

Marketing Strategy Implementation for Business Plan at Imported Beef Supply Startup Meat Tech

Marketing Strategy
Implementation

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ABSTRACT

The culinary industry in Indonesia, especially among the middle class in major cities such as Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek), is experiencing rapid growth. To continue attracting consumer interest, restaurants compete to introduce new and unique menus. This presents an opportunity for suppliers like PT Meat Tech, which specializes in providing high-quality imported beef, to innovate and meet market demand. A marketing plan is a strategic process in marketing that aims to achieve predetermined targets. In this process, the marketing strategy is a crucial element as it encompasses the company's values and objectives. PT Meat Tech will focus on Marketing Goals and Objectives, Segmentation, Targeting, and Positioning (STP) Strategy, business-to-business (B2B) Marketing Mix, Sales Activities, Sales Budget Projections, and Revenue Stream Projections to enhance sales and achieve revenue targets. This study aims to assist PT Meat Tech in successfully marketing its beef products through differentiation strategies that support revenue growth. Data collection will involve a multifaceted approach, including semi-structured interviews with key stakeholders at Meat Tech, such as marketing managers, sales representatives, and other relevant personnel. The study results indicate that an effective marketing plan is influenced by several factors, including the business establishment purpose, pricing strategy, location, promotion, sales activities, and financial management. By addressing these factors, PT Meat Tech can optimize its marketing strategy and strengthen its market position.

Keywords: Beef, Marketing Plan, Marketing Strategy, Startup

ABSTRAK

Industri kuliner di Indonesia, khususnya bagi kalangan menengah di kota-kota besar seperti Jabodetabek, mengalami perkembangan yang pesat. Untuk terus menarik minat konsumen, restoran berlomba-lomba menghadirkan menu-menu baru yang unik. Hal ini menjadi peluang bagi para supplier seperti PT Meat Tech yang fokus menyediakan daging sapi impor berkualitas tinggi untuk berinovasi dan memenuhi permintaan pasar. Marketing plan merupakan proses perencanaan strategis dalam pemasaran yang bertujuan untuk mencapai target yang telah ditetapkan. Dalam perencanaan ini, strategi pemasaran menjadi elemen penting karena mencakup nilai dan tujuan perusahaan. PT Meat Tech akan berfokus pada Marketing Goals and Objectives, Segmentation, Targeting, and Positioning (STP) Strategy, business-to-business

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(B2B)Marketing Mix, Sales Activities, Sales Budget Projections, dan Revenue Stream Projections. Penelitian ini bertujuan untuk membantu PT Meat Tech meraih keberhasilan dalam memasarkan produk daging sapi dengan diferensiasi yang mendukung pencapaian target pendapatan melalui peningkatan penjualan. Pengumpulan data akan melibatkan pendekatan multifaset, dengan wawancara semi-terstruktur akan dilakukan dengan pemangku kepentingan utama di Meat Tech, termasuk manajer pemasaran, perwakilan penjualan, dan personel terkait lainnya. Hasil penelitian menunjukkan bahwa strategi marketing plan yang efektif dalam mencapai nilai dan tujuan pemasaran dipengaruhi oleh beberapa faktor, seperti tujuan pendirian usaha, strategi harga, lokasi, promosi, aktivitas penjualan, dan manajemen keuangan.

Kata kunci: *Daging Sapi, Rencana Pemasaran, Strategi Pemasaran, Startup*

INTRODUCTION

The imported beef supply industry in Indonesia continues to grow in response to the increasing demand for beef each year. This growth is driven by the inability of local beef production to meet national consumption needs, forcing Indonesia to rely on imports to ensure a stable supply in the domestic market (Fuertes et al., 2020; Cartwright et al., 2021). One of the sectors with high demand for beef is the Hotel, Restaurant, and Catering (Horeca) industry, particularly in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Recognizing the significant market potential, Meat Tech has chosen to focus on supplying high-quality beef to the mid-range Horeca segment in this region. Customers in this industry have fundamental needs that must be met, including receiving beef that meets specific quality standards, maintaining consistent product quality, accessing various cuts and types of beef, ensuring timely delivery, guaranteeing safety during transportation, and securing a stable and flexible pricing structure in the long term. To effectively meet these needs, Meat Tech requires a precise, focused, and innovative marketing strategy (Abdullah et al., 2022; Antonius et al., 2024).

A customer-centric marketing approach is essential, ensuring product availability, consistent quality, diverse product offerings, timely distribution, and safe handling during delivery, all while maintaining competitive and flexible pricing. This aligns with Kotler & Keller's (2011) principles of customer-oriented marketing, which emphasize the importance of understanding and fulfilling customer needs to build long-term trust and loyalty. A study by Azhari & Ali (2024) and Santos & Sotelo-Drequito (2024) highlighted that innovative marketing strategies focused on quality consistency and timely service significantly impact customer retention and market expansion in the food supply industry. By integrating digital marketing tools such as online catalogs, digital ordering systems, and flexible payment options, Meat Tech can enhance accessibility and expand its market reach. This data-driven, customer-focused marketing approach not only aims to increase market share but also strengthens Meat Tech's reputation as a reliable supplier of high-quality beef. Through strategic and innovative marketing efforts, Meat Tech is positioned to achieve sustainable growth while addressing the evolving challenges in Indonesia's beef supply industry (Shah, 2022; Putri et al., 2024).

Beef is a strategic national commodity in Indonesia, fulfilling nutritional needs and ensuring food security. The rising population, evolving consumption patterns, and changing preferences have steadily increased beef demand. In 2022, consumption reached 627,952 tons, significantly exceeding domestic production of 413,669 tons. Indonesia's per capita beef consumption, averaging 2.57 kg/year, lags behind the global average of 6.3 kg/year. This consumption trend is projected to grow annually by 1.30%, driven by economic growth, rising incomes, and a resurgence in dining out. Despite the strong demand, domestic beef production remains insufficient to meet the growing needs, resulting in Indonesia's reliance on beef imports to bridge the gap (Prasetyawati & Basuki, 2019; Maharani et al., 2024). In 2024, a projected deficit of 453,000 tons is expected, necessitating the importation of frozen beef to meet this shortfall. The Hotel, Restaurant, and Catering (HoReCa) sector in the Jabodetabek region is a significant part

of this demand, with an estimated annual requirement of 70,000 tons. To capitalize on this opportunity, PT Meat Tech focuses on providing high-quality frozen beef to mid-range HoReCa establishments in the Jabodetabek area. The company offers a diverse product range, reliable delivery, and customer-centric services, including an online catalog and flexible payment options. This strategic approach aims to effectively meet consumer needs and capitalize on the increasing demand for quality beef in the Indonesian market (Mir-Bernal & Sadaba, 2022; Malicha, 2022).

Marketing planning must be firmly rooted in a clear understanding of the company's vision, mission, and strategic objectives to ensure that all marketing activities contribute to achieving organizational goals (Krisdayanti et al., 2020; Sanjaya et al., 2024). Meat Tech, a startup company, adopted a strategic marketing approach to solidify its market position. This approach began by identifying the primary target market, namely the mid-range HoReCa segment in Jabodetabek, and understanding the specific needs of customers, such as a high-quality meat supply, suitable product variety, timely delivery services, and price flexibility. An effective marketing strategy was designed by creating a strong value proposition, including easy digital access and relevant promotions to reach customers effectively (Widiantoro, 2023; Nardo et al., 2024; Mukti & Isa, 2024). This aligns with the findings of Kim et al. (2021) and Afsari et al. (2024), who demonstrated that digital technology-based marketing can enhance customer engagement and expand market reach. Additionally, Meat Tech integrated innovations in packaging, distribution, and customer service to create a sustainable competitive advantage. With a focused, innovative, and data-driven marketing strategy, Meat Tech developed a long-term plan to build brand awareness, increase customer loyalty, and expand its market share. This study aims to assist PT Meat Tech in successfully marketing its beef products through differentiation strategies that support revenue growth. The study will delve into the details of Meat Tech's marketing strategy and its impact on the company's growth and sustainability during its first five years of operation.

METHODS

This study uses a qualitative research approach to investigate the implementation of the marketing strategy in Meat Tech's business plan (Myers, 2019). Qualitative research was chosen for its capacity to explore the nuanced complexities and contextual realities inherent in a dynamic startup environment. By focusing on an in-depth case study of Meat Tech, this study aims to gain a deep understanding of the interplay between the strategic formulation and operational execution of marketing initiatives. Specifically, the study will examine key aspects of the marketing strategy, including market analysis, target audience segmentation, competitive landscape assessment, pricing strategy, promotional campaigns, and distribution channels. Data collection will involve a multifaceted approach, with semi-structured interviews conducted with key stakeholders at Meat Tech, including marketing managers, sales representatives, and other relevant personnel. These interviews will explore their perspectives on the marketing strategy, challenges to its implementation, and factors influencing its success or failure. Furthermore, a comprehensive document analysis will be conducted, including the company's business plan, marketing plan, sales reports, and other relevant internal documents. The researcher also utilized several journals and books related to the topic to support the development of this research.

RESULTS

In a competitive business landscape, companies need a clear strategy to create value for customers. One effective approach is the Value Proposition Canvas, a method that helps businesses understand customer needs and develop suitable products or services. This method allows companies to identify customer needs (jobs to be done), challenges they face (customer pains), and the benefits they expect (customer gains) from a product or service. By understanding these factors, businesses can design more targeted marketing strategies while increasing customer satisfaction and loyalty. PT Meat Tech,

as a supplier of imported beef for the HoReCa (Hotel, Restaurant, and Catering) sector in the Greater Jakarta area, adopts this approach to ensure its products and services meet market demands. The company provides ASUH (Safe, Healthy, Whole, Halal)-certified beef products that guarantee safety and quality. Given the rising consumer awareness of food safety, this certification is essential. Additionally, PT Meat Tech offers innovative solutions as gain creators, such as barcode- and RFID-based product tracking systems, enabling real-time monitoring of product origins, quality, and conditions. To address pain relievers, the company implements pre-order and forward contract systems, allowing customers to plan their beef supply needs over the long term with stable pricing. This provides flexibility in budget planning and ensures a steady supply despite market fluctuations. Furthermore, PT Meat Tech integrates digital marketing strategies, ensuring that its social media content is relevant to customer needs. By leveraging the Value Proposition Canvas, the company not only serves as a beef supplier but also as a strategic partner for the HoReCa industry, fostering long-term business growth and customer trust.

PT Meat Tech has implemented a differentiation strategy by developing innovative products in the form of vacuum packaging equipped with RFID barcodes. This innovation aims to maintain product freshness for a longer period while ensuring food safety for consumers. Vacuum packaging, combined with oxygen absorbers, helps reduce oxidation and the growth of microorganisms that can spoil the meat, keeping the product fresh and safe for consumption over an extended period. Research by Gupta (2023) confirms that active packaging technology like this is highly effective in extending the shelf life of food products in a safer and more efficient manner. This is also supported by the study by Cichello (2015), which states that innovations in active packaging have become a significant development in the food industry, not only focusing on conventional preservation methods but also introducing new solutions that were previously considered impractical.

In addition to ensuring food safety, PT Meat Tech has integrated RFID barcodes to enable real-time product tracking from production to distribution. With this technology, the company can guarantee that the products received by customers are in optimal condition and comply with predetermined expiration dates. The implementation of this system enhances transparency in the supply chain and builds greater trust among customers, particularly in the HoReCa (Hotel, Restaurant, and Catering) industry, which heavily relies on the quality and safety of its raw materials. Through this innovation, PT Meat Tech not only differentiates itself from competitors but also provides significant added value to customers. This initiative aligns with the company's vision of becoming a market leader in the meat supply industry by delivering high-quality, safe, transparent, and innovative products.

Table 1. Established Terms Objectives

| | Goals | Target |
|------------------------|--|--|
| Short Term (Year 1) | Launched 5 exclusive custom-cut options with varying package weights. | Investment in facilities to produce 24,000 kg of products in the first year. Conducting 5 workshops per year for premium customer education. |
| | Added 3 beef varieties sourced from premium beef-producing countries. | Adding 3 beef variants from Australia, the United States, and Japan, along with various cuts. Increasing sales of new variants by 30% of total sales in the first year. |
| | Launched 5 processed meat products aligned with market trends. | Creating at least 2 new processed meat products, such as low-fat processed meat and ready-to-eat beef slices. Targeting a 15% increase in processed meat sales from the total first-year revenue. |
| Mid Term (Year 2-3) | Diversify services by adding a minimum of 10 new product variants and package sizes. | Conduct research on customer needs to establish partnerships and add new product variants and package sizes. Add at least 10 new products with varying package sizes. |

| | | |
|---------------------|---|---|
| | Increase sales of premium packaged products by 30% within 5 years. | Increase the visual rating of packaging by 15% through consumer surveys by including nutritional information, recipes, and cooking instructions. Target a 20-ton monthly increase in premium package sales by the third year. |
| | Increase market share by 50% through the addition of new product variants. | Launch 20 new product variants that are relevant to market needs. Establish partnerships with importers with a sales target of 72,000 kg in the third year. |
| Long Term (Year >4) | Utilize technology by implementing smart packaging on 70% of premium products in year >4. | Implement smart packaging on 70% of packaging and increase customer retention by 80% through interactive education on QR codes. Conduct customer surveys with a target of increasing satisfaction by 15% post-implementation. Add unique features such as microwave-ready packaging or consumer portion sizes. |
| | Increase customer retention among culinary businesses by 80% through a loyalty program. | Provide responsive and personalized customer service to address customer complaints and inquiries. Aim to reduce response time to customer inquiries by 20%. Implement a system for personalized rewards based on customer preferences and purchase history. Target a 15% increase in average transaction value per customer participating in the loyalty program. |
| | Increase product sales by 70% within 5 years through product innovation and differentiation relevant to consumer needs. | Allocate 5-10% of total revenue to R&D annually. Utilize test market strategies to ensure consumer acceptance before mass production. |

Based on Table 1, PT Meat Tech has clearly defined its marketing goals and objectives within the framework of Porter’s Generic Strategy, focusing on long-term Product Development and Differentiation. As a Business-to-Business (B2B)-oriented company, PT Meat Tech is committed to increasing product awareness among customers through various promotional activities. These activities include providing comprehensive product information, conducting product demonstrations, and offering specialized training for customers to ensure a better understanding of the advantages of the products offered (Jagodič & Milfelner, 2020). Through this approach, PT Meat Tech not only aims to increase sales but also to build strong, long-term relationships with customers in the Hotel, Restaurant, and Catering (HoReCa) sector.

One of the most important aspects of PT Meat Tech's marketing strategy is building customer trust. Customer trust is crucial in B2B business because purchasing decisions in this industry often involve large volumes and consider factors such as product quality, safety, and supply reliability. According to Elizar et al. (2020), trust in business is the expectation that others will behave in the expected ways. In the context of PT Meat Tech, this means customers must feel confident that they will receive products that meet specifications, maintain consistent quality, and be delivered on time. To achieve this, PT Meat Tech implements strategic measures such as enhancing transparency in the supply chain, using RFID technology for real-time product tracking, and providing responsive and professional customer service.

Table 2. Segmentation

| Segmentation Criteria | Segment |
|-----------------------|---|
| Hotel | 3-star and 4-star hotels in Jakarta, Bogor, Depok, Tangerang, and Bekasi |
| Restaurant & Cafe | Mid-range restaurants in Jakarta, Bogor, Depok, Tangerang, and Bekasi |
| Catering | Mid-range catering services in Jakarta, Bogor, Depok, Tangerang, and Bekasi |

Based on Table 2, PT Meat Tech has strategically segmented the HoReCa market in the Jabodetabek area into three groups: hotels, restaurants and cafes, and catering. Specifically, for the hotel segment, the company targets 3-star and 4-star hotels, focusing on delivering high-quality, consistent products that align with the operational needs of

these establishments. This focused segmentation helps streamline the company's marketing efforts, ensuring it meets the specific expectations of these hotels in terms of product quality, reliability, and pricing. For the restaurant and cafe segment, PT Meat Tech emphasizes mid-range restaurants that cater to a growing middle-class market, providing high-quality beef at competitive prices. By understanding the unique needs of these segments, PT Meat Tech is able to ensure product consistency, availability, and satisfaction, thereby strengthening its position in the Jabodetabek food service industry.

The decision to focus on the mid-range HoReCa segment, especially restaurants, was reinforced through an analysis using the Lean Business Model Canvas, which helped PT Meat Tech assess market dynamics, customer needs, and competitive advantages. This enabled the company to fine-tune its marketing strategy and align its resources effectively. By concentrating its efforts on this specific segment, PT Meat Tech can provide tailored products and services that maximize market potential while building strong relationships with customers. The company's targeted approach ensures that its offerings meet the demands of its core segments, ultimately positioning PT Meat Tech as a reliable supplier within the competitive food service industry in the Jabodetabek region.

Table 3. Targeting

| Category | Details |
|-----------------------------|--|
| Business Type | Mid-range restaurants, focusing on all-you-can-eat concepts. |
| Location | Jabodetabek (urban areas to suburban areas with high potential for customer visits). |
| Restaurant Characteristics | Offers meat-based menus (grilled, boiled/shabu-shabu, or combination). All-you-can-eat concept with affordable prices (Rp100,000-Rp250,000 per person). Focuses on cost efficiency without sacrificing raw material quality. |
| Customer Characteristics | Families, groups of friends, young couples, Looking for high quality meat, varied menu, and competitive prices. Requires hygienic, halal, fresh, and easy-to-process ingredients. |
| Products Offered | Premium beef (short plate, shank, brisket, short ribs) with uniform cuts. Bulk sizes available to suit restaurant needs. |
| Market Penetration Strategy | Offers forward contracts for price stability and raw material supply. Provides flexible payment terms to support restaurant cash flow. Offers product traceability using RFID. |
| Growth Potential | The all-you-can-eat trend continues to grow, allowing for expansion of partnerships with new restaurants. Focus on consistent quality and competitive pricing can increase PT Meat Tech's market share. |

Based on Table 3, PT Meat Tech has strategically chosen restaurants, particularly all-you-can-eat establishments, as its primary target market. This decision is driven by the growing demand for unlimited dining concepts, which have become increasingly popular among modern consumers. The company aims to provide high-quality beef and tailored services that address the operational needs of these restaurants, ensuring that the products supplied are consistent, fresh, and suitable for the diverse offerings of all-you-can-eat venues. By doing so, PT Meat Tech positions itself as a reliable partner in the sustainability of restaurant businesses, meeting the increasing demand for premium beef in the food service industry. Additionally, by understanding the preferences of modern consumers, PT Meat Tech ensures that it can consistently provide products that meet the evolving tastes and expectations of the restaurant sector.

In the competitive business landscape, increasing competitiveness is essential for companies to sustain growth and maintain market leadership. However, this is not a simple task, as companies must continuously adapt and develop the right competitive strategies to gain an edge in the market. The fast-changing environment presents both opportunities and threats, requiring businesses to be agile and innovative in their approach. As competition intensifies, PT Meat Tech recognizes the importance of developing a strategy that can effectively respond to challenges while seizing growth opportunities. This approach involves continuously evaluating market dynamics and adjusting the business model accordingly.

To navigate these complexities, PT Meat Tech applies STP analysis (Segmentation, Targeting, and Positioning) as a vital tool to sharpen its competitive edge. One of the key components of STP analysis understands the company's positioning in the market. This allows PT Meat Tech to determine its unique value proposition and differentiate itself from competitors. By positioning itself as the preferred supplier of high-quality beef for all-you-can-eat restaurants in the Jabodetabek area, PT Meat Tech ensures that it aligns its offerings with the specific needs of this market segment. Furthermore, the company's commitment to sustainability, product consistency, and service excellence strengthens its market position, setting it apart from others in the competitive landscape. Through careful strategic planning and the use of STP analysis, PT Meat Tech can continue to develop and execute successful competitive strategies, driving long-term success in the highly competitive food service industry.

Table 4. Positioning

| Aspect | Description |
|--------------------------|--|
| Tagline | Quality Meat, Fast Service. Offering a complete and satisfying meat solution for consumers, both in terms of product quality and service. |
| Positioning | The company focuses on offering high-quality beef according to specifications and custom products, ensuring that HoReCa industry players obtain guaranteed quality certified products through optimal supply chain management and the use of RFID technology in the distribution process. |
| Target Segment | Hotels (3-star and 4-star), Restaurants & Cafes, Mid-range Catering in the Jabodetabek area. |
| Brand Name | Meat Tech |
| Frame of Reference | The company establishes strategic partnerships with importers in Indonesia to ensure a stable and efficient supply of raw materials, enabling it to compete by prioritizing product quality. |
| Point of Differentiation | High-quality imported beef products produced with vacuum packaging equipped with oxygen absorbers to absorb oxygen in the packaging, thus maintaining the quality of the meat. Implemented Good Manufacturing Practices (GMP) and Sanitation Standard Operating Procedures (SSOP), certified Halal by MUI, NKV, ISO 22000, HACCP, SNI HACCP, and equipped with an RFID tracking system with a barcode for accurate and transparent product identification from production to distribution. |
| Reason to Believe | PT Meat Tech stands out through its combination of technology, high quality standards, specialized products, and customer service. Key strengths include vacuum packaging with oxygen absorbers that extend the shelf life of meat and RFID technology for real-time tracking, increasing transparency and food safety. The company is also committed to high safety standards with HACCP, Halal MUI, Halal Import, NKV, and ISO 22000 certifications. |
| | Free shipping for orders over 20 kg in Jabodetabek is an added value for customers, especially culinary entrepreneurs. PT Meat Tech ensures the delivery of frozen meat through a strict cold chain management system. In addition, ease of ordering, product tracking, and delayed payment options further enhance customer convenience. With these advantages, PT Meat Tech is a reliable partner for the HoReCa industry in providing high-quality beef with complete and innovative solutions. |

Based on Table 4, PT Meat Tech positions itself as a reliable supplier of high-quality beef for the HoReCa (Hotel, Restaurant, and Catering) industry in Jabodetabek. Its tagline, Quality Meat, Fast Service, reflects its focus on premium products and efficient delivery. The company targets 3-star and 4-star hotels, restaurants, cafes, and mid-range catering businesses, emphasizing technological advancements in meat distribution. To ensure a stable supply, PT Meat Tech partners with local importers, maintaining its competitive edge by sourcing high-quality beef. A key differentiator is its advanced vacuum packaging with oxygen absorbers, which extends the freshness of meat by preventing bacterial growth and oxidation. The company also adheres to stringent food safety standards, including GMP, SSOP, Halal MUI, NKV, ISO 22000, and HACCP certifications, ensuring consumer trust. PT Meat Tech integrates RFID technology for

real-time product tracking from production to distribution, enhancing transparency and reliability. Customers benefit from free shipping for orders over 20 kg in Jabodetabek and a deferred payment system, catering to the logistical and financial needs of medium-scale businesses. By combining cutting-edge technology, strict quality control, and customer-focused services, PT Meat Tech stands out as a unique and trusted partner in the HoReCa industry, ensuring the delivery of safe, high-quality meat products efficiently.

CONCLUSION

PT Meat Tech's success in the competitive food supply industry is driven by a well-executed marketing strategy focusing on market segmentation, product development, and customer relationship management. The company has strategically targeted the HoReCa sector, particularly mid-range and all-you-can-eat restaurants, recognizing their growing demand in Indonesia. By understanding the specific needs of these establishments—such as consistent quality, variety in meat cuts, timely delivery, and cost-effective pricing—Meat Tech effectively aligns its offerings to meet customer expectations. Product development is another key aspect of the company's strategy. Meat Tech continuously innovates by introducing specialty beef cuts and processed meats tailored to the evolving preferences of its customers. This commitment to innovation helps the company maintain a competitive edge by offering unique products not widely available in the market, ensuring long-term relevance in the HoReCa sector. Customer relationship management plays a crucial role in fostering loyalty and trust. Meat Tech prioritizes open communication, timely delivery, and responsive customer support to build strong, long-term relationships. By actively listening to customer feedback and adapting its offerings accordingly, the company differentiates itself in a highly competitive market. Additionally, Meat Tech leverages market research and data analysis to refine its marketing strategies. By analyzing consumer trends and industry developments, the company remains agile, allowing it to adjust its products and promotional efforts based on market conditions. This data-driven approach enhances decision-making, ensuring sustained business growth and market leadership. Overall, Meat Tech's strategic approach—targeted market segmentation, continuous product innovation, and strong customer engagement—positions it for long-term success in the beef supply industry. By adapting to market shifts and prioritizing customer satisfaction, the company strengthens its competitive advantage and maintains a strong foothold in the HoReCa sector.

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