threats. It indicates a stable position in responding to the external situations it faces. In line with research by Kusuma et al. (2013), who said that the total score value on the IFE and EFE matrices reached 2.5, it was stated that the company was in a position and level to be able to respond to the internal climate and external situation.

After processing the combination of EFE and IFE values, the IE matrix is obtained, as seen in Figure 2:

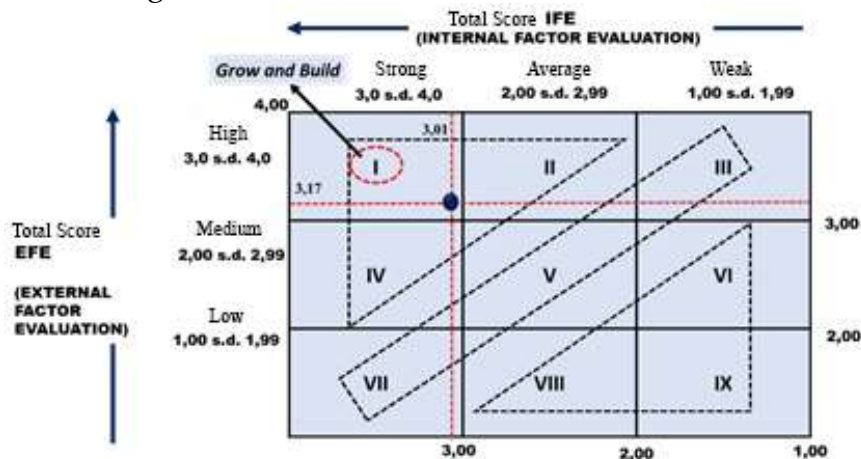


Figure 2. Internal-External Matrix

The IE matrix value shows CV. Berkah Bersama Sejahtera in cell position I (growth/development) means that this growth and development strategy is designed to achieve growth conditions (sales, profits, and assets) as well as building conditions (market penetration and product development). Activities to improve marketing are one strategy formulation that can become a mainstay for CV. Berkah Bersama Sejahtera is a beef cattle business unit for sacrificial animals in the Bekasi Metropolitan Area; besides aiming to maintain business continuity, it avoids lost sales and lost profits. Referring to research by (Pramana & Hastjarjo, 2021), in doing business, you will often find growth/development strategies for a dynamic environment that must continue to grow to survive.

Formulation of SWOT Analysis

Strategy formulation through identification and analysis of internal factors (strengths-weaknesses) and external factors (opportunities-threats) as the results are presented in Table 2 below:

Table 2. Formulation of SWOT Analysis

<p style="text-align: center;">INTERNAL</p> <p style="text-align: center;">EXTERNAL</p>	<p>Strength (S) Free maintenance after purchase. Ability to meet consumer needs. Efficiency in business management. Fattened livestock with a healthy and proportional physical appearance.</p>	<p>Weakness (W) The company must still implement system-based business management in planning, organizing, driving, and controlling. The company's existence has yet to be widely known. Limited funds for business development. Developments in knowledge and technology in cultivation and feed have yet to be utilized optimally.</p>
	<p>Opportunity (O) Government and regional government policies in fostering good farming practices (GPF) and facilitating business development. Promotional penetration through social media makes it easier to reach marketing to new customers. Good relationships are established with suppliers. Partnership with the Dompot Dhuafa Republika Foundation builds trust in customers.</p>	<p>SO STRATEGY Use strengths to take advantage of opportunities Develop a social-oriented marketing concept (S2, O2, O3, O4). Make video testimonials from DKM customers, the Eid al-Adha Committee, and Foundations who are already customers (S1, S2, S3, S4, O2, O4).</p>
<p>Threat (T) Community acceptance of the existence of the business</p>	<p>ST STRATEGY Use force to manage threats Create a company profile video that shows GFP</p>	<p>WT STRATEGY Address weaknesses to anticipate threats. Carry out managerial development and</p>

<p>Potential for the emergence of competitors in the fattening business in urban areas. Feeder cattle supply sources are increasingly competitive. Customer expectations are increasingly critical of product and service quality.</p>	<p>implemented in the company and increases customer/consumer loyalty (S1, S2, S3, S4, T1, T2, T4).</p>	<p>independent business development planning efforts to develop feeder cattle cultivation and approach local communities in supporting business sustainability and development (W1, W2, W3, T1, T2, T3, T4).</p>
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Source: Primary Data (2021)

The results in Table 2 explain that there are four business development strategies that CV Berkah Bersama Sejahtera can carry out:

1. SO STRATEGY (Use strengths to take advantage of opportunities): develop a social-oriented marketing concept (S2, O2, O3, O4); and make video testimonials from DKM customers, the Eid al-Adha Committee, and Foundations who are already customers (S1, S2, S3, S4, O2, O4).
2. WO STRATEGY (Overcome weaknesses by exploiting opportunities): utilizing government and local government policy facilitation to develop good farming practices (GFP) and capital for business development (W1, W3, W4, O1).
3. ST STRATEGY (Use power to manage threats): Create a company profile video that shows GFP implemented in the company and increases customer/consumer loyalty (S1, S2, S3, S4, T1, T2, T4).
4. WT STRATEGY (Overcome weaknesses to anticipate threats): carry out managerial development and independent business development planning efforts to develop feeder cattle cultivation and approach local communities in supporting business sustainability and development (W1, W2, W3, T1, T2, T3, T4).

Discussing the results in the IFE, EFE, IE matrices, and SWOT analysis provides a marketing mix that is relevant and effective for CV. Berkah Bersama Sejahtera can be seen in Table 3:

Table 3. Marketing Mix Strategy of CV. Berkah Bersama Sejahtera

Marketing Mix	Description
Product	Strengthen fattened livestock products' quality with a healthy and proportional physical appearance. We are planning business development to provide premium sacrificial animals. Planning business development other than for sacrificial animals (for example, for expatriate restaurant needs) Planning the development of feeder cattle products. Developing services for products: slaughtering, bone cutting, etc.
Price	Maintenance at no cost after purchase. Create discount/gift cards for customers with a purchase frequency of more than 5 (five) times. Install a board containing a price list for beef cattle for sacrificial animals in the company office.
Place	Planning business development in other locations Expanding marketing reach to reach potential buyers in cities and border areas
Promotion	It serves activities or events that can be used as a social-oriented marketing concept. Create customer testimonial videos. Create a company profile video with good farming practice attributes.

Source: Primary Data (2021)

QSPM Matrix

Alternative priority business strategies for CV Berkah Bersama Sejahtera are: (1) developing a social-oriented marketing concept, (2) making video testimonials from DKM customers, the Eid al-Adha Committee and Foundations who are already customers, (3) utilizing government and regional government policy facilities, to develop good farming practices (GFP) and capital for business development, (4) create a company profile video showing GFP being implemented in the company, and (5) carry out managerial development and independent business development planning efforts to develop feeder cattle cultivation and approaches to local communities in supporting business sustainability and development.

An explanation of the alternative business strategy priorities for Warung Bakso Titoti is: (1) Priority 1 strategy 5, namely carrying out managerial development and independent business development planning efforts to develop feeder cattle cultivation and approaching local communities in supporting business sustainability and development, (2) Priorities 2 strategy 3, namely utilizing central and regional government policy facilities to develop good farming practices (GFP) and capital for business development, (3) Priority 3 strategy 4, namely making a company profile video showing GFP being implemented in the company (4) Priority 4 Strategy 1 namely developing a social-oriented marketing concept, and (5) Priority 5 Strategy 2, making video testimonials from DKM customers, the Eid al-Adha Committee, and Foundations who have become customers (Achabou et al., 2020; Srutee et al., 2022; Yudiaris et al., 2015).

Managerial implications based on IFE and EFE matrix mapping: directing strategic alternatives for CV. Berkah Bersama Sejahtera in the growth and development section. Alternative strategies in the growing section include integration strategies (backward integration, forward integration, and horizontal integration). Alternative strategies in the building section are intensive (market penetration, market development, and product development). The business development strategy formulated quantitatively based on STAS in QSPM for CV Berkah Bersama Sejahtera is (a) carrying out managerial development and independent business development planning efforts to develop feeder cattle cultivation and approach the local community in supporting business sustainability and development; (b) utilising government and regional government policy facilitation, to develop good farming practices (GFP) and capital for business development. The other three strategies based on STAS in QSPM are part of the proposed marketing mix strategy.

D. CONCLUSION

CV. Berkah Bersama Sejahtera is a beef cattle business unit for sacrificial animals in the Bekasi Metropolitan Area that the community can rely on. The sales trend for beef cattle for sacrificial animals has increased yearly, resulting in increased profits. The total IFE and EFE matrices scores were 3.0127 and 3.1689, respectively, interpreted as CV. Berkah Bersama Sejahtera, based on the total IFE-EFE, describes being able to respond to its internal climate, taking advantage of opportunities, and responding to threats and indicating its stable position in responding to the external situation it faces. The results of the SWOT analysis obtained alternative strategy combinations of strengths-opportunities (expanding marketing networks), weaknesses-opportunities (utilizing investors to increase capital and government policy facilities), strengths-threats (company profile videos showing GFP implementation and increasing customer/consumer loyalty), and weaknesses-threats (managerial development and independent business development planning efforts). Short-term strategies consist of activities that only require a few operational costs. However, long-term strategies require special costs in their implementation, such as serving activities or events that can be used as a social-oriented marketing concept, making customer testimonial videos, and making company profile videos.

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