

COMPETITIVE ADVANTAGE STRATEGY TO INCREASE SALES OF PT ABC'S LAYER FEED

Uray Irzandi^{*)}, Siti Jahroh^{*)}, Setiadi Djohar^{**)}

^{*)}School of Business, IPB University
SB IPB Building, Jl. Pajajaran, Bogor, Indonesia 16151, Indonesia

^{**)}PPM School of Management
Jl. Menteng Raya No.9 1, Menteng, Central Jakarta 10340, Indonesia

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Abstract: In Indonesia, the potential demand for eggs was still high from time to time reaching 5.2 million tons in 2021, triggering every animal feed company to compete in providing the national demand for eggs. PT ABC was one of the animal feed mills that experienced a decline in market share of 1.92% in 2021. This paper aims to identify the factors influence product competitive advantage, analyze internal and external factors, and formulate strategies to increase market share. Data was analyzed using IFE, EFE, IE, and SWOT matrix and ended with QSPM to get priority strategies from December 2022 until January 2023. The highest competitive advantage factor at PT ABC was in the after-sales service to customers with the highest priority strategy for the development of products to increase market share was increasing feed production while maintaining quality and the market penetration strategy was strengthening cooperation with third parties to facilitate business. Two priority strategies could be implemented for PT ABC. First on the product development strategy to increase feed production while maintaining quality and strategy regarding market penetration was sales segmentation to retail traders and direct breeders.

Keywords: after sales, eggs, feed production, QSPM, SWOT

Abstrak: Di Indonesia, potensi permintaan telur yang masih tinggi dari waktu ke waktu mencapai 5,2 juta ton pada tahun 2021, memicu setiap perusahaan pakan ternak berlomba-lomba memenuhi kebutuhan telur nasional. PT ABC merupakan salah satu pabrik pakan ternak yang mengalami penurunan pangsa pasar sebesar 1,92% pada tahun 2021. Tulisan ini bertujuan faktor apa saja yang mempengaruhi keunggulan bersaing produk, menganalisis faktor internal dan eksternal, merumuskan strategi untuk meningkatkan pangsa pasar. Data dianalisis menggunakan matriks IFE, EFE, IE, SWOT dan diakhiri dengan QSPM untuk mendapatkan strategi prioritas yang dilakukan pada Desember 2022 sampai Januari 2023. Faktor keunggulan bersaing yang tertinggi pada PT ABC terdapat pada servis purna jual kepada pelanggan dimana strategi prioritas tertinggi pengembangan produk untuk meningkatkan pangsa pasar adalah meningkatkan produksi pakan dengan tetap menjaga kualitas dan strategi penetrasi pasar memperkuat kerjasama dengan pihak ketiga untuk memfasilitasi bisnis. Terdapat dua strategi prioritas yang dapat diimpelentasikan PT ABC. Pada strategi pengembangan produk pertama peningkatan produksi pakan dengan tetap mempertahankan kualitas dan strategi penetrasi pasar dengan segmentasi penjualan kepada pedagang eceran dan peternak langsung.

Kata kunci: purna jual, telur, produksi pakan, QSPM, SWOT

¹ Corresponding author:
Email: urayirzandi@apps.ipb.ac.id

INTRODUCTION

Eggs were one of the main sources of protein for humans. Eggs were considered a perfect food, by the trend of consuming natural products and minimally processed (Tomczak et al. 2021). According to Czarnowska-Kujawska et al. (2021), Europe's largest producers were Germany, France, Spain, Italy, Poland, the Netherlands, and England. Livestock commodities in Indonesia growing faster specifically in the poultry business (Guntoro, 2009). From data from the Directorate General of Livestock and Animal Health (Dirjen PKH) from 2017 to 2021 there has been an increase every year in terms of the production and demand for purebred chicken eggs in Indonesia as shown in Figure 1. In 2017 balanced production and demand reached 4.6 million tons and finally, in 2021 it will increase to 5.1 million tonnes. Production will increase 0.28 percent from 2020. In 2022 it was estimated to reach 5.3 million tons with an increase of 5.4 percent from 2021 (Dawami, 2022).

To meet egg production in farmers must be supported by good feed. Good animal feed nutrition was obtained by making it yourself or buying it directly from the feed industry (Surya, 2021). The animal feed industry in Indonesia comes from domestic and foreign companies. Figure 2 shows the market share of each company in 2020.

PT ABC only controls 2.13 percent of the Indonesian market share. As a profit-oriented company, PT ABC needs to have the right strategy to increase market share in the animal feed industry in Indonesia. PT ABC from 2017 has a downward trend in terms of national market share, which was from 2.94 percent to 1.92 percent. The expected target of the company was 3.10 percent market share. The decline in market share was shown in Figure 3. One of the goals in increasing sales was to maximize the production capacity of the company.

The right strategy to increase competitive advantage was needed to increase sales. The analysis begins by identifying the problems that exist in PT ABC. After knowing the problems faced, it was continued to review the current conditions of PT ABC using the IFE and EFE matrices. Alternative strategies will be formulated with QSPM to determine strategic priorities with questionnaires with experts in their fields. Then determine the priority strategy to be implemented.

Strategy can also be interpreted as a plan for the distribution and use of military power in certain areas to achieve certain goals (Tjiptono, 2006). Strategy is a large-scale plan, with a future orientation that was useful for interacting with competitive conditions to achieve goals (Pearce and Robinson, 2008). Strategy was also an action or activity carried out by a person or company to achieve the goals or objectives that have been set. (David and Fred, 2011). Competitive advantage strategies can be carried out using the Value Chain analysis (VCA) tool and using the VRIO approach to formulate corporate strategy (Arfiyunanto, 2019). These factors of competitive advantage were consistent with the opinion of Bharadwaj et al. (1993) regarding price and product trust. Diab (2014) also states the factors of competitive advantage in terms of price, flexibility, quality. After-sales service was a factor of competitive advantage supported by Vernando's research (2020). To determine strategies for increasing competitive advantage, it was necessary to approach the AHP method (Bijaksana, 2019).

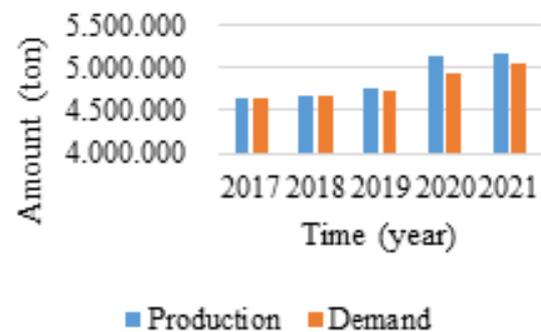


Figure 1. Production and demand for purebred chickens in Indonesia in 2017-2021

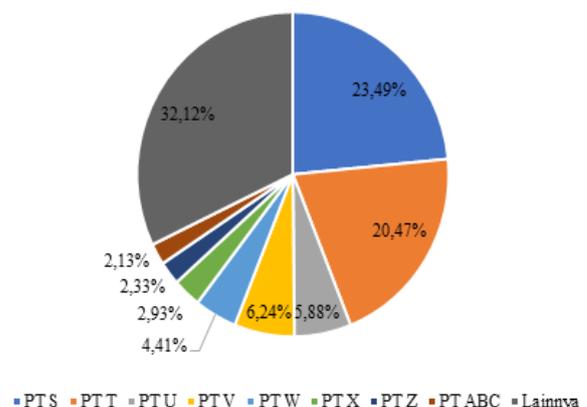


Figure 2. Indonesian animal feed industry market share in 2020

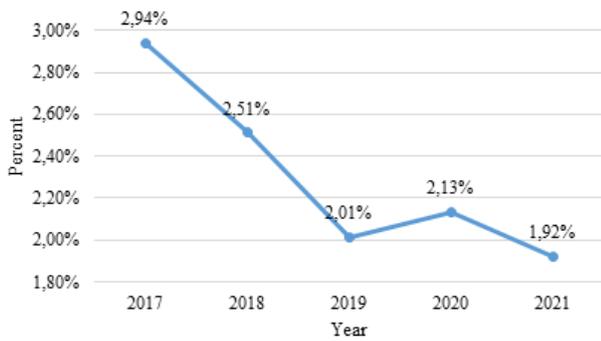


Figure 3. PT ABC's animal feed market share in 2017-2021

Meanwhile, according to Kurtz (2008), the notion of marketing strategy was the entire company's program in determining target markets and satisfying consumers by building a combination of elements from the marketing mix of products, distribution, promotion, and price. Kastoyo (2013) states that an analysis of agro-tourism development strategies can use the QSPM method with results through promotion and government cooperation. Mandang (2013) in his research found a market penetration strategy with the QSPM method can create an effective business strategy for companies. According to Kotler and Armstrong (2012), a marketing strategy is a plan that outlines a company's expectations of the impact of various marketing activities or programs on the demand for its products or product lines in certain target markets. Assauri (2012) states that marketing strategy is a set of goals and objectives, policies, and rules that give direction to a company's marketing efforts from time to time. Setroyini et al. (2016) with their research entitled marketing strategy analysis using the SWOT matrix and QSPM.

Market share was a measurement of marketing performance or operational performance that can differentiate between winners and losers (Kotler, 1997). From the results of research by Szimansky et al. (1993) the most frequently used indicators of competitive advantage were market share and profitability. According to David (2011), one of the tools used in the strategic decision-making stage was the Quantitative Strategic Planning Matrix (QSPM). The factors used in QSPM use factors that have been determined at the input stage, namely determining external factors and internal factors which help evaluate alternative strategies objectively. Firmiyanti et al. (2019) state that competitive advantage strategies can use Importance-Performance Analysis, EFE, IFE, SWOT and QSPM matrices.

This analysis aims to analyze the factors that influence the competitive advantage of PT ABC's laying hens feed, analyze PT ABC's internal and external factors, and formulate strategies for competitive advantage in PT ABC's laying hens feed. and determine the priority strategy to increase the competitive advantage of PT ABC's laying hens feed.

METHODS

Research was conducted at PT ABC where it focused on consumer farmers in West Java and internal parties from the company. Data collection and processing was carried out in December 2022 - January 2023. The approach taken was a qualitative approach, where data collection was carried out using a questionnaire survey method of pre-determined sources.

This research uses primary and secondary data. Primary data was obtained from questionnaires with PT ABC and customers. Secondary data comes from the company's vision and mission and various literature. To determine the respondents for this study, expert judgment was used.

Data collection was carried out by questionnaires, literature studies and interviews. Questionnaires were conducted with company management, consumers, and external parties such as breeders, animal feed observers, etc. This questionnaire uses a 1-4 Likert scale. Literature study was carried out by reading and studying books, theses, journals, and so on related to the problem being researched. An interview was a conversation between two or more people and takes place between the source and the interviewer. The data collection and analysis process was carried out simultaneously and dynamic. Data processing and analysis techniques were summarized in Table 1.

The sampling technique was carried out using purposive sampling because the respondents needed were people who had experience in this field so that the data obtained was accurate and useful for this research. Respondent data in this research can be seen in Table 2. Sugiyono (2009) stated that descriptive analysis was a statistical analysis method that aims to analyze data by describing the data that has been collected and processed. The Internal Factor Evaluation (IFE) matrix was a strategy formulation tool for evaluating and summarizing the main strengths

and weaknesses of company functions (David and David, 2019). The External Factor Evaluation (EFE) matrix was a strategy formulation tool for evaluating and summarizing opportunities and threats from external factors such as economic, social, cultural, demographic, environmental, political, government, legal, technological, and competition (David and David, 2019). A competitive analysis approach known as Porter's Five Forces Model was often used in various industries to develop strategies (David and David, 2019). The most common methods and ways used to consider the external business environment were political, economic, social, technological, legal, environmental or PESTLE analysis (Gupta, 2013).

According to David and David (2019) the SWOT matrix was a matching tool that managers can develop with four types of strategies, namely strength-opportunity (SO) strategy, weakness-opportunity strategy (WO), strength-threat strategy (ST), and weaknesses-threats

strategy (WT). According to David and David (2019) the QSPM analysis tool has the goal of formulating the best company priority strategy, where the highest score indicates the top priority strategy to be implemented in the company's business development.

This analysis focuses on increasing the competitive advantage of PT ABC's laying chicken animal feed products. The right strategy to increase competitive advantage was very necessary to increase sales. The analysis begins by identifying the problems that exist at PT ABC. After knowing the problems faced, we continued reviewing the current conditions of PT ABC using the IFE and EFE matrices. Alternative strategies will be formulated using QSPM and determining strategic priorities using a questionnaire with experts in the field. Then the strategic priorities to be implemented were determined. The framework of thinking can be seen in Figure 4.

Table 1. Stages of data processing and analysis

Purpose	Analysis tools	Output
Identify the internal environment	IFE	Internal conditions
Identify the external environment	PESTEL, EFE, Porter's five forces	External conditions
Formulate alternative strategies	Matriks IE, SWOT	Alternative strategies
Formulate priority strategies	QSPM	Prioritization strategy

Table 2. Respondent of analysis

Code	Respondent	Position
R1	Internal	Sales Leader
R2	Internal	Technical Service Specialist
R3	Internal	Sales Leader
R4	Internal	Technology Application Manager
R5	Internal	Sales
R6	Internal	Sales
R7	Internal	Sales
R8	Internal	Technical Service Specialist
R9	Internal	Sales
R10	Internal	Sales leader
R11	Internal	Sales
R12	External	BPMSP Ministry of Agriculture staff
Code	Respondent	Position
R13	External	Researcher animal husbandry experts at BRIN
R14	Internal	Technology Application Specialist
R15	External	Wastukan Animal Husbandry Department Kab Bogor
R16	External	Farmer
R17	External	Wastukan Ministry of Agriculture
R18	External	Wastukan Ministry of Agriculture
R19	External	GPMT Secretariat
R20	External	Researcher Wastukan Ministry of Agriculture

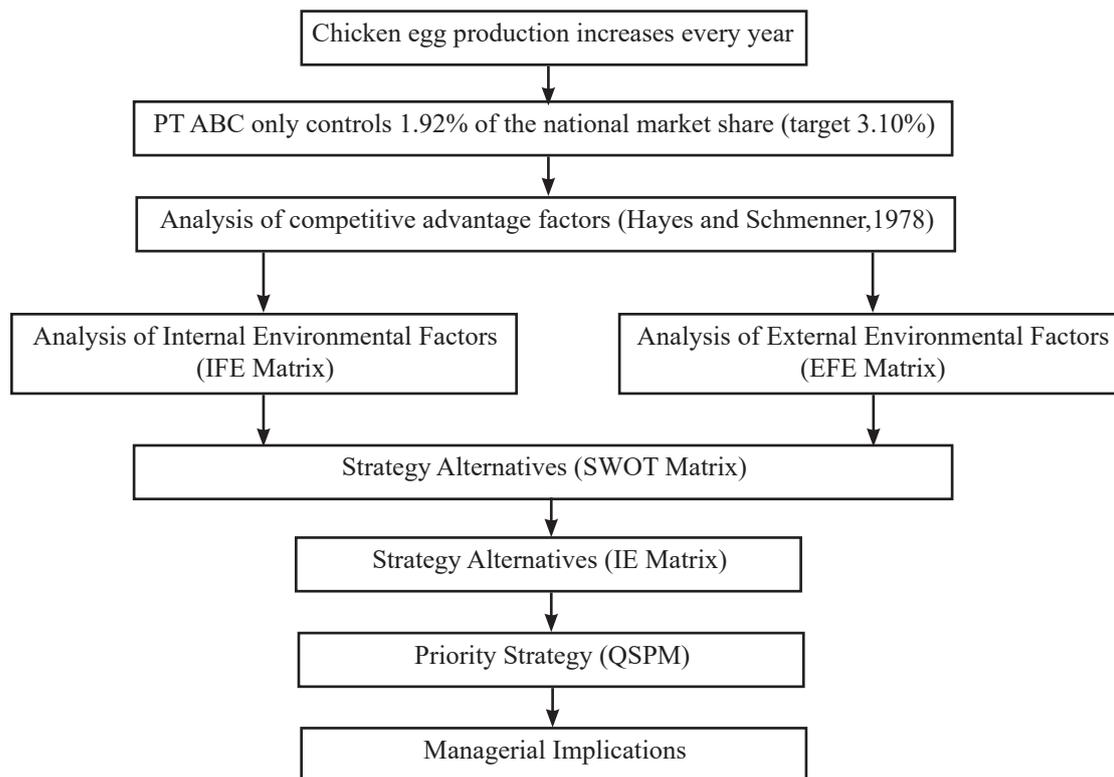


Figure 4. Research framework

RESULTS

Factor Analysis of PT ABC's Competitive Advantage in the Animal Feed Industry in Indonesia

Factors that influence competitive advantage were taken from the opinion of Hayes and Schmenner (1978) were price, feed quality, product confidence, product flexibility, flexibility in the amount purchased and after-sales service. Below factors competitive advantage of PT ABC shown on Table 3. Based on all the assessments above, the factor that influences PT ABC's competitive advantage with the highest score was service facilities to customers (3.6). In line with Barusman and Ramlee (2021) optimizing the marketing sector, one of which was service, can achieve a sustainable competitive advantage. Millet (2008) states that after-sales service was an important element in expanding the product life cycle and was an integral part of the product definition life cycle, utilizing the latest information for maximum efficiency and effectively providing knowledge about customer needs and serviceability for new products. Rigopoulou et al. (2008) also stated that after-sales service influences customer satisfaction and repurchase intention. Syapsan (2019) in his research results states

that improving service quality to understand customer needs can increase sustainable economic growth and competitive advantage through a marketing mix strategy. After-sales service can also increase market share because it influences buyer decisions (Ramadani, 2022).

Furthermore, the consistency of the physical quality of the feed in feed quality (3.5) and the consistency of the quality of feed performance for livestock (3.45). These results were supported by research by Asyari et al. (2018) where product quality in business strategy and ethical behavior of sellers has a partially positive effect on competitive advantage. Suparyadi (2003) states product quality in terms of taste, color and durability can affect the competitive advantage of a product. Product quality can increase product returns through market share relationships (Kroll et al. 1999). Balachander et al. (1994) also stated that when product quality increases, competitive advantage increases as well. Regarding increasing market share, Nurhasanah (2006) stated in his research that maintaining product quality was a good marketing strategy to increase market share.

For product trust by consumers (3.35), previous research by Nursya'bani and Setiawan (2003) states that a company's product reputation was the most important source of competitive advantage. Algame and Pirzad (2017) also stated in their research results that product reputation responsibility plays a key role in organizational variables and achieving competitive advantage. Mai et al. (2021) also stated that building a strong reputation in product trust creates a source of competitive advantage for companies. Product trust also influences the buyer's decision (Febrianti 2013) so that it affects the company's market share.

On the flexibility of specifications for the form of feed to customers (3.10), the flexibility of specifications for the nutrition of feed for customers (3.05), the flexibility of specifications for the amount of feed ordered (3.05),

the provision of feed prices to customers (2.95), and the provision of promos or discounts on feed prices to customers (2.85).

Analysis of Internal Environmental Factors

The company's internal environmental factors were analyzed by looking at human resources, marketing, company policies, infrastructure, and product development. Result of analysis of internal environmental factors shown on Table 4. From the analysis of internal environmental factors, three strengths can be seen from the weighted score, namely after-sales facilities for customers (0.411), product trust by consumers (0.401), and consistency of feed performance quality for livestock (0.372).

Table 3. PT ABC's competitive advantage factor data

Factor	Subfactor	Score
Price	Pricing of feed to customers	2.95
	Provision of promos or discounts on feed prices to customers	2.85
Feed quality	Consistency of physical quality of feed	3.50
	Consistency of feed performance quality to livestock	3.45
Product trust	Product trust by consumers	3.35
Product flexibility	Flexibility of feed nutritional specifications to customers	3.05
	Flexibility of feed form specifications to customers	3.10
Product flexibility	Flexibility in specifications for the amount of feed ordered	3.05
Service after feed to customers	Customer service facilities	3.60

Table 4. Internal environmental factors matrix

Key Internal Factor	Weight	Rating	Weighted Score
Strengths			
Consistency of physical quality of feed	0.12	3	0.401
Consistent quality of feed performance for livestock	0.12	3	0.372
Product quality was maintained for consumers	0.11	3	0.351
Flexibility of feed nutrition specifications to customers	0.11	3	0.324
Flexibility of feed shape specifications to customers	0.11	3	0.325
After-sales facilities to customers	0.12	3	0.411
Weaknesses			
High feed prices to customers	0.10	2	0.209
Lack of providing promotions or discounts on feed prices to customers	0.10	2	0.191
Difficulty in flexibility in specifications for feed ordered	0.11	2	0.226
Total	1		2.81

In previous research it was stated that good raw material control strength can reduce contamination in animal products that will be consumed by humans (Nakavuma et al. 2020). The quality of feed performance was greatly influenced by factory process control and product control programs (Lachapelle et al. 2021). The quality of after-sales service was also a major force in maintaining customer relationships in strategy development (Rachmani et al. 2019).

There were three weaknesses, namely providing promotions or discounts on feed prices to customers (0.191), providing feed prices to customers (0.209), and flexibility in specifications for feed ordered (0.226). This becomes the company's input regarding the strategy that will be implemented. Buyers were more dependent on sellers who have long credit (Brandon, 2018), and also prices become sensitive in purchasing

competition (Dominique & Antunes, 2019). In Table 4 in the EFE matrix a total score of 2.81 was obtained. The score was above the average, which shows the company has a strong internal position.

Analysis of External Environmental Factors

External environmental factors from the company were observed using the Porters five models and PESTLE methods. The PESTLE criterion was an external analysis in terms of political, economic, social, technological, legal and environmental factors. The criteria for porter five porters include new business actors, threat of substitute products, bargaining power of buyers, bargaining power of suppliers, and competition in the industry. Result of analysis of external environmental factors shown on Table 5.

Table 5. Internal environmental factors matrix

Key Internal Factor	Weight	Rating	Weighted Score
Opportunities			
The price of eggs was getting more expensive	0.05	3	0.168
Indonesia's population was large	0.04	3	0.132
Feed analysis was becoming more sophisticated in companies (NIR in process)	0.05	3	0.151
Innovation in finding tools for production process efficiency in companies	0.05	3	0.16
There was innovation in production equipment to make it easier to receive raw materials	0.05	3	0.156
The influence of the environment or nature on feed consumption was increasing	0.05	3	0.161
Regulations on imports of raw materials were simplified	0.05	3	0.142
Superior to old competitors	0.04	3	0.128
Products can be differentiated from competitors' products	0.05	3	0.148
Motivation from new competitors so that management increases investment	0.05	3	0.16
Good cooperation with raw material suppliers	0.05	3	0.158
Sales to breeders with their own mix (selfmix)	0.04	3	0.146
Opportunities			
The rupiah exchange rate weakened	0.04	2	0.088
Political support for animal husbandry was lacking	0.04	2	0.104
The effect of elections on feed purchases	0.04	2	0.098
Influence of security around farms and factories	0.04	2	0.105
Ban on anti-growth promoters in feed	0.05	2	0.105
Sack and label rules were too complex	0.04	2	0.102
Long feed registration	0.04	2	0.077
New competitors have lower prices	0.04	2	0.105
Buyers can easily switch to competitors	0.05	2	0.121
Buyers were very sensitive to price changes	0.05	2	0.124
Total	1		2.84

There were three highest opportunities seen from the weighted score on the EFE matrix, including the increasing price of eggs (0.168), the influence of the environment or nature on feed (0.161) and the efficiency of the production process in the company (0.160). The three threats include slow feed registration (0.077), weakening of the rupiah exchange rate (0.088) and the effect of elections on feed purchases (0.098).

Previous research stated that the opportunity for increasing egg prices resulted in breeders having the option to add more chickens rather than selling the existing chicken stock (Auler et al. 2009). Mani et al. (2000) stated that producers were very sensitive to feed and egg prices. In Table 5 in the EFE matrix a total score of 2.84 was obtained. The score was above the average, which shows the company was currently able to respond to opportunities and threats that exist.

Analysis of Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix

Based on the SWOT matrix analysis that has been carried out, the alternative strategy formulated which was the S-O strategy was increasing feed production while maintaining quality (S1, S2, S4, S5) (O1, O2, O3, O4, O5, O8, O9, O11, O12), increase promotion and training to farmers (S3, S6) (O6, O7, O10). Regarding the W-O strategy, these include streamlining company costs (W1) (O6, O7, O8), targeting sellers to small breeders with a minimum of 1000 heads (W3) (O2, O9, O10, O11, O12), and increase collaboration with partners for research (W2) (O6, O7, O8).

The S-T strategy includes increased use of local raw materials (S1, S2) (T1, T5, T10), strengthen collaboration with third parties to make business easier (S6) (T, T2, T3, T4, T8), use of Anti-Growth Promoter (AGP) with veterinary supervision (S4, S5) (T6, T9). The W-T strategy includes sales segmentation to retail traders and direct breeders (W2, W3) (T2, T3) and determining sales position by customizing (W1) (T1, T4, T5, T6, T7, T8, T9, T10).

Internal and External Matrix Analysis

Internal and external matrix analysis (IE Matrix) was carried out to see the company's position in a matrix consisting of nine cells and divided into three company conditions, namely strong, medium, weak or high, medium and low. Each condition has different strategy

implications based on IFE and EFE values. IE matrix for PT ABC shown on Figure 6.

PT ABC has IFE and EFE values of 2.81 and 2.84 and then the company's position was obtained in matrix V, which means that the company's position was in guarding and defense. The strategy implications that can be used in this position were market penetration, product development in market development (David, 2009). According to Alamanda et al. (2019) market penetration strategy can increase the product's market share. New product development to attain greater market share and tries to motivate industry (Yousefi et al. 2016).

The strategies from the SWOT matrix can be grouped according to the strategy proposed by David (2019) through the IE matrix. Product development strategies can be organized into six strategies and market penetration strategies can be arranged into five strategies in the following Table 6.

Priority Strategy (QSPM)

Analysis using the QSPM matrix was the final stage in this study, namely determining strategic priorities. In this stage, all the strategies that have been formulated using the SWOT Matrix will be sorted according to the level of needs of PT ABC where all weights in the calculations for ranking these strategies were obtained through interviews with the respondents concerned and experts in PT ABC's business.

The strategies from the SWOT matrix can be grouped according to the strategy proposed by David (2009) through the IE matrix. Product development strategies can be arranged into six strategies and market penetration strategies can be arranged into five strategies in the following Table 7.

		IFE Score		
		Strong	Ave	Weak
EFE Score	High	4.0	3.0	2.0
	Med	3.0	2.0	1.0
	Low	2.0	1.0	

Figure 5. IE Matrix PT ABC

Table 6. Alternative strategy

Product development strategy	Market penetration strategy
Increasing feed production while maintaining quality	Increase promotion and training to breeders
Increased use of local raw materials	Strengthen collaboration with third parties to make business easier
Use of Anti-Growth Promoter (AGP) with veterinary supervision	Sellers were targeting small breeders with a minimum of 1000 heads
Feed registration two years before the feed name expires	Increase collaboration with partners for research
Company cost efficiency	Sales segmentation to retail traders and direct breeders
	Determining sales positions by customizing

Table 7. Strategy rating with QSPM

Alternative strategy	TAS	Strategy rating
Product development strategy		
Increasing feed production while maintaining quality	5.33	I
Increased use of local raw materials	5.10	VI
Use of Anti-Growth Promoter (AGP) with veterinary supervision	5.13	III
Feed registration two years before the feed name expires	5.18	II
Company cost efficiency	4.85	V
Market penetration strategy		
Increase promotion and training to breeders	5.13	III
Strengthen collaboration with third parties to make business easier	5.02	V
Sellers were targeting small breeders with a minimum of 1000 heads	4.98	IV
Increase collaboration with partners for research	5.19	II
Sales segmentation to retail traders and direct breeders	5.23	I
Determining sales positions by customizing	5.12	IV

The results of the QSPM analysis show that the highest TAS (Total Attractive Score) score was for product development strategy was Increase feed production while maintaining quality with a TAS score of 5.33. The strategy was to increase feed production while maintaining quality. This strategy was needed by the company for market growth which results in increasing market share for PT ABC. For market penetration strategy was Sales segmentation to retail traders and direct breeders with a score of 5.23.

Managerial Implication

Strategy implementation can be described in the form of a five-year long-term strategy activity. There were two priority strategies with the highest TAS scores chosen by management with four activities to improve the company in the future. Firstly, increasing feed production while maintaining quality. This strategy can support competitive advantages in maintaining

feed quality and product confidence according to those obtained from previous data. The activity that can be carried out was investing in additional pellet machines in production with the Manufacturer Excellent Manager and Plant Manager in charge which can be implemented from 2025 to 2027. The second activity was replacing the mixer machine with a larger capacity with the Manufacturer Excellent Manager and Plant Manager in charge. and can be applied in 2023 to 2024. The second priority strategy was sales segmentation to retail traders and direct breeders. This strategy can be supported by competitive advantages from after-sales service to customers. Activities that can be carried out were providing economical products to breeders with Technology Application Manager in charge which can be applied in 2023 to 2024. The final activity was adding a Technical Service team to monitor the development of breeders with Sales Leader in charge which can be applied in 2025 to 2027.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Factors that influence competitive advantage to increase sales of animal feed for PT ABC's laying hens were after-sales facilities to customers, followed by consistency in the physical quality of feed in feed quality, consistency in the quality of feed performance for livestock, product trust by consumers, flexibility in feed form specifications to customers, flexibility in feed nutrition specifications for customers, flexibility in specifications for the quantity of feed ordered, providing feed prices to customers, and providing promotions or discounts on feed prices to customers.

Internal factors regarding PT ABC's strengths were after-sales facilities for customers, consistent physical quality of feed, and consistent quality of feed performance for livestock. The weaknesses were the high price of feed to customers, the difficulty of flexibility in specifications for feed ordered and the lack of providing promotions or discounts on feed prices to customers. Of the external factors, there were three highest opportunities, namely the increasingly expensive price of eggs, the influence of the environment or nature on increasing feed consumption and the innovation of finding efficient production process tools in companies. The threat of slow feed registration, the weakening of the rupiah exchange rate and the effect of the election on feed purchases.

The formulation of alternative strategies resulted in eleven strategies, namely increasing feed production while maintaining quality, increasing promotion and training for breeders, company cost efficiency, targeting sellers to small breeders of at least 1000 heads, increasing collaboration with partners for research, increasing the use of local raw materials, strengthening cooperation with third parties to make business easier, use of Anti-Growth Promoter (AGP) with veterinary supervision, feed registration two years before the feed name expires, sales segmentation to retail traders and direct breeders, determining sales positioning by customizing.

There were two priority strategies that PT ABC can apply to increase sales, which were product development strategies, namely increasing feed production while maintaining quality. The priority strategy in market penetration was sales segmentation to retail traders and direct breeders.

Recommendations

Suggestions for the management of PT ABC was the need to consider adding an after-sales team to accompany feed sales. and also needs support from the production department in providing good feed in large quantities. After the implementation of the activity strategy was carried out, further research was needed to find out how big the impact of the implementation was on the resulting market share.

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