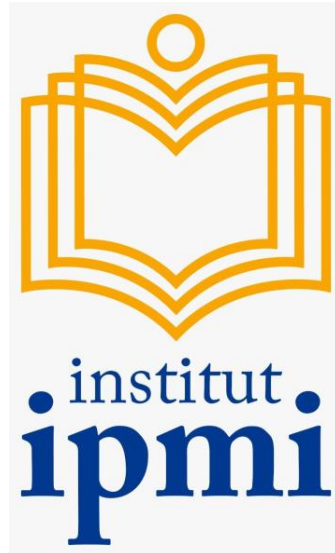


**ENHANCING SALES TACTIC IN CHICKEN BROILER CUT:
IMPLEMENTATION PROJECT AT MAKMUR BERKAH
BERSAMA**



INDIVIDUAL PROJECT

By:

Helmi Ilham Nurkholis (20111016)

Independent Project Supervisors:

Dety Nurfadilah, S.E., MBA

Ir. Sony Wiewiek Antonio MM, MBA

BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

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Prepared By:

**Helmi Ilham Nurkholis
(20111016)**

An INDIVIDUAL PROJECT

**Submitted in a partial fulfillment of the requirements for the
degree of Bachelor of Business Administration**

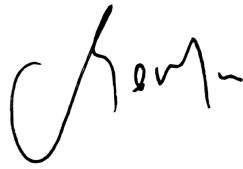
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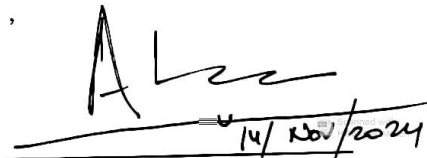
We hereby declare that this Thesis is from student's own work, has been read and presented to Sekolah Tinggi Manajemen IPMI Board of Examiners, and has been accepted as part of the requirements needed to obtain a Bachelor of Business Administration Degree and has been found to be satisfactory.

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Examined by,



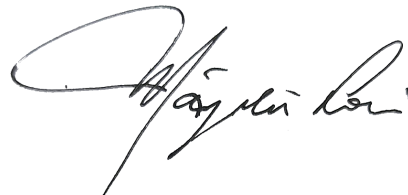
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Prof. Dr. Ir. Dedi Fardiaz, M.Sc.

Vice Rector of Academic
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NON PLAGIARISM DECLARATION FORM

This Thesis is a presentation of our original research work. Wherever the contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfilment of the requirements for the Bachelor of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 15 november 2024

Materai 10.000



Helmi Ilham Nurkholis
Helmi Ilham Nurkholis

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ABSTRACT

This Independent Project analyses the challenges faced by Makmur Berkah Bersama (MBB), an Indonesian B2B distributor of chicken broiler cuts – focusing on the previously mentioned lack of sales growth, brand recognition, and sales skills. The goal of this undertaking is to improve the market awareness of MBB, create sales, and strengthen better and more solid client relationships through the use of proper sales techniques and approaches.

The study used both the quantitative and qualitative research method whereby the number of sales was analyzed and therefore coupled with the ratio of interviews conducted on the customer. Full-fledged sales approach of focused sales training, dual or multiple contacts through different social media channels, and a tiered loyalty program were implemented in study.

From the major findings, it can be identified that the following are some of the major factors that are considered by MBB's clients while choosing the right suppliers. The major findings made indicate that quality, price and delivery time of the suppliers are critical determinants. Through the focused sales training that was accomplished effectively, the key competencies that were exercised embraced negotiation and persuasive presentations hence a drastic increase in the sales activity. The case of the application of Instagram to reinforce brand familiarity has been driving new consumers to the product and ensuring familiarity with the brand. This has been fueled by the intensified levels of customer patronage occasioned by the highly successful loyalty programme by which customers are encouraged to buy incremental volumes.

Analyzing Customer Data and Applying Targeted Sales Approach along with Efficient Use of Social Media in B2B Sales can bring about the improvement in effectiveness of Sales in the Poultry Distribution Market. The study offers important implications that can be used by B2B organisations to enhance their sales approaches and relations with clients in highly saturated markets.

Keywords: B2B sales, poultry distribution, sales tactics, customer loyalty, social media marketing, brand awareness

CHAPTER I

INTRODUCTION

1.1. Industry Background

Indonesia's chicken consumption has skyrocketed, doubling from 3.5 to 6 kilograms per person annually between 2010 and 2019, and is poised for further growth. This trend aligns with the country's economic prosperity and the affordability and religious suitability of chicken as a protein source. Data Consult further strengthens this projection, indicating a significant rise in chicken meat production, from 2.8 million tons to 3.7 million tons between 2020 and 2024, highlighting the growing demand for chicken within Indonesia (indonesien.ahk.de, 2024).

According to Nurhayati-Wolff, H. (2023, November 28), data on per capita poultry consumption in Indonesia from 2017 to 2029 reveals a consistent upward trend, increasing from 7.67 kg in 2017 to an estimated 9.32 kg in 2029 as can be seen from figure 1.1. This steady growth underscores the rising demand for poultry as a primary protein source among Indonesians.

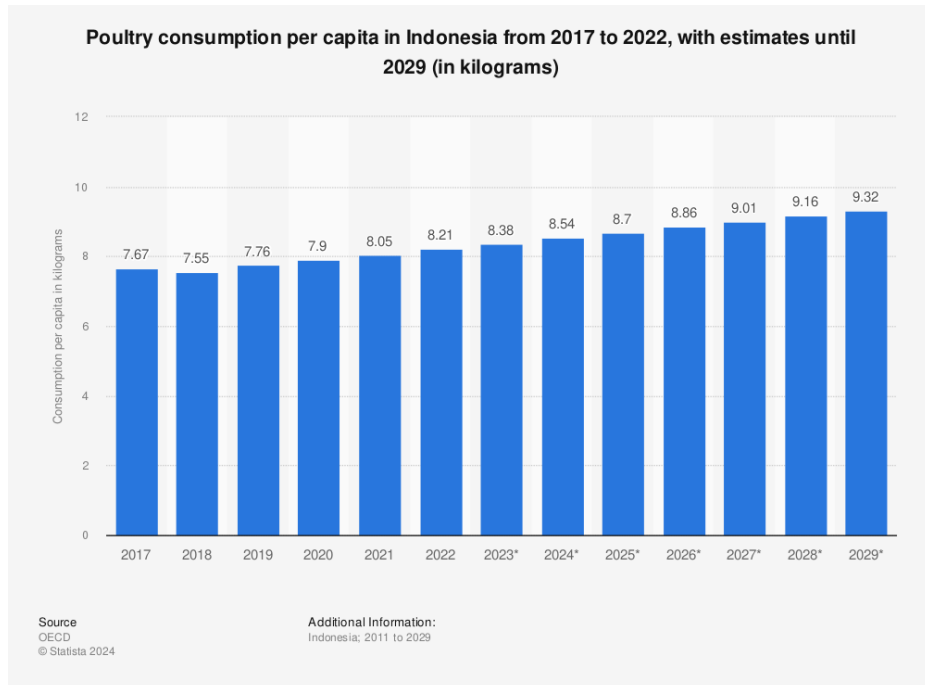


Figure 1. 1 Poultry Consumption Per Capita Indonesia

(source: Nurhayati-Wolff, H. (2023, November 28).)

Indonesia's poultry industry exhibits a distinct preference for broiler chickens, as evidenced by data from the Badan Pusat Statistik Indonesia (BPS) in 2022. Broilers overwhelmingly dominate the population with a staggering 3.11 billion birds, significantly outnumbering laying chicken (0.38 billion) and kampung chickens (0.31 billion) as can be seen from figure 1.2. This dominance necessitates a closer examination of the underlying factors driving this trend and its implications for companies like Makmur Berkah Bersama. Raising broilers offers greater production efficiency compared to other chicken types. Their faster harvest time, superior feed conversion rate, and lower mortality rate translate to economic viability for producers. Broilers can be harvested within 40-50 days, whereas laying chicken take 16-18 months to reach peak egg production. Additionally, broilers demonstrate a better ability to convert feed into meat and experience lower mortality rates compared to laying chicken and Kampung chickens. Compared 16 broiler strains and found that conventional broilers grew faster and exhibited better feed conversion than other categories, indicating more efficient meat production per unit of feed consumed (Torrey et al., 2021). mortality rate of 2.52%, which is lower than what is typically seen in commercial settings, further supporting the claim of lower mortality rates in broilers compared to other chicken types (Torrey et al., 2021).

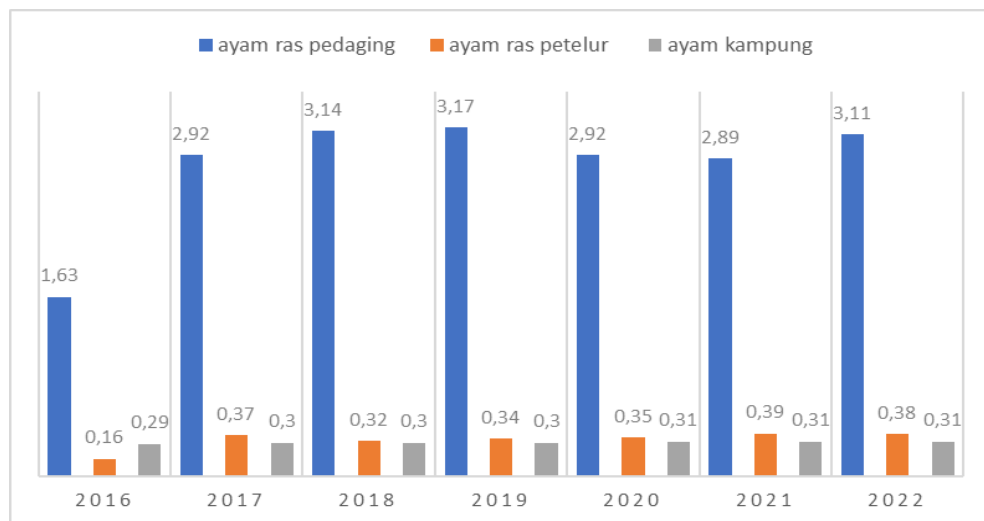


Figure 1. 2 Population of Meat Chickens, Laying Chickens and Kampung Chickens

(Source: Badan Pusat Statistik (2023, 22 Desember)

According to BPS (2023), Indonesia's chicken production landscape reveals a clear regional disparity. West Java reigns supreme, boasting the highest production at 1.005 million tons, followed by Central Java and East Java with 747,830 tons and 517,280 tons respectively. Conversely, Maluku and North Maluku provinces, along with DKI Jakarta, have minimal to no production at all. This trend mirrors the consumption patterns, with West Java again leading the pack with a demand of 694,190 tons. East Java and Central Java follow closely with 593,490 tons and 446,700 tons consumed annually (see figure 1.3).

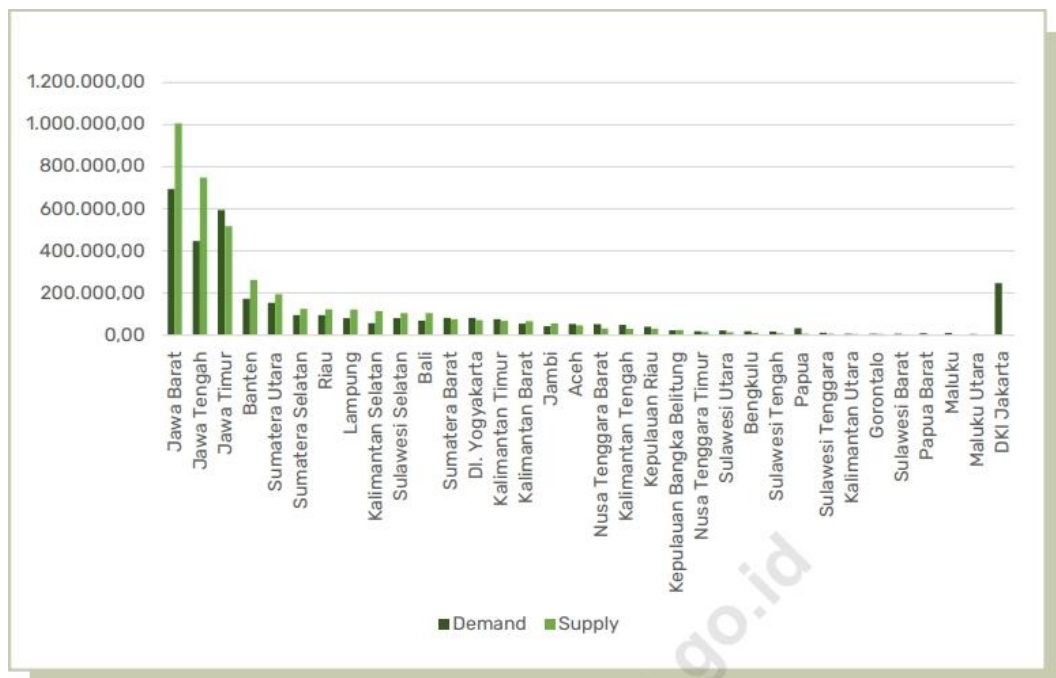


Figure 1. 3 Comparison of Supply-Demand for Purebred Chicken Meat by Province (tons), 2023

Source: Badan Pusat Statistik (2023, 22 Desember)

As shown in Figure 1.3, DKI Jakarta has a high demand but no supply at all, therefore Makmur Berkah Bersama has a good business opportunity as a Distributor.

1.2 Business Overview

1.2.1 Company Profile



Figure 1. 4 Makmur Berkah Bersama Logo

Established in 2023, Makmur Berkah Bersama (MBB) has rapidly carved a niche within Indonesia's B2B poultry distribution landscape. This Independent Project explores MBB's operational model, focusing on its strategic approach to supplying fresh, high-quality chicken cuts to a diverse B2B clientele. Unlike traditional distributors, MBB prioritizes early morning processing and same-day delivery, guaranteeing the ultimate freshness that underpins culinary success. This meticulous approach, coupled with a robust supply chain network, Their broiler chicken cut products are obtained from several suppliers, but they also process broiler chicken cuts at their slaughterhouse., ensures consistent product availability and eliminates concerns about stock shortages for its clients, allowing them to focus on core business operations.

Beyond simply being a supplier, MBB aspires to be a valued partner in its clients' success. Their dedicated team leverages industry knowledge to negotiate favorable contracts, ensuring competitive pricing and flexible terms. This commitment extends to exceptional customer service. MBB stays abreast of industry trends and shares valuable insights to help clients refine their menus and offerings, keeping them ahead of the curve in the dynamic culinary landscape. Ultimately, MBB fosters strong, collaborative partnerships built on mutual trust and shared success, contributing to the long-term growth and prosperity of both the company and its B2B clientele.

1.2.2 Organization Structure

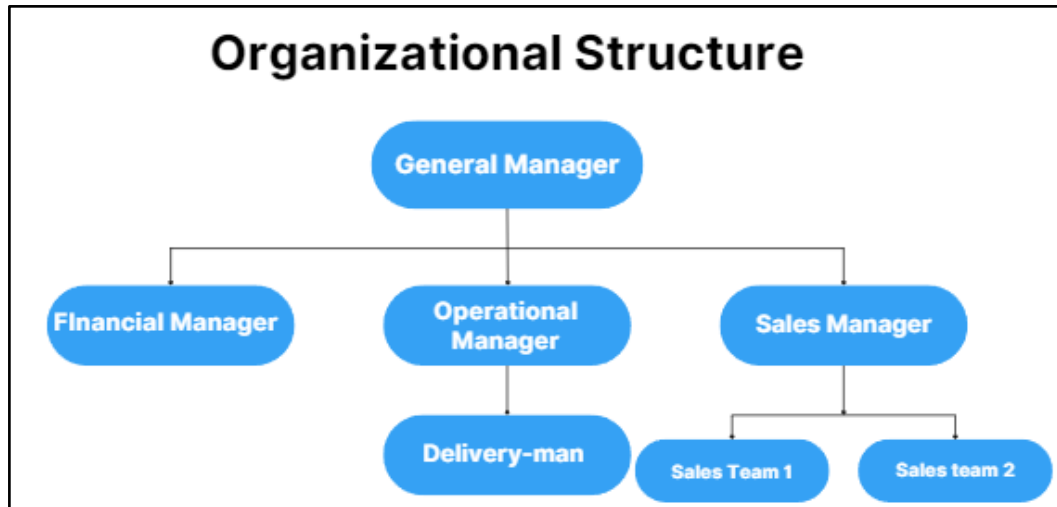


Figure 1. 5 Organization Structure

Makmur Berkah Bersama adopts a structured organizational approach to ensure efficient operations. At the top of the hierarchy is the General Manager, who provides overall leadership, sets strategic direction, and oversees all departments. My role in Makmur Berkah Bersama is General Manager, the author provides overall leadership, sets strategic direction, and oversees all departments. Reporting directly to the General Manager are three key roles:

1. The Financial Manager is responsible for managing the company's finances, including budgeting, financial planning, and reporting.
2. The Operational Manager oversees the day-to-day operations of the business. This includes coordinating with the Delivery-man, who is responsible for ensuring timely and efficient delivery of products to clients.
3. The Sales Manager leads the sales efforts of the company. Under their supervision are two distinct sales teams: Sales Team 1 and Sales Team 2. These teams are responsible for market research, customer acquisition, and maintaining client relationships.

This hierarchical structure allows Makmur Berkah Bersama to effectively delegate responsibilities while maintaining clear lines of communication and accountability. The General Manager can focus on high-level strategy and partner development within the B2B food supply chain, while the specialized managers ensure that their respective departments run smoothly.

1.2.3 Business Partnership

Makmur Berkah Bersama (MBB) has created strategic partnership to ensure it has a steady supply of quality poultry products and to expand market share. Today, MBB cooperates with 86 vendors in total. These vendors offer all sorts of chicken cuts and related products, ensuring that MBB can meet the diverse needs of its B2B customers. Due to strong links with these vendors, MBB sustains a reasonable quality and product inventory throughout its operations. These strategic alliances are essential to MBB's business model since they help in implementing its business strategy of ensuring that customers receive frequent and high-quality chicken pieces.

1.2.4 Product Profile

Makmur Berkah Bersama is a trusted provider of fresh, high-quality poultry products, catering to the diverse needs of B2B customers across Indonesia. They specialize in supplying a wide range of chicken cuts, ensuring you have the ingredients you need to create exceptional culinary experiences for your customers.

Our Product Range:

1. F. Dada (Chicken Breast): Tender, juicy, and versatile, our chicken breasts are perfect for grilling, roasting, or stir-fries.
2. F. Paha (Chicken Thighs): Packed with flavor and ideal for slow cooking, our chicken thighs are a favorite among culinary professionals.
3. PP. Utuh (Whole Chicken): Whether you're roasting a classic whole chicken or preparing a hearty stew, our whole chickens offer exceptional value and versatility.
4. P. Atas (Chicken Back): A cost-effective option for creating flavorful broths and stocks, our chicken backs are a staple in many kitchens.
5. Sayap (Chicken Wings): Perfect for Buffalo wings, grilling, or roasting, our chicken wings are sure to satisfy your customers' cravings.
6. Ceker (Chicken Feet): A popular ingredient in Asian cuisine, our chicken feet are packed with collagen and flavor.
7. Kulit (Chicken Skin): Crispy and delicious, our chicken skin can be transformed into a variety of snacks or garnishes.
8. Kepala (Chicken Head): A flavorful addition to soups and stews, our chicken heads are a great way to add depth and richness to your dishes.

9. Kerongkong (Chicken Neck): Often used for making broths and stocks, our chicken necks are a valuable source of collagen and nutrients.
10. Usus (Chicken Intestines): A popular ingredient in various cuisines, our chicken intestines are enjoyed for their unique texture and flavor.
11. Lemak (Chicken Fat): Rendered chicken fat adds a rich, savory flavor to dishes and can be used for various cooking applications.
12. Ati ampela (Chicken Liver and Gizzard): These flavorful offal cuts are prized for their unique texture and culinary versatility.

Due to our commitment to providing fresh, high-quality poultry products, prices may fluctuate based on market conditions and availability.

1.3 Business Process

Makmur Berkah Bersama prioritizes efficiency and freshness throughout its B2B chicken cut supply chain. Here's a simplified flow of our business process:

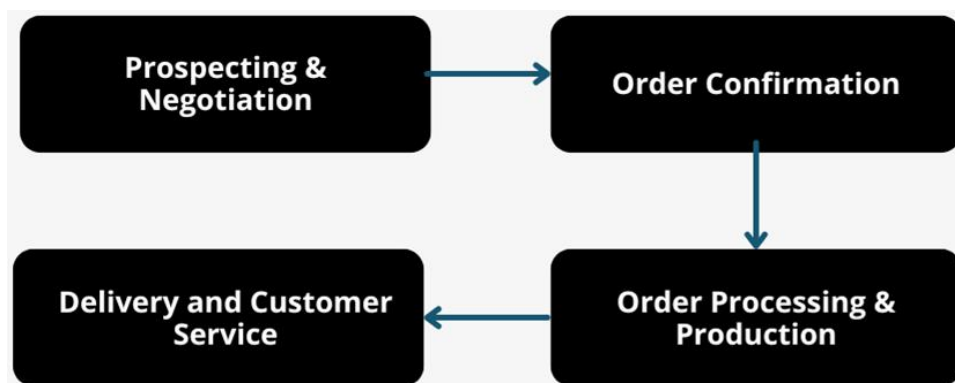


Figure 1. 6 Business Process

1. Prospecting & Negotiation:

- a. Find potential B2B customers (restaurants, cafes, hotels, etc.) through Google Maps
- b. Understand their poultry needs and highlight the benefits of Makmur Berkah Bersama's offerings (freshness, quality, etc.).
- c. Negotiate pricing, delivery schedules, minimum order quantities, and payment terms.

2. Order Confirmation:

- a. Once an agreement is reached, finalize the order details: specific products, quantities, preferred delivery schedule, and chosen payment method.

- b. This information is typically confirmed through a formal purchase order or contract.

Payment Options:

- 1) **Cash on Delivery (COD):** Customer pays the salesperson in cash upon receiving the order.
- 2) **Mobile Wallets or Online Payments:** Some businesses might pay electronically upfront for convenience.
- 3) **Payment on Credit:** Established clients with a history of on-time payments may be offered credit terms.
- 4) **Invoicing:** Makmur Berkah Bersama generates an invoice after order confirmation, outlining order details, total amount due, and payment deadline (e.g., net 15 days).
- 5) **Bank Transfers:** Customer settles the invoice within the specified timeframe using bank transfers or other agreed-upon methods.

3. Order Processing & Production:

- a. The marketing & sales team receives the confirmed order and ensures it aligns with inventory and production capacity.
- b. The production team schedules early morning processing for the required chicken cuts based on the confirmed order.

4. Delivery and Customer Service:

- a. The production team prepares the order for delivery, ensuring proper packaging and temperature control.
- b. The salesperson or a designated delivery person delivers the fresh chicken cuts to the customer's location according to the agreed-upon schedule.
- c. **Payment Collection:**
- d. For COD orders, the delivery man collects payment upon delivery.
- e. For credit terms, the customer has until the invoice deadline to complete payment.
- f. The salesperson verifies delivery receipt.

1.4 Problem Identification

One key challenge lies in navigating the increasingly competitive landscape. As more players enter the chicken broiler cut distribution market, price wars and margin pressure are likely to intensify. This necessitates the development of effective sales and marketing strategies that cater to the specific needs and preferences of B2B customers. Understanding these buying behaviors and pain points is crucial for customer acquisition and retention. Furthermore, successful B2B distributors rely heavily on their negotiation skills to secure favorable contracts, pricing, and payment terms with both suppliers and customers. Employing effective negotiation strategies is essential for optimizing business outcomes and maintaining profitability.

1.4.1 Sales Performance

The first problem is that MBB sales are stagnant, it does not increase or decrease, the quantity, and revenue are stagnant from January to april, as a result the company cannot grow in terms of profit. This situation makes us need immediate action to improve sales strategies to increase sales and profit.

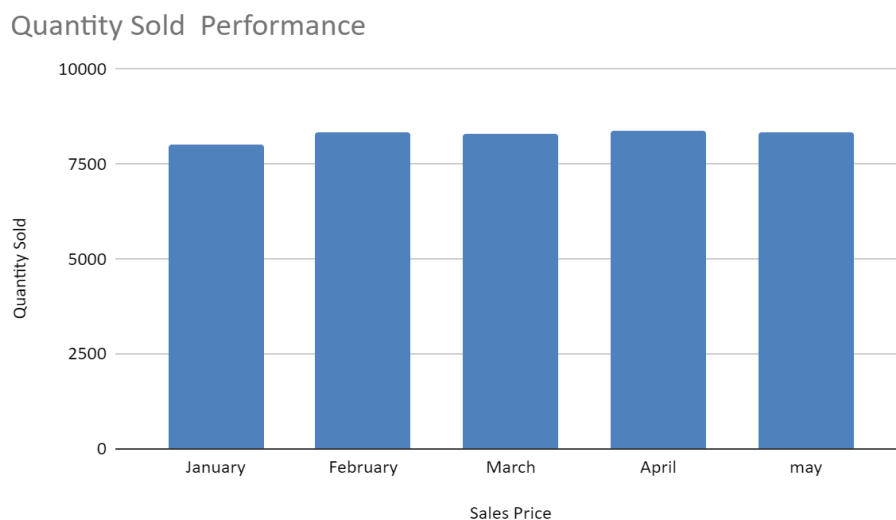


Figure 1. 7 Quantity Sold Performance

1. Brand Awareness and Trust

The second problem is related to brand awareness and trust. When MBB's sales team approaches potential clients, they often face rejection because the company is not well-known, and there is a lack of awareness about the brand. This lack of recognition and trust among potential clients

suggests that MBB needs to invest in building a stronger brand presence and increasing market awareness to gain credibility and attract new customers.

2. Sales Skills

The Third and equally important issue is the underdeveloped sales skills of MBB's sales team. Sales skills are vital for revenue growth, profit growth, customer retention, and customer satisfaction. The main problems include sales personnel not knowing how to negotiate effectively with customers, failing to update customers on price changes, and not apologizing for mistakes made by the delivery or processing teams. This lack of communication and accountability can lead to customers switching to other distributors who offer better service. Developing the sales team's skills in negotiation, customer relationship management, and proactive communication is essential for retaining customers and enhancing overall sales performance.

1.5 Objectives and Questions

1.5.1 Objectives

1. Analyze the current and potential customer preferences and feedback towards the poultry industry, specifically for Makmur Berkah Bersama (MBB).
2. Identify and propose new sales tactics that Makmur Berkah Bersama can implement to improve their B2B sales.
3. Develop strategies to increase brand awareness and build trust among potential clients for MBB.
4. Develop strategies to minimize the loss of long-term customers and enhance customer retention for MBB.

1.5.2 Questions

1. What are the current and potential customer's preferences and feedback toward the poultry industry, specifically MBB?
2. What other sales tactics can Makmur Berkah Bersama implement to improve their B2B sales?
3. How can MBB increase brand awareness and build trust among potential clients?

4. What strategies can MBB implement to minimize the loss of long-term customers?

CHAPTER II

BUSINESS CONCEPT

2.1 Sales Tactics

Sales tactics are essential strategies employed by businesses to enhance their sales performance, customer satisfaction, and overall market presence. Several theories and methodologies have been developed to guide sales professionals in effectively engaging with customers and closing deals.

According to Pandam Mandansari et al. (2022), Adaptive Selling Theory posits that salespeople should modify their sales behaviors based on the information gathered about the customer and the selling situation. This approach emphasizes the importance of flexibility and responsiveness in sales interactions.

According to Help Scout (2023), Customer-Centric Selling emphasizes putting the customer's needs at the forefront of the sales process. This approach involves building strong relationships with customers, understanding their specific circumstances, and providing solutions that address their unique challenges. Customer-centric selling fosters empathy and trust, which are critical for long-term customer retention and satisfaction.

According to Guenzi et al. (2016), Sales Force Management Capability (SFMC) integrates both personal selling capabilities and managerial efforts to optimize sales performance. SFMC involves structuring the sales force, managing talents, and segmenting customers effectively. This comprehensive approach ensures that sales teams are well-equipped to meet market demands and achieve financial goals.

According to U.S. Chamber of Commerce (2023), Digital and Hybrid Selling has become increasingly important in the modern sales landscape. This approach combines digital and offline outreach to create a seamless customer experience. By leveraging digital tools and platforms, sales teams can enhance their reach and efficiency. Gartner predicts that by 2025, 80% of B2B sales communication between suppliers and buyers will occur in digital channels, highlighting the growing importance of digital touchpoints in sales strategies.

According to Guntarto (2022), the poultry industry is a significant contributor to the Indonesian economy, particularly in providing affordable animal

protein to the population. The demand for poultry products, especially broiler chicken, has been increasing due to rising income levels, urbanization, and cultural preferences. This growth presents opportunities for businesses in the poultry industry, including those involved in the distribution of chicken broiler cuts.

According to Wahyono & Utami (2018), effective marketing channels are crucial for the success of businesses in the poultry industry. Research indicates that the efficiency of marketing channels can significantly impact the profitability of poultry businesses.

2.2 Theory of Market Research

Market research is a crucial component of any successful B2B sales strategy. By conducting market research, businesses can gain valuable insights into their target customers' needs, preferences, and behaviors. This information can then be used to develop effective sales tactics and marketing strategies that cater to the specific requirements of their B2B clients.

Oberholzer and Buys (2023) proposes a structured approach to market research theory in their journal, "A Roadmap to Business Research", through a complete framework. It defines research as a systematic investigation aimed at uncovering new knowledge, a crucial concept in market research to understand consumer behavior and market trends. The framework consists of four key components: identifying the research problem, designing the research with a clear philosophical and methodological foundation, gathering empirical evidence, and drawing conclusions to inform business strategies. The article stresses the importance of distinguishing between management actions and research, emphasizing that complex market issues often require a research-based approach. Additionally, it highlights the need to align research philosophy with chosen methodologies, as different approaches can yield distinct insights. This roadmap serves as a guide for navigating the theoretical and practical aspects of market research.

On the other hand, Cluley and Green (2024) tried to explain theory of market research in their article "Ethics of Market Research: New Practices but No New Ideas" which explores the evolution of market research ethics over the past 70 years, focusing on various theoretical perspectives like normative, descriptive, and technical approaches. It highlights how the field has become fragmented, leading

to stagnation in theoretical advancements. The article emphasizes the need for ethical guidelines to shape practices, with normative themes focusing on moral principles, descriptive themes addressing attitudes toward controversial methods, and technical themes exploring ethical challenges in new technologies. The authors call for fresh perspectives and empirical research to address modern ethical issues in market research.

According to Matviiets and Korpan (2021), market research plays a crucial role in helping businesses gain a deeper understanding of their customers' needs, preferences, and behavior patterns. By conducting thorough research, companies can identify key trends that influence consumer decision-making, allowing them to tailor their products or services to better meet market demands. This understanding not only improves customer satisfaction but also helps businesses stay competitive by anticipating shifts in consumer expectations. Furthermore, market research enables organizations to discover new opportunities for growth by analyzing untapped markets or emerging trends. In addition, it prepares businesses to face potential threats and challenges by providing data-driven insights that facilitate strategic planning and risk mitigation. By relying on accurate research findings, companies can navigate uncertainties more effectively, ensuring long-term sustainability in a constantly changing market landscape.

Similarly, Golubkov (2018) underscores the value of market research for B2B companies, emphasizing its importance in defining target markets and positioning products or services more strategically. Through market research, B2B companies can gather critical insights into their competitors' strengths, weaknesses, and strategies, helping them refine their own competitive approach. These competitive insights allow businesses to make informed decisions about product development, pricing, and distribution. Additionally, market research serves as a tool to assess the market viability of their offerings, ensuring that products or services are well-aligned with industry needs and customer expectations. By measuring demand and analyzing market conditions, businesses can reduce risks associated with new product launches and enhance their chances of success in a highly competitive B2B environment.

2.3 Theory of Social Media

Social media has become an increasingly important tool for B2B sales and marketing efforts. According to a study by Balaji et al. (2023), social media engagement significantly influences B2B firms' marketing effectiveness, particularly when the message strategy is well-aligned with the target audience's preferences. This study highlights that the effectiveness of social media marketing in the B2B sector is largely dependent on the relevance and resonance of the content shared. When B2B companies tailor their social media messages to address the specific needs and interests of their target audience, they are more likely to see increased engagement and positive business outcomes.

Research by Zhan et al. (2021) underscores the importance of social media in influencing business decision-makers, making it a critical tool for B2B marketing. Social media platforms allow B2B companies to communicate their value propositions directly to key stakeholders, shape perceptions, and build lasting relationships. By creating targeted and relevant content, companies can enhance their visibility, demonstrate expertise, and establish trust, which is vital in B2B interactions. Additionally, social media can significantly influence purchasing decisions, as decision-makers increasingly use these platforms to gather insights and evaluate potential business partners, making social media an essential strategy for driving business growth.

Olivieri and Testa (2024) elucidated in their study the crucial function of social media, notably LinkedIn, in augmenting the efficacy of B2B strategies for startups, especially during their entry into international markets. Social media helps startups build brand awareness, allowing them to establish a presence in foreign markets and reach a broader audience. It also enables effective positioning of their products and services, which is crucial in the B2B sector, where trust and relationship-building are key. Social media platforms facilitate the development of relationships with international stakeholders, opening up opportunities for business partnerships and collaborations. However, startups also face challenges, such as navigating cultural differences and managing their online reputations. The article provides practical implications for managers, suggesting that social media can be strategically used to enhance international marketing efforts. Additionally, it offers policy recommendations, advocating for incentives to support startups in their

expansion efforts through social media, fostering a more favorable environment for B2B interactions.

Maduku (2024) also explains the effectiveness of social media in the B2B sector by focusing on how social media marketing assimilation impacts firm performance. It highlights the critical role of top management participation, noting that their involvement is key to integrating social media into various marketing functions, such as product development, channel management, and promotions. The study finds that social media assimilation enhances customer engagement and sales performance in channel management but has a limited impact on pricing and promotions. Interestingly, it contributes to relationship development in product development but does not directly drive sales. Additionally, the research emphasizes the importance of a firm's absorptive capacity, which moderates the relationship between management participation and social media effectiveness. Ultimately, while social media can improve certain areas of B2B performance, its impact varies across different marketing functions, offering a nuanced guide for firms to target their social media strategies where they can achieve the greatest results.

Schmitt et al. (2023) also explores the role of social media in the B2B sector, emphasizing its effectiveness in enhancing customer relations and internal knowledge sharing. The research finds that B2B salespeople use social media primarily to build and maintain strong customer connections, which positively impacts sales performance, particularly through social media advocacy. This effect is notably stronger in multinational enterprises (MNEs) compared to local firms. Additionally, the article highlights the importance of internal social media connections for knowledge transfer among peers, benefiting both multinational and local sales teams. By applying a social capital framework that examines the structural, relational, and cognitive dimensions of social media use, the study reveals how salespeople utilize these platforms to maximize their effectiveness. The comparative analysis between multinational and local firms demonstrates that while both types leverage social media, the outcomes differ, with MNEs deriving more substantial benefits from these strategies.

2.4 Theory of Loyalty Program

According to Melnyk and Bijmolt (2019), loyalty programs play a critical role in enhancing customer retention and driving sales growth in B2B markets. Their study emphasizes that a well-structured loyalty program can lead to several key benefits, including increased customer loyalty, higher rates of repeat purchases, and the generation of valuable referrals. In the B2B context, where long-term relationships and customer retention are vital for sustained success, loyalty programs help businesses maintain strong connections with their clients. By incentivizing ongoing engagement and rewarding consistent business, these programs create a framework that encourages clients to remain loyal and continue purchasing over time. Moreover, satisfied and loyal clients often become advocates for the business, referring other potential customers, which opens up additional sales opportunities. The study underscores that in B2B markets, where the stakes of customer relationships are high, loyalty programs not only foster client retention but also contribute significantly to overall business growth by creating a positive cycle of loyalty, satisfaction, and referral-based sales expansion.

Viswanathan et al. (2022) also presents a detailed analysis of the effectiveness of Multi-Tier Loyalty Programs (MTLPs) in the B2B sector, highlighting how these programs influence customer behavior, particularly through tier-based incentives. It emphasizes that tier statuses, assigned based on customer purchasing behavior, can significantly impact the share of wallet (SOW), motivating customers to increase spending with the firm. However, the effectiveness of MTLPs is not uniform across all customers; their impact varies based on factors like customer tenure and accumulated points. Through a longitudinal data analysis of a German agricultural firm, the study reveals that smaller customers, in particular, are more responsive to higher-tier incentives, making MTLPs an effective tool for motivating smaller firms despite their lower purchasing power. Additionally, the soft benefits associated with status in higher tiers serve as powerful motivators for customer loyalty, fostering a sense of reciprocity. The article concludes by emphasizing the need for managers to strategically recognize and reward long-term customers to sustain high SOW, which is crucial in B2B environments where lasting relationships drive success.

Kwiatek et al. (2020) offer a comprehensive analysis of the effectiveness of loyalty programs (LPs) in the B2B sector by exploring their relationship with

relationship marketing and their impact on relationship quality (RQ). It highlights that while loyalty programs are common, their interaction with relationship marketing is often overlooked. The study finds that RQ, driven by customers' prior experiences with suppliers, plays a pivotal role in improving sales and share of wallet, particularly when customers are actively engaged in the LP. Furthermore, active participation in LPs enhances RQ outcomes such as longer customer tenure and greater likelihood of recommendations. However, it distinguishes that loyalty programs, which are based on future rewards, operate differently from relationship quality, which is grounded in past experiences. The study also shows that while LPs can boost positive attitudes, their true effectiveness in enhancing performance lies in the level of customer activity rather than mere membership. Using a theoretical framework that incorporates transaction cost, relational contracts, and relational exchange theories, the research underscores the nuanced effectiveness of LPs in transactional B2B markets, bridging gaps in the literature and providing practical insights for leveraging loyalty programs to strengthen business relationships.

2.5 Theory of Sales Training

Sales training plays a crucial role in enhancing a company's ability to generate revenue by equipping sales teams with the skills and knowledge necessary to outperform competitors, cultivate stronger customer relationships, and respond to evolving market conditions. Klein's (2020) study emphasizes that effective sales training programs are not only about teaching sales techniques but also about fostering a deeper understanding of customer behavior, market dynamics, and product positioning. This comprehensive approach ensures that sales professionals can tailor their strategies to meet the specific needs of their clients, thereby improving customer satisfaction and loyalty. Furthermore, the study reveals that well-structured training programs significantly boost sales performance, leading to higher conversion rates, increased deal sizes, and better overall profitability. Klein also highlights the adaptability of trained sales teams, noting that ongoing training allows them to stay ahead of industry trends, incorporate new technologies like CRM systems, and refine their approaches to closing deals. In summary, by investing in continuous and targeted sales training, businesses can create a

competitive edge, ensuring long-term growth and success in an increasingly dynamic marketplace.

In the B2B sector, particularly in pharmaceutical sales, effective sales training programs are critical for developing self-leadership skills. Kalra et al. (2021) highlights that such training can enhance self-leadership, a key factor in adapting and taking initiative in complex sales environments. Kalra et al. finds a positive link between self-efficacy and behavioral self-leadership, showing that improving self-efficacy through training boosts leadership behaviors and adaptive selling techniques. However, high technical knowledge may weaken this relationship, suggesting that training programs should not only focus on technical skills but also on leadership development, especially for those with high expertise. Sales managers must tailor training based on the technical knowledge of their salesforce to maximize effectiveness and drive performance. This approach leads to optimized sales strategies and improved outcomes in competitive B2B markets.

In the B2B sector, particularly within services firms, the effectiveness of sales training programs is influenced by a deep understanding of seller skills. According to Høgevold et al. (2024) effective sales training should be structured around the benchmarking of B2B seller skills through meta-analytical conceptualizations and empirical evidence. The researchers identified a seven-dimensional framework of seller skills, where each dimension plays a distinct role in the sales process. Comprehensive training programs that address all these dimensions can significantly enhance sales performance. Their study, which surveyed 389 services firms with a 53.1% response rate, provides strong empirical support for the validity of these seller skills in improving efficiency. Additionally, the research shows that effective training programs reduce perceived customer risk in B2B services by strengthening sellers' capabilities in line with the seven-dimensional framework. The practical implication is that firms should invest in training programs that develop these specific skills, leading to better sales outcomes and closer alignment with customer needs. The authors also highlight the need for future research to explore how different company characteristics and industries might influence the effectiveness of sales training programs.

In their study, Oh and Johnston (2023) explore the significant impact of sales training programs in the B2B sector by proposing new ways to evaluate training effectiveness. Traditional metrics often fall short due to challenges in measurement and accessibility, prompting the need for a more practical metric that companies can use to assess their training interventions. This new evaluation method, tested through strategic simulations, demonstrates its practicality in providing clearer insights into training outcomes. Additionally, the study underscores the importance of recognizing individual talent and the selective learning processes of salespeople, allowing firms to tailor their training programs for maximum effectiveness. The longitudinal nature of sales training is another key consideration, as its benefits may only emerge over time as salespeople apply their learned skills in practice. These factors—developing relevant metrics, recognizing talent, and accounting for long-term impacts—are essential for B2B firms seeking to enhance their sales effectiveness and competitiveness in the market.

2.6 List of Previous Study

Table 2. 1 List of Previous Study

Researcher	Journal Title	Data	Method	Results
Zulkarnain et al. (2020)	Business Development Strategy Using Business Model Canvas at PT Pitu Kreatif Berkah	The study analyzes the business environment of PT Pitu Kreatif Berkah, a printing company facing high competition. It evaluates the company's position using SWOT and AHP methods to propose business model strategies. Key factors influencing competitiveness and business growth were identified through interviews with company owners and experts.	The study used a qualitative descriptive approach with data collection through observation, interviews, brainstorming, and questionnaires. SWOT analysis and AHP were applied to assess internal and external factors, prioritize strategies, and integrate them into the Business Model Canvas (BMC).	Seven strategies were developed, including improving production and partnering with SMEs. The first strategy prioritized increasing production and maintaining product quality and timely processing, with a 0.320 weight. The study recommended applying six strategies across BMC elements to enhance competitiveness and efficiency at PT Pitu Kreatif Berkah.
Bangkit Rambu Sukarno, Muhamad Ahsan (2021)	Implementation of Business Development Strategy Using Business Model Canvas	The research aimed to map the existing business strategies and develop new ones for Toko Zidni, a retail clothing store, using the Business Model Canvas (BMC) approach. Data collected from interviews, observations, and sales documentation were analyzed using a SWOT analysis to enhance the BMC elements.	Descriptive qualitative approach, with data collection through interviews, observation, and documentation. SWOT analysis was used to identify internal strengths and external opportunities and threats, which were then elaborated into the nine elements of BMC.	The study suggested six strategic improvements for Toko Zidni, including increasing advertising costs and persuading customers to become resellers or dropshippers to expand sales. Key resources, customer relationships, and cost structures were identified as needing improvement. The strategies are expected to improve overall revenue and expand business operations.

Researcher	Journal Title	Data	Method	Results
Mihani, Thomas Robert Hutaaruk (2020)	Strategy for Development of Micro, Small, and Medium Business (UMKM) Dapur Etam Sejahtera Samarinda in Improving Sales	This research aimed to develop and analyze strategies to increase the sales of UMKM Dapur Etam Sejahtera, a micro business producing fish crackers. Data was gathered on internal and external factors affecting the business, with particular attention to product quality, production capacity, and sales competitiveness. The study identified strengths, weaknesses, opportunities, and threats.	Quantitative approach with data collected via interviews and observation. SWOT analysis was used to identify factors, and QSPM was employed to prioritize strategic alternatives.	The study recommended eight alternative strategies, with the top three priorities being: 1) maintaining product quality (8.29), 2) maximizing production capacity (8.13), and 3) increasing sales competitiveness (8.01). These strategies are intended to help Dapur Etam Sejahtera sustain and improve sales performance despite market challenges.
Gunawan Aji et al. (2023)	Business Development Strategy Analysis at PT GoTo Gojek Tokopedia for Long – Term Growth Post - IPO	This study discusses PT GoTo's business development strategy after its merger and IPO, including internal and external environment analysis and long-term growth strategies.	Descriptive qualitative method using literature reviews and secondary data related to IPO and PT GoTo's performance	PT GoTo employs strategies such as product diversification, market expansion, strategic alliances, and innovation to drive growth. Post-IPO growth includes an increase in the number of users, partners, and merchants within GoTo's ecosystem. However, challenges remain in facing competition and sustaining long-term growth.
Ferdika Adhi Pradana, Reza Widhar	Business Development Strategy of	The research analyzes internal and external factors	Descriptive qualitative with	The analysis placed 'Dika Ban Kalasan' in quadrant I (aggressive

Researcher	Journal Title	Data	Method	Results
Pahlevi (2022)	'Dika Ban Kalasan' Using the SPACE Matrix (Case Study Approach)	of 'Dika Ban Kalasan' motorcycle repair shop using the SPACE Matrix.	interviews and documentation	strategy). Recommended strategies include intensive market penetration, product development, and maintaining a competitive advantage in quality and service.
Hasna Leginasawati, Hasyiyati Tri Agustin, Iko Choerul Komar (2023)	Business Development Strategy to Increase Sales in ADIBAH SOCK UMKM, Purbalingga Regency	The study explores the challenges and business strategies of ADIBAH SOCK to increase sales using SWOT analysis, identifying strengths, weaknesses, opportunities, and threats.	Descriptive qualitative method, data collected through interviews and direct observation	ADIBAH SOCK should focus on product and market development strategies, enhance digital marketing efforts, and optimize product quality to increase sales. The primary challenges include limited capital, poor management skills, and local competition

The table provides an overview of various business development strategies applied across different industries using diverse analytical frameworks. For example, Zulkarnain et al. (2020) utilized SWOT and AHP methods to assess internal and external factors, proposing seven strategic improvements for PT Pitu Kreatif Berkah, including enhancing production capacity and forming partnerships with SMEs. This study emphasizes the importance of data-driven approaches in formulating efficient business strategies to increase competitiveness.

Similarly, Bangkit Rambu Sukarno Muhamad Ahsan (2021) applied SWOT analysis and the Business Model Canvas (BMC) to Toko Zidni, identifying six strategic improvements focused on key resources, customer relationships, and cost structures. The study highlighted the necessity of optimizing these elements to enhance overall business performance and revenue in the retail sector. Gunawan Aji et al. (2023) explored post-IPO strategies for PT GoTo, focusing on product diversification, market expansion, and innovation to maintain long-term growth.

This research underscores the significance of strategic alliances and innovation in overcoming competition and driving sustainable business development.

In summary, these studies demonstrate that the use of strategic tools such as SWOT, AHP, and BMC effectively identifies opportunities, addresses challenges, and formulates actionable strategies. These insights are highly relevant to the B2B context, where a comprehensive understanding of internal and external factors is crucial in developing sustainable, effective strategies that enhance sales performance and competitiveness. The findings from these previous studies provide valuable frameworks for further research into optimizing business strategies in competitive markets.

2.6 Current Business Situation of Makmur Berkah Bersama

The Business Model Canvas for Makmur Berkah Bersama (MBB) outlines how they deliver fresh, high-quality chicken cuts to restaurants, hotels, and supermarkets. MBB leverages a direct sales force, website, and social media to connect with clients, while building partnerships with suppliers and logistics providers to ensure quality and timely delivery. Their value proposition goes beyond just price, offering expertise, menu planning assistance, and efficient cut utilization to optimize client menus and potentially reduce costs.

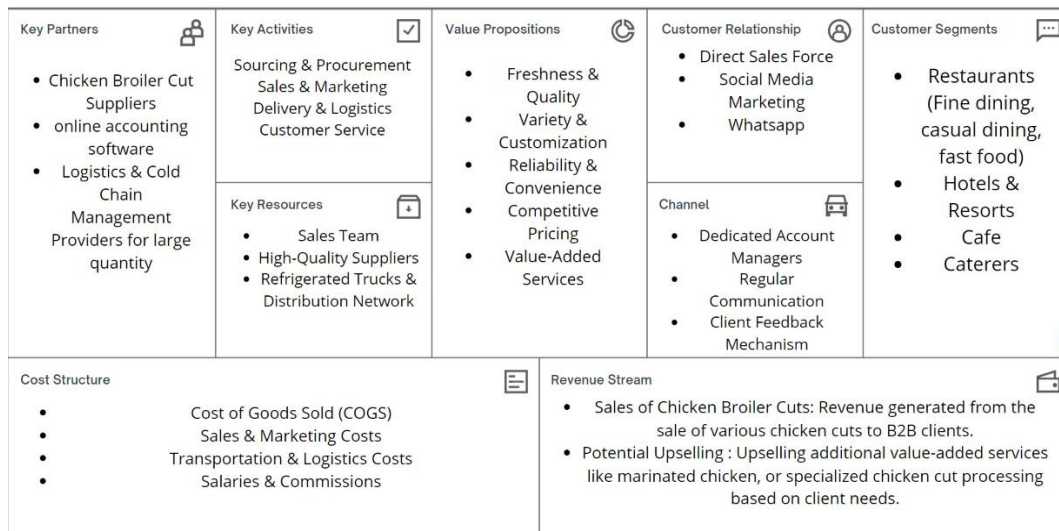


Figure 2. 1 Business Model Canva

Below is table 2.1 for May sales performance from MBB, as can be seen sales team 1 is in first rank for quantity sold with a total of 4,597.20 kg and revenue with a total of IDR 158,313,608 but the sales team has fewer customers compared

to the team sales 2, which they can mean is that sales team 1 has a few customers but buys in greater quantity, while sales team 2 has twice as many customers as sales team 1 but the quantity sold and revenue is less.

Table 2. 2 May Sales Performance

Team	Quantity Sold / Kg	Revenue	Customer
Team Sales 1	4.597,20	Rp158.313.608	21
Team Sales 2	3.751,95	Rp148.472.715	49

Source: internal data

2.7 Current Sales Tactic of Makmur Berkah Bersama

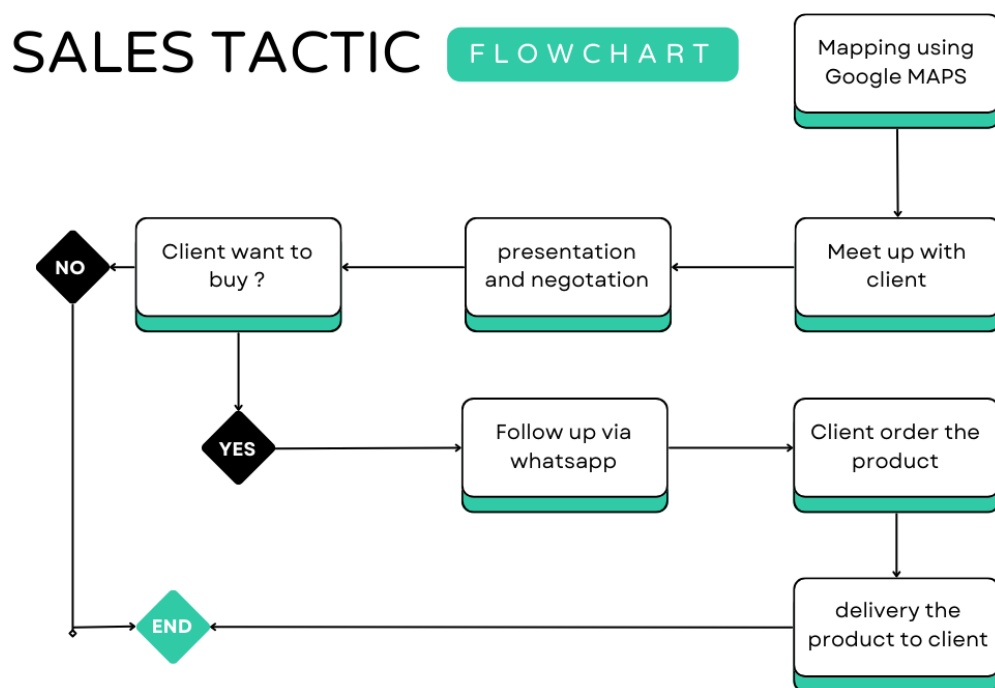


Figure 2. 2 Current Sales Tactic Flowchart

The provided flowchart outlines a structured sales tactic process for Makmur Berkah Bersama (MBB), detailing each step from initial client identification to product delivery. The process begins with Mapping using Google Maps, where the sales team uses Google Maps to identify and locate potential

clients. This step is crucial as it helps the team plan their visits efficiently by mapping out the locations of prospective clients, ensuring that they can meet with multiple clients in a day, thereby saving time and resources.

Next, the sales team proceeds to Meet up with Client, scheduling and conducting face-to-face meetings with potential clients. Personal interactions during these meetings are essential for building trust and rapport, making it easier to understand the client's needs and tailor the sales pitch accordingly. This step sets the foundation for a successful sales process by establishing a strong relationship with the client.

During the meeting, the sales team engages in Presentation and Negotiation, where they present the products and services offered by MBB and address any concerns the client may have. Effective presentation and negotiation are crucial for convincing the client of the value of MBB's offerings and securing a deal. A well-prepared presentation can highlight the benefits and unique selling points of the products, while skilled negotiation can help finalize the terms of the sale.

The process then reaches a critical decision point: Client Want to Buy? At this stage, the client decides whether they want to proceed with the purchase. If the client agrees to buy, the process moves to the next step. If the client does not want to buy, the sales team may need to revisit the presentation and negotiation step or follow up later to address any remaining concerns.

For clients who need more time to decide or have additional questions, the sales team follows up via WhatsApp. This step leverages WhatsApp as a convenient and direct communication channel for addressing any remaining concerns and keeping the client engaged. Follow-up messages can help maintain the client's interest and provide the necessary information to facilitate a decision.

Once the client decides to make a purchase, they place an order for the desired products in the Client Order the Product step. This step formalizes the client's commitment to buy and initiates the order processing. It is a crucial step that transitions the client from a prospect to a customer.

Finally, the ordered products are delivered to the client's location as per the agreed schedule in the Delivery the Product to Client step. Timely and accurate delivery is essential for maintaining customer satisfaction and ensuring repeat business. This step ensures that the client receives their products as expected, reinforcing the reliability and efficiency of MBB's service.

CHAPTER III

SALES TACTIC INNOVATION PROJECT

3.1 Proposed New Sales Tactic

Upon conducting an analysis of the present business situation of Makmur Berkah Bersama (MBB) through the utilization of SWOT, PESTEL, and Porter's Five Forces frameworks, a number of challenges and opportunities have been identified. In order to address these challenges, they have put forward four improvements to sales tactics. This section presents the tactics and provides an overview of the Decision Matrix Analysis (DMA) that is employed to assess them.

The primary objective of the DMA is to identify the most effective sales tactics that MBB can implement to achieve its business objectives. The DMA evaluates each sales tactic based on the following criteria, each assigned a specific weight to reflect its importance:

1. Cost
2. Implementation Time
3. Number of Personnel Required
4. Ease of Implementation
5. Estimated Impact on Sales

The following sales tactics were selected for evaluation based on their relevance to MBB's strategic goals:

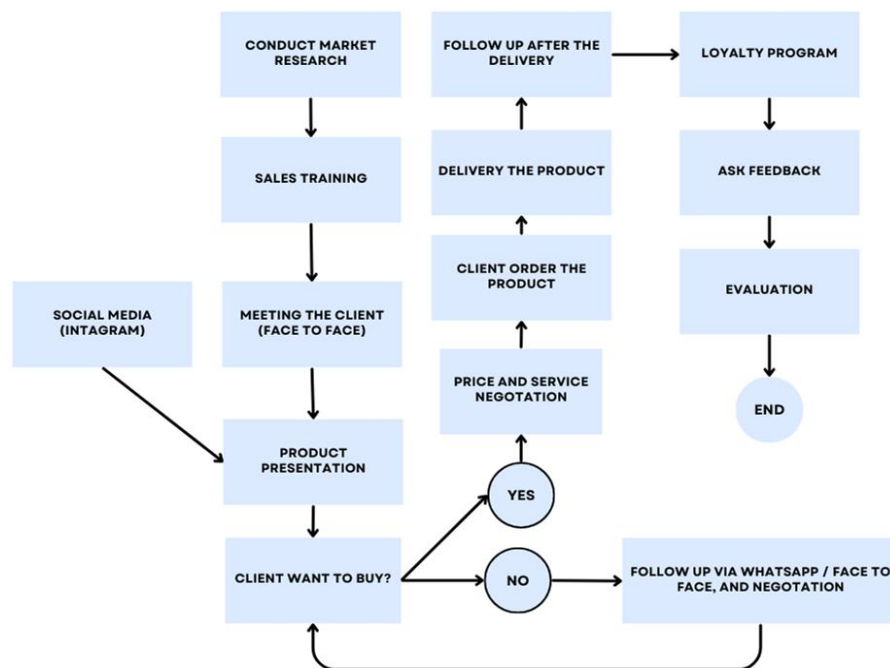
1. Conduct Market Research
2. Sales Training
3. Social Media Integration (Instagram)
4. Loyalty Program

Table 3. 1 Decision Matrix analysis

Parameter / Kriteria	Bobot	Conduct Market Research		Sales Training		Social Media Integration		Loyalty Program	
Cost	5	4	20	3	15	4	20	2	10
Implementation Time	4	3	12	4	16	4	16	2	8
Number of Personnel Required	3	4	12	3	9	4	12	2	6
Ease of Implementation	2	3	6	4	8	5	10	3	6
Estimasi Impact Sales	5	5	25	5	25	4	15	5	25
Total Skor			75		73		73		55

3.1.1 Sales Tactic Innovation Flowchart

Figure 3. 1 Sales Tactic Innovation Flowchart



As seen in figure 3.1.1, it is a new sales tactic flowchart with some innovation to improve the sales performance, the innovation that they add is,

1. Conduct Market Research

MBB intends to carry out surveys and interviews with both existing and prospective customers, encompassing a range of establishments such as restaurants, hotels, and catering businesses. The surveys will collect data on customer preferences, such as preferred cuts, purchasing habits, including frequency and quantity, and brand perception. The interviews will aim to explore pain points, unmet needs, and decision-making processes in greater detail. Moreover, the study will incorporate surveys, data analysis, and interviews as methods to collect customer insights, aiming to furnish MBB with a thorough comprehension of the market landscape.

The author will employ the Pareto principle, commonly referred to as the 80/20 rule, which posits that roughly 80% of outcomes stem from 20% of causes. This principle underscores the significance of identifying and concentrating on the most influential factors that contribute to results. The principle was applied to prioritize the key factors that influence the choice of suppliers and the cost of goods sold (COGS). In addition, the study employed content analysis, a rigorous approach to interpreting qualitative data, to classify and examine customer feedback obtained from surveys and interviews. Furthermore, the study also utilized content analysis to analyze the Cost of Goods Sold (COGS) in order to identify the products that have the greatest impact on overall costs.

2. Sales Training

MBB intends to hire a sales training consultant who possesses expertise in the business-to-business (B2B) food industry. The consultant will be responsible for developing and implementing a personalized training program that focuses on industry-specific negotiation tactics, tailored effective presentation skills for MBB's products, comprehensive product knowledge training, and strategies for managing customer relationships. The training program will incorporate role-playing exercises aimed at simulating authentic sales situations and facilitating the acquisition of practical skills. In addition, the consultant will provide continuous coaching and mentorship to the sales team in order to strengthen the acquired skills and tackle any obstacles they may face.

3. Social Media Integration (Instagram)

MBB intends to establish a specialized Instagram business account and designate a member of the sales team to oversee its management. The individual in question will utilize their pre-existing understanding of MBB's range of products and their customer base to generate captivating content. This content will encompass various forms, including photographs and videos showcasing the products, recipes incorporating MBB's chicken, and testimonials from satisfied customers. In addition, the company will engage in partnerships with food bloggers and influencers in order to enhance the promotion of MBB's products and expand its target audience. The implementation of paid advertising campaigns will be strategically designed to effectively target specific demographics and interests.

4. Loyalty Program

MBB will design and implement a customized loyalty program tailored specifically for their B2B customers. The program will focus on simplicity and ease of use, recognizing the unique needs of business clients. Here's how it will work:

- a. Tiered Rewards System:
 - 1) Silver Tier: Customers purchasing 700+ kg per month
 - 2) Gold Tier: Customers purchasing 1000+ kg per month
- b. Rewards Structure:
 - 1) Silver Tier: Priority ordering + small gift parcel
 - 2) Gold Tier: Priority ordering + larger gift parcel or customized gift
- c. The loyalty program will be seamlessly integrated with MBB's existing CRM system. This integration will allow for: Automatic tracking of customer purchases
- d. Personalized Approach: Gifts will be customized based on customer preferences, which will be recorded in the CRM system
- e. Simplicity in Implementation:
 - 1) No complex point system or redemption process
 - 2) Benefits are automatically applied based on purchase volume
 - 3) Customers don't need to actively manage or redeem points

3.1.2 Timeline

Table 3. 2 Sales Tactic Timeline

PHASE	week 1	week 2	week 3	week 4
Pre-Sales	[Active]			
Sales Initiation		[Active]		
Sales Execution		[Active]		
Post-Sales				[Active]

The sales process of Makmur Berkah Bersama (MBB) is a structured approach comprising four distinct phases: Pre-Sales, Sales Initiation, Sales Execution, and Post-Sales.

The Pre-Sales phase plays a critical role in establishing the foundation for effective sales interactions. During this time frame, a thorough market research is carried out in order to obtain valuable insights into customer preferences, market trends, and strategies employed by competitors. This study contributes to the comprehension of the field and the identification of potential prospects and obstacles. Concurrently, a trainer is selected and enlisted to deliver intensive training to the sales team. The training program encompasses fundamental skills including strategies for negotiation, techniques for delivering impactful presentations, comprehensive understanding of product information, and the ability to discern customer requirements. In addition, a specialized team is established for managing social media platforms, and the process of developing content strategies is commenced. The responsibility of this team is to develop a strategic plan aimed at utilizing social media platforms, specifically Instagram, in order to enhance brand recognition and draw in prospective clients by means of captivating content.

The Sales Initiation phase signifies the start of direct engagements with potential customers. During this time frame, the sales team takes initiative to contact potential customers, arrange in-person meetings, and develop a positive relationship in order to establish confidence and gain insight into the distinct needs of each client. The aforementioned interactions play a crucial role in the identification of

potential opportunities and evaluation of the client's initial interest in the products and services offered by Makmur Berkah Bersama (MBB). Simultaneously, the social media team actively participates in the process of creating content, which includes conducting product photoshoots. The purpose of this activity is to generate captivating and visually appealing content that can be utilized in social media campaigns. The aforementioned content serves the purpose of both retaining client interest and attracting potential new prospects.

The Sales Initiation phase signifies the commencement of direct engagements with prospective clients. During this time frame, the sales team takes initiative to contact potential customers, arrange in-person meetings, and develop a positive relationship in order to establish confidence and gain insight into the specific needs of each client. The aforementioned interactions play a crucial role in the identification of potential opportunities and evaluation of the client's initial interest in the products and services offered by Makmur Berkah Bersama (MBB). Simultaneously, the social media team actively participates in the process of content creation, which involves conducting product photoshoots. The aim is to produce captivating and aesthetically pleasing content that can be utilized in social media campaigns. This content serves the purpose of retaining client interest and attracting potential new clients.

The Post-Sales phase is centered around cultivating customer relationships and guaranteeing long-term satisfaction. The sales team of MBB engages in consistent communication with clients, diligently following up after product delivery to guarantee superior quality and promptly resolve any potential issues. The team proactively solicits feedback in order to gain valuable insights into customer experiences and identify potential areas for enhancement. The aforementioned feedback loop enables MBB to consistently enhance its sales process and product offerings in order to effectively adapt to changing market demands. Customers who demonstrate high levels of performance, specifically those who make purchases of 1 ton or more per month, are recognized and provided with loyalty program incentives as a means of acknowledging and encouraging their ongoing patronage. In addition, the sales team carries out monthly assessments of sales performance, revenue expansion, customer acquisition, profit margins, and volume growth. The aforementioned evaluations yield significant data that can be utilized to shape forthcoming sales strategies and facilitate ongoing enhancements.

This comprehensive exposition offers a thorough examination of each stage in the sales strategy innovation project, guaranteeing the successful integration of all essential elements, such as social media integration and the loyalty program.

3.1.3 Sales Performance Target

Table 3. 3 Table Current Sales Performance

	Team Sales 1	Team Sales 2
Revenue	Rp 158.313.608	Rp 148.472.715
Quantity	4.597	3.751
Customer	21	49

The sales performance from May will be utilized as a benchmark for comparison. MBB is currently focusing on sales performance, as evidenced by the data presented in Table 3.1.3. The updated sales tactic has resulted in a significant increase in revenue of Rp. 200,000,000 for both sales teams. Additionally, both teams have achieved a quantity of 10,000 kg and have successfully acquired 80 customers each. MBB aspires to achieve all of our objectives for the month of June. However, it is important to note that the sales success target mentioned is specific to June only.

Table 3. 4 Target Sales Performance

3.1.4 COGS

	team sales 1	team sales 2
Revenue	Rp 200.000.000	Rp 200.000.000
Quantity / kg	10.000	10.000
Customer	80	80

(Average Daily Price)

MBB offers a total of 29 chicken cut products. In this analysis, the author will apply the Pareto principle. According to this principle, it is suggested that around 80% of the effects can be attributed to approximately 20% of the causes. Within the given context, it can be inferred that a limited quantity of products are responsible for the majority of the Cost of Goods Sold (COGS). Consequently, our investigation will be focused on identifying products that account for 80% of the overall cost of goods sold (COGS).

Table 3. 5 COGS of May

	Expenditure	Average Cost per unit	Average SELLING PRICE	QTY PER BULAN	UN IT	COST PER BULAN	SALE PER BULAN
Main Products	dada fillet	Rp43.539	Rp46.539	1427,2	KG	Rp62.138. 861	Rp66.420. 461
	Kulit Paha	Rp30.800	Rp33.800	1267,35	KG	Rp39.034. 380	Rp42.836. 430
	dada utuh	Rp41.238	Rp44.238	867,5	KG	Rp35.773. 965	Rp38.376. 465
	Dada Fillet Khusus Katsu	Rp43.262	Rp46.262	711	KG	Rp30.759. 282	Rp32.892. 282
	Ayam TG 600gr	Rp38.815	Rp41.815	628	KG	Rp24.375. 820	Rp26.259. 820

	Expenditure	Average Cost per unit	Average SELLING PRICE	QTY PER BULAN	UNIT	COST PER BULAN	SALE PER BULAN
	Paha Fillet Kulit	Rp40.514	Rp43.514	411,8	KG	Rp16.683.665	Rp17.919.065
	dada fillet kulit	Rp41.196	Rp44.196	341	KG	Rp14.047.836	Rp15.070.836
	Sayap	Rp32.685	Rp35.685	370,6	KG	Rp12.113.061	Rp13.224.861
	Ayam TG (Ukuran 0,5-0,75)	Rp41.338	Rp44.338	269,2	KG	Rp11.128.190	Rp11.935.790
	Ayam Potong (Ukuran 1,2)	Rp33.606	Rp36.606	330	KG	Rp11.089.980	Rp12.079.980
	Ayam Potong (Ukuran 0,85-1)	Rp37.053	Rp40.053	274,4	KG	Rp10.167.343	Rp10.990.543
	Usus	Rp22.066	Rp25.066	391	KG	Rp8.627.806	Rp9.800.806
	Ayam Karkas (Ukuran 0,9-1)	Rp37.842	Rp40.842	187,4	KG	Rp7.091.591	Rp7.653.791
	kerongkongan	Rp18.130	Rp21.130	146	KG	Rp2.646.980	Rp3.084.980
	Ceker Ayam (Bersih Kuku & Kuning)	Rp24.172	Rp27.172	101,5	KG	Rp2.453.458	Rp2.757.958
	Ati Bersih	Rp25.056	Rp28.056	97,5	KG	Rp2.442.960	Rp2.735.460
	Paha Atas Fillet	Rp41.121	Rp44.121	58	KG	Rp2.385.018	Rp2.559.018
	paha pentul	Rp34.349	Rp37.349	31,5	KG	Rp1.081.994	Rp1.176.494

	Expenditure	Average Cost per unit	Average SELLING PRICE	QTY PER BULAN	UN IT	COST PER BULAN	SALE PER BULAN
	Kepala Ayam	Rp14.271	Rp17.271	70	KG	Rp998.97 0	Rp1.208.9 70
	Ayam Potong (Ukuran 0,9-1,1)	Rp36.000	Rp39.000	21	KG	Rp756.00 0	Rp819.00 0
	Paha fillet Giling	Rp40.400	Rp43.400	10	KG	Rp404.00 0	Rp434.00 0
	khas dalam	Rp43.000	Rp46.000	7	KG	Rp301.00 0	Rp322.00 0
	ayam utuh uk 1,5	Rp49.000	Rp52.000	4	KG	Rp196.00 0	Rp208.00 0
	Kulit Dada	Rp29.167	Rp32.167	6	KG	Rp175.00 2	Rp193.00 2
	Dada Utuh	Rp37.000	Rp40.000	2	KG	Rp74.000	Rp80.000
	tulang paha	Rp12.000	Rp15.000	4	KG	Rp48.000	Rp60.000
	Paha Utuh	Rp35.000	Rp38.000	1	KG	Rp35.000	Rp38.000
	lemak	Rp27.000	Rp30.000	1	KG	Rp27.000	Rp30.000
	dada ayam giling	Rp47.000	Rp50.000	0,5	KG	Rp23.500	Rp25.000

Table 3. 6 Top 9 Cogs

PRODUK	Monthly COGS	DAILY COGS	Cumulative %
dada fillet	Rp62.138.861	Rp2.071.295	(20.87%)
Kulit Paha	Rp39.034.380	Rp1.301.146	(33.98%)
dada utuh	Rp35.773.965	Rp1.192.466	(46.00%)
Dada Fillet Khusus Katsu	Rp30.759.282	Rp1.025.309	(56.34%)
Ayam TG 600gr	Rp24.375.820	Rp812.527	(64.53%)
Paha Fillet Kulit	Rp16.683.665	Rp556.122	(70.13%)
dada fillet kulit	Rp14.047.836	Rp468.261	(74.85%)

PRODUK	Monthly COGS	DAILY COGS	Cumulative %
Sayap	Rp12.113.061	Rp403.769	(78.91%)
Ayam TG (Ukuran 0.5-0.75)	Rp11.128.190	Rp370.940	(82.66%)

As can be seen in the table above, the author has arranged the monthly COGS from highest to lowest and calculated the cumulative COGS percentage. From the cumulative percentage, we can see that the 9 products above contribute about 80% of the total COGS.

CHAPTER IV

ANALYSIS AND DISCUSSION

4.1 Business Analysis on current condition

4.1.1 SWOT Analysis

Table 4. 1 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> - High-quality chicken cuts due to stringent quality control measures and careful supplier selection. - Ensures fresh products through a network of refrigerated trucks and flexible scheduling. - Value-added services like menu consultations and custom cut, differentiating MBB from competitors 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Limited geographic reach, potentially missing out on clients in other regions. - Lack of an online platform, a disadvantage compared to competitors with online B2B options. - Potential challenges in price negotiations if clients prioritize lower costs.
<p>Opportunities</p> <ul style="list-style-type: none"> - Expand reach through online B2B platforms, franchising, or developing its own online platform. - Develop an online platform offering features like real-time inventory, order tracking, and marketing. - Pursue partnerships with restaurants for recipe development or joint promotions. 	<p>Threats</p> <ul style="list-style-type: none"> - Potential entry of new competitors in the market could put pressure on MBB's pricing and client base. - Fluctuations in chicken prices could impact profitability, making it challenging to maintain consistent pricing and margins. - Disruptions such as shortages or price increases could affect operations and the ability to deliver products reliably.

4.2.2 SWOT TABLE

1. Strengths:

Makmur Berkah Bersama (MBB) possesses several key strengths that give it a competitive advantage in the chicken broiler cut distribution industry. Firstly, MBB offers high-quality chicken cuts, which are likely the result of stringent quality control measures and careful supplier selection. Additionally, MBB ensures reliable delivery of fresh products through its network of refrigerated trucks and flexible scheduling. Furthermore, MBB goes beyond simply selling chicken by providing value-added services such as menu consultations and training, which benefit its clients and differentiate it from competitors.

2. Weaknesses:

Despite its strengths, MBB faces some weaknesses that could hinder its growth and success. One significant weakness is its limited geographic reach, which means it may be missing out on potential clients in other regions. Moreover, MBB's lack of an online platform could be a disadvantage, as competitors with online B2B platforms may be attracting clients who prefer the convenience of online ordering. Finally, MBB might face challenges in negotiating prices if clients prioritize lower costs over other aspects, such as quality or value-added services.

3. Opportunities:

MBB has several opportunities to capitalize on to enhance its market position and sales performance. One opportunity is to expand its reach by exploring options such as online B2B platforms or franchising, which would allow it to reach new clients in different regions. Additionally, MBB could develop its own online platform, offering features like real-time inventory, order tracking, and marketing opportunities. Furthermore, MBB could pursue partnerships with restaurants for recipe development or joint promotions, which could showcase its products and attract new clients.

4. Threats:

Despite its strengths and opportunities, MBB faces several threats that could impact its operations and profitability. One significant threat is the potential entry of new competitors in the market, which could put pressure on MBB's pricing and client base. Additionally, fluctuations in

chicken prices could impact MBB's profitability, making it challenging to maintain consistent pricing and margins. Finally, disruptions in the supply chain, such as shortages or price increases, could affect MBB's operations and ability to deliver products to its clients reliably.

4.1.3 Porter 5 Forces

Porter's 5 Forces Infographics



Figure 4. 1 Porter's 5 Forces

1. Threat of New Entrants

This force examines how easy or difficult it is for new competitors to enter the market. The easier it is for new entrants to join, the more intense the competition and pressure on prices, profitability, and market share for existing firms. Key barriers to entry include economies of scale, product differentiation, capital requirements, switching costs, access to distribution channels, and government policies.

2. Bargaining Power of Suppliers

This force analyzes how much power and influence a company's supplier groups have. Powerful suppliers can increase prices or reduce quality, thereby capturing more value for themselves. Factors that make suppliers powerful include few substitutes, highly differentiated products, concentration of suppliers, importance of volume to suppliers, and switching costs.

3. Bargaining Power of Buyers

This force looks at the power dynamics between a company and its buyers. Powerful buyers can demand lower prices or better quality products/services, essentially capturing more value by forcing down profit margins for the company. Buyers have power when there are few buyers, low switching costs, ability to backward integrate, and availability of substitute products.

4. Threat of Substitute Products or Services

This force studies how easily a company's products or services can be substituted by alternatives. The easier it is to find a substitute, the more intense the competition and less power companies have to raise prices. Factors increasing substitution threat include buyer propensity to substitute, relative price performance of substitutes, and perceived level of product differentiation.

5. Rivalry Among Existing Competitors

This force assesses the level of competition among established participants in a particular industry. The presence of intense competition hampers the ability of all participants to generate profits. Several factors contribute to the intensification of rivalry in a given industry. These factors encompass a large number of competitors, sluggish industry growth, substantial fixed costs, absence of product differentiation, significant strategic stakes, and a wide array of competitors with varying objectives.

4.1.4 Pestel Analysis

1. Politic

Government regulations play a crucial role in shaping the chicken broiler cut industry, impacting various aspects beyond disease prevention. Recent changes in environmental regulations, such as stricter waste management and water usage policies, could significantly influence Makmur Berkah Bersama's (MBB) supplier selection. This may lead to negotiations around offering chicken cuts sourced from environmentally sustainable farms at a premium price (Hietala et al., 2023). Additionally, changes in import/export policies, including quotas and tariffs, could affect MBB's sourcing strategy and become a negotiation point with clients who require specific cuts or rely on imported options (CIPS Indonesia, 2018).

Labor regulations, such as adjustments in minimum wage or worker welfare standards, could also impact MBB's operating costs, influencing pricing negotiations with clients (SafetyCulture, 2023).

2. Economic Factors

Inflation rates have a profound impact on the poultry industry, affecting not only procurement costs but also consumer spending and interest rates. Rising inflation could reduce consumer spending power, impacting demand for restaurant meals and potentially affecting MBB's client base. Highlighting cost-effective solutions during negotiations could be a strategic approach for MBB (WATTAgNet, 2023). Additionally, rising interest rates could increase borrowing costs for MBB, potentially impacting their cash flow and ability to offer competitive pricing (WATTAgNet, 2023). While a strong Indonesian economy benefits MBB, it also introduces potential downsides such as increased competition. A booming economy might attract new entrants to the chicken broiler cut distribution industry, leading to price wars. Emphasizing MBB's established reputation and service quality during negotiations could help mitigate this risk (WATTAgNet, 2023).

3. Social Factors

Changing consumer preferences are reshaping demand in the poultry industry. Beyond the trend towards healthy eating, there is a growing demand for convenience, such as pre-marinated or pre-cut chicken options, which can save time for busy consumers. MBB could offer these value-added services and highlight them during negotiations (WATTAgNet, 2023). Additionally, consumers are becoming more concerned about ethical sourcing and animal welfare in chicken farming. Partnering with suppliers who adhere to high ethical standards and showcasing this commitment during negotiations could enhance MBB's market position (WATTAgNet, 2023).

4. Technological Factors

Technological advancements, particularly in cold chain technology, offer significant opportunities for the poultry industry. The use of blockchain technology to track chicken cuts from farm to table can ensure transparency and food safety, which MBB could explore and highlight

during negotiations (Cooling India, 2023). Automation in processing plants can improve efficiency and reduce costs, allowing MBB to negotiate competitive pricing with suppliers who leverage such technologies (Cooling India, 2023).

5. Environmental Factors

Climate change poses several challenges to the poultry industry, affecting both production and distribution. Extreme weather events, such as droughts and floods, can disrupt chicken farming and transportation routes. Developing contingency plans to mitigate these risks and showcasing MBB's reliability during negotiations could be beneficial (US EPA, 2023). Additionally, concerns about water usage in chicken farming are growing. Partnering with suppliers who implement water-saving practices and highlighting their environmental responsibility during negotiations could enhance MBB's reputation (US EPA, 2023).

6. Legal Factors

Indonesia's chicken sector is suffering from stricter food safety standards. The Indonesian government has tightened chicken supply chain food safety and traceability laws. The Ministry of Agriculture and National Agency of Drug and Food Control implemented these regulations. According to Ministry of Agriculture Regulation No. 34/Permentan/PK.210/7/2016, poultry companies must follow excellent farming methods and ensure product traceability. MBB can build client trust by following these regulations during negotiations. The Ministry of Agriculture regulates antibiotic use in animals, including poultry, under Regulation No. 14/PERMENTAN/PK.350/5/2017. Antibiotic resistance regulation and food safety are the goals of this law. Antibiotic-free chicken slices could give MBB a competitive edge by meeting regulatory requirements and meeting consumer demand for healthier options. The Indonesian government also enforces Law No. 33 of 2014 on Halal Product Assurance for poultry halal certification. Halal standards are crucial for doing business in Indonesia and can provide MBB an edge in client negotiations.

4.2 Analysis Result

The detailed business research found numerous strengths in Makmur Berkah Bersama (MBB). These capabilities include high-quality products, improved delivery logistics, and market research and sales training to improve value-added services. The company has a limited regional footprint, no web platform, and pricing negotiation issues. MBB could extend its market presence through internet platforms, strategic collaborations, and franchising. Threats include new market entrants, pricing changes, and supply chain disruptions. PESTEL analysis emphasizes the importance of following regulations, managing inflation and interest rates, meeting consumer preferences for convenience and ethically sourced products, capitalizing on technological advances, addressing climate change, and meeting food safety standards. Porter's Five Forces study shows that MBB may mitigate new competition by building customer loyalty and brand recognition. They can also control suppliers by building strong relationships, reduce buyers' bargaining power by offering value-added services and loyalty programs, and compete with existing rivals by differentiating themselves in quality, service, and customer engagement.

4.3 Project Implementation



Figure 4. 2 Figure Timeline Implementation

In June 2024, the company Makmur Berkah Bersama (MBB) initiated the implementation of an organized timeline for the implementation of innovative sales tactics. This initiative commenced with a comprehensive market research phase spanning from June 1 to June 6. The research activities encompassed the utilization of surveys, data analysis, and interviews as means to acquire valuable customer insights. The subsequent phase involves a sales training program scheduled from June 7 to June 13, with a specific emphasis on honing negotiation skills and

delivering impactful presentations. Additionally, during this period, the team will engage in social media preparation activities, including the establishment of accounts and content creation. The loyalty program is scheduled to take place from June 15 to June 17, followed by the sales execution phase from June 18 to June 30. This phase will involve the implementation of the loyalty program and conducting client meetings for the purpose of selling and negotiation. Monthly evaluations are conducted at the end of each month to assess sales performance and refine strategies.

4.4 Market Research

4.4.1 Types of Business

MBB has conducted market research and obtained the following results: The diagrams provided depict the distribution of various types of businesses that serve as potential customers for Makmur Berkah Bersama (MBB), as well as the quantity of products they procure on a monthly basis (see Figure 4.2). The initial diagram classifies various types of businesses, including cafes, home-based businesses (rumahan), restaurants, catering services, hotels, and factories (pabrik). Within the analyzed data, it is evident that the customer segments of restaurants and cafes hold the highest level of significance, with a total of 119 and 118 businesses respectively. Home-based businesses constitute a significant proportion of the customer base, comprising 76 businesses. On the other hand, catering services, hotels, and factories have a minimal presence in the market, with only one business each. This can be attributed to the fact that MBB primarily caters to cafes and restaurants, which form the majority of their customer base.

TYPE OF BUSINESS

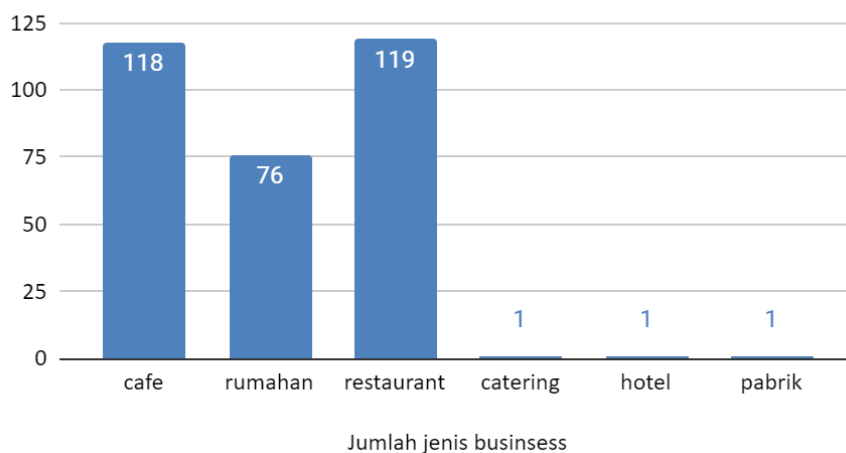


Figure 4. 3 Type of business

The second diagram, specifically referred to as figure 4.3, provides a comprehensive breakdown of the monthly quantity of products purchased by different types of businesses. Restaurants emerge as the primary consumers, procuring a monthly total of 19,881.02 kg of products. This substantial quantity underscores their significant demand, which can be attributed to their extensive operations and frequent customer turnover. Cafes typically acquire a monthly quantity of 7,989.93 kg, which highlights their noteworthy yet relatively smaller operations in comparison to restaurants. Factories, although they are singular in number, acquire a significant quantity of 3,013.30 kg per month, which suggests a substantial demand. Hotels, as a sole enterprise, procure a monthly quantity of 1,000.00 kg, which can be considered relatively substantial. Home-based businesses and catering services procure significantly smaller quantities, with home-based businesses purchasing 219.50 kg and catering services purchasing 100.25 kg per month. This indicates that these sectors are not the primary market for MBB.

Quantity per Month vs Type of Business

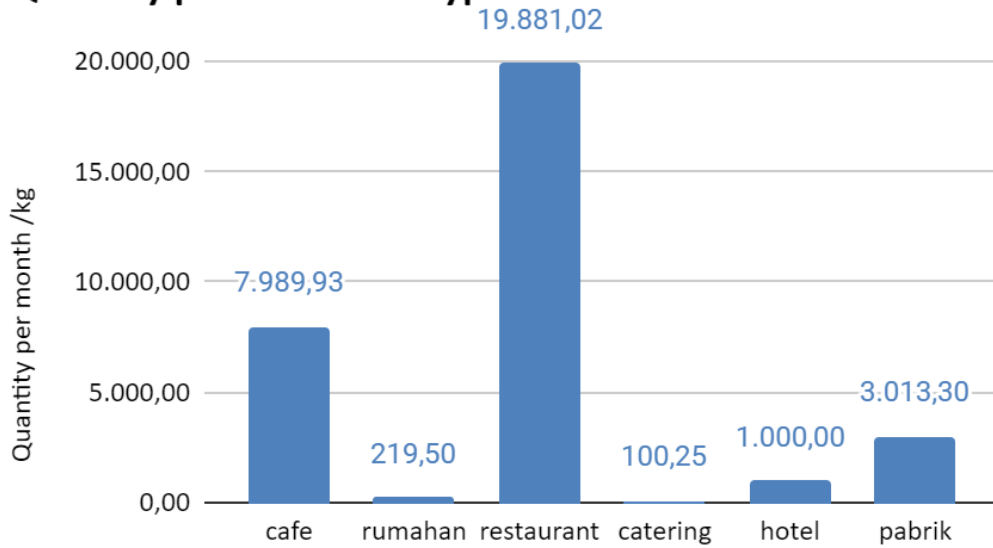


Figure 4. 4 Quantity per Month Vs Type of Business

The market research also reveals the preferences of these businesses, as indicated in Table 4.1. Cafes place a high emphasis on punctual delivery, superior quality, and affordable prices, as indicated by 34, 46, and 38 responses, respectively. Restaurants prioritize on-time delivery and quality the most, as indicated by 55 and 50 responses respectively. However, they show less emphasis on cheap prices, which garnered only 14 responses. Factories and catering services, based on limited data, demonstrate a preference for lower prices.

According to the results of this study, it is recommended that MBB directs its marketing and sales strategies towards restaurants and cafes. These establishments are identified as the most significant customer segments based on the number of businesses and the volume of products acquired. According to the data presented in the table, it is evident that there is a significant need for improved quality in MBB. Therefore, it is recommended that MBB prioritize and uphold their quality standards. This can be achieved through effective quality control and regular quality checks, which will help ensure that the desired level of quality is attained for cafes and restaurants.

Type of Business	On Time Delivery	Quality	Cheap Price
Cafe	34	46	38
Restaurant	55	50	14
Pabric	0	0	1
Catering	0	0	1
Rumahan	0	15	61

Table 4. 2 Type of Business with Preference

4.4.2 Consumer Insight

The customer insight table provides a comprehensive analysis of the preferences and feedback obtained from a diverse cohort of business owners who are customers of Makmur Berkah Bersama (MBB). The acquisition of customer insights was carried out via face-to-face interviews and online Zoom meetings with the aim of obtaining a more comprehensive understanding of their perspectives. The implementation of open-ended questions was employed to facilitate a comprehensive understanding of the varied preferences and feedback from both current and potential customers, thereby ensuring a wide range of responses.

1. Factors for Choosing Supplier

The process of choosing a supplier within the customer base of MBB is predominantly influenced by various factors, including but not limited to quality, price, and delivery time. For instance, the owner of Mold Cafe places great importance on evaluating the quality of chicken before and after marination. Likewise, the chef at the Ipmi Canteen exhibits a greater emphasis on quality over price, implying that quality holds a primary position of significance. The proprietor of Warteg Restaurant places a significant emphasis on both quality and price, with quality being the primary consideration. The importance of carefully verifying the quality of chicken before and after the cooking process is emphasized by the proprietor of Good Noods. The proprietor of Pecel Ayam Restaurant underscores the significance of timely delivery and adherence to stringent quality standards, as evidenced

by their practice of placing chicken orders a full 12 hours prior to the commencement of the cooking process.

2. Product Preferences

The products of interest vary among the different businesses. The owner of Mold Cafe is interested in chicken fillet, while the Ipmi Canteen chef prefers whole chicken cut into four pieces. The owner of Warteg Restaurant is interested in chicken cut, and the owner of Good Noods is interested in chicken fillet and chicken backbone for soup. The owner of Pecel Ayam Restaurant also prefers chicken cut.

3. Consumer Feedback: Product Quality

The significance of product quality is underscored by consumer feedback. The chef at the Ipmi Canteen observed that there was a failure to assess the quality of the chicken, resulting in the subsequent discovery that the chicken was not of optimal freshness. This highlights the necessity for regular and uniform quality assessments. The proprietor of Good Noods expressed favorable feedback, affirming the absence of any adverse remarks regarding the quality of the chicken's freshness. The proprietor of Pecel Ayam Restaurant also offered favorable feedback, affirming that patrons appreciate the tenderness and freshness of the chicken.

4. Expected Additional Services

The expected additional services primarily revolve around ensuring quality and delivering products or services within the specified timeframe. The proprietor of Mold Cafe places an emphasis on quality assurance, whereas the chef at Ipmi Canteen specifically demands quality assurance in the event that the chicken is not fresh. The business owner of Warteg Restaurant also anticipates the implementation of quality assurance measures. The proprietor of Good Noods anticipates that the supplier will accept the return and replacement of the chicken in the unlikely scenario that it is not deemed fresh. The proprietor of Pecel Ayam Restaurant places significant emphasis on the importance of punctual delivery and ensuring high quality standards.

Table 4. 3 Customer Insight

	Factor choosing supplier	Products of interest	Consumer feedback:	Expected additional services
Owner Mold Cafe	Need to check the quality before and after marinated the chicken	Chicken Fillet	No customer feedback	Quality Assurance
Ipmi Canteen Chef	Quality most of important thing before price	Whole chicken cut into 4 pieces	the cheff forgot to check the quality of chicken, so the consumer relized the chicken is not fresh	Quality assurance if the chicken is not fresh
Owner Of Warteg Restaurant	<ol style="list-style-type: none"> 1. Quality 2. Price 	Chicken cut	No customer feedback	Quality Assurance
Owner Of Good Noods	Quality is important we like to double check the quality of the chicken after and before we cooked the chicken	Chicken fillet, chicken backbone for soup	no negative feedback like the chicken is not fresh or something like that	if the chicken is not fresh i want the supplier to take the chicken and change it

Owner Of Pecel Ayam Restaurant	Because we like to order the chicken 12 hours before we cook, we need to the supply that can deliver the chicken on time, after that quality	chicken cut	the customer like our chicken because the tender, it's all because the chicken is fresh	we really need the on-time delivery but for this we want the quality assurance.
Rumah Makan Padang Bagus	Quality: freshness and the size of chicken is right	Our Main Product is Chicken Cut	No Customer feedback about the chicken cut it self because i already check it before	I like to check the chicken myself, so if the chicken is not good I want the supplier to change it.
Rumah Makan Padang Jagakarsa	we focus on quality even though the price bit higher	Chicken cut, we don't use fillet and maybe some chicken skin	maybe the chicken is to small	If the chicken has good quality but have cheaper price.
Restaurant Ayam Goreng	quality is our top priority after that we choose by the cheapest price	we mainly use chicken cut	there is no customer feedback about the chicken it self	if they can deliver the product fast and don't charge for the delivery

Katsimura	Quality and delivery time are important because we prepare our katsu on the same day, so we prioritize delivery time, after that we prioritize quality so we don't waste time checking the quality and replacing it if it's damaged.	we use Chicken breast fillet with no bone and skin.	there is no customer feedback because we now our supplier and check it before we sell it	faster delivery time, and better quality with assurance.
Kopi Anjis	we always choose the cheapest price and after that the quality	we use chicken breast fillet, and chicken cut	no customer feedback about the chicken so far	maybe if they have cheaper price.
Maradona Restaurant	we always prepare our menu on the same day,	our product is chicken cut, chicken liver, chicken skin, chicken feet, and	because we can't quality check for 100kg chicken skin, so the customer finds some chicken	supplier that give us assurance about the quality, and delivery the product on time.

		chicken head. but our priority is chicken skin, we always sales 100kg chicken skin in one day, t's hard to find a supplier who can meet our needs	feather bone in the skin.	
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This study employs the Pareto Principle, also known as the 80/20 rule, which posits that roughly 80% of the outcomes can be attributed to 20% of the factors. By applying this principle to the interview findings, it is possible to identify the most significant factors that influence supplier choice and customer feedback.

1. Factors for Choosing Supplier

From the interviews, the primary factors influencing supplier choice are:

- a. Quality (mentioned by 6 out of 11 respondents)
- b. Price (mentioned by 3 out of 11 respondents)
- c. Delivery Time (mentioned by 2 out of 11 respondents)

2. Pareto Chart for Factors Influencing Supplier Choice

Table 4. 4 Pareto Chart for Factor Influencing Supplier Choice

Factor	Frequency	Cumulative Frequency	Cumulative Percentage
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Quality	6	6	75%
Price	3	9	112.5%
Delivery Time	2	11	137.5%

Based on the Pareto analysis, it is evident that directing attention towards quality effectively deals with 75% of the factors that influence the selection of suppliers. When considering the price, it encompasses 112.5%, and the inclusion of delivery time increases the coverage to 137.5%. It can be inferred that by placing emphasis on quality, MBB has the ability to effectively address the majority of customer concerns.

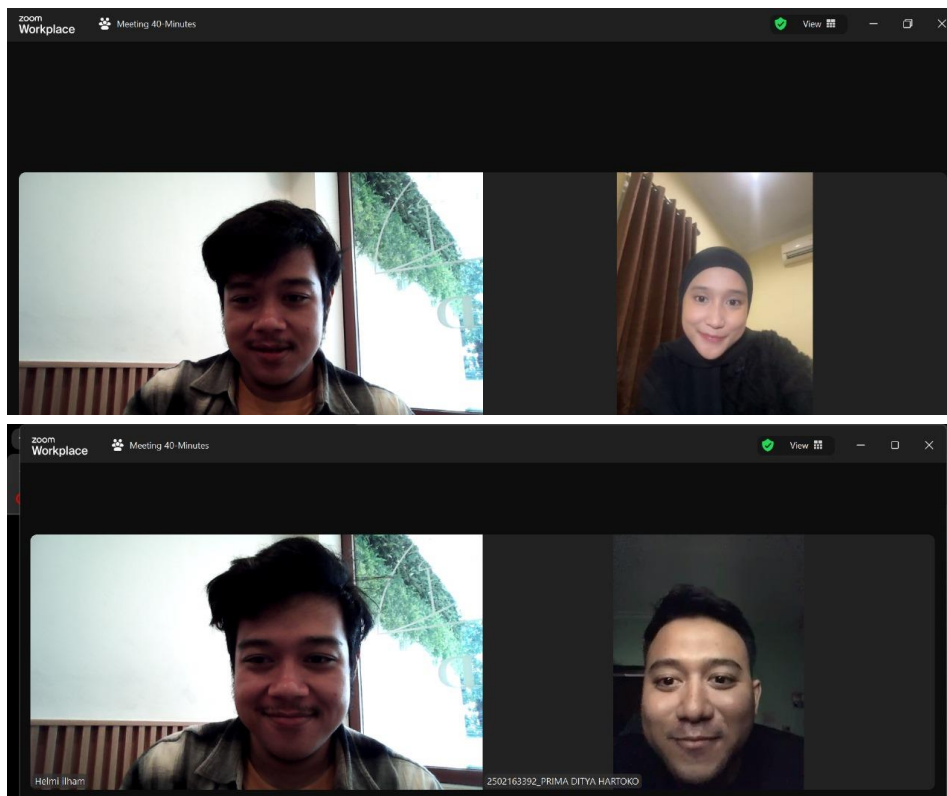


Figure 4. 5 Meeting

4.5 Sales Tactic

By utilizing market research findings and including customer feedback, Makmur Berkah Bersama (MBB) has successfully implemented a comprehensive sales strategy with the objective of enhancing its market presence, increasing sales, and cultivating stronger relationships with its business-to-business (B2B) clientele. The strategy places emphasis on targeted sales training, the implementation of

effective negotiation tactics, personalized customer engagement, and the management of customer relationships.

4.6 Sales Training

MBB has developed a comprehensive sales training program based on detailed customer insights and market research data. This program encompasses various components such as the theory of negotiation tactics, effective presentation skills, in-depth product knowledge, customer relationship management strategies, and simulation practice.

Here is a detailed outline of the training material:

1. Negotiation Tactics:
 - a. Understanding Customer Needs: Train sales representatives to conduct thorough needs assessments during initial meetings with potential clients by asking open-ended questions to understand the client's specific requirements, pain points, and preferences.
 - b. Preparation and Planning: Emphasize the importance of preparation before entering negotiations, including researching the client's business, understanding their purchasing history, and identifying potential objections.
 - c. Building Rapport: Teach techniques for building trust and rapport with clients, such as active listening, showing empathy, and providing personalized solutions.
 - d. Handling Objections: Provide strategies for addressing common objections related to price, quality, and delivery times. Role-playing exercises can help sales representatives practice these techniques.
 - e. Closing Techniques: Train the team on various closing techniques, such as the assumptive close, the urgency close, and the summary close, to effectively finalize deals.
2. Effective Presentation Skills:
 - a. Structuring a Presentation: Guide on how to structure a sales presentation, including an engaging introduction, clear product benefits, and a compelling conclusion.
 - b. Highlighting Unique Selling Points: Focus on MBB's strengths, such as rigorous quality control measures, freshness of products, and reliable delivery service.

- c. Using Visual Aids: Train on the effective use of visual aids, such as product samples, brochures, and digital presentations, to enhance the impact of the presentation.
 - d. Engaging the Audience: Teach techniques for keeping the audience engaged, such as asking questions, encouraging interaction, and using storytelling.
 - e. Handling Questions: Prepare the team to handle questions confidently and provide clear, concise answers.
3. Customer Relationship Management:
- a. Building Trust and Rapport: Techniques for establishing and maintaining trust with clients, such as regular communication, transparency, and reliability.
 - b. Customer Engagement: Strategies for proactive customer engagement, including regular follow-ups, feedback collection, and personalized service.
 - c. Handling Complaints: Train on how to handle customer complaints effectively, ensuring quick resolution and maintaining customer satisfaction.
 - d. Leveraging Technology: Use of CRM systems to track customer interactions, preferences, and feedback, and leveraging social media platforms like Instagram to engage with customers and promote MBB's products.

4.6.1 Selling and Negotiation Practice

MBB will implement a strategy of dividing its sales team into two specialized groups, each consisting of two sales staff members. This approach aims to enhance the company's ability to effectively serve different customer segments.

Team 1 will concentrate its efforts on serving high-volume customers, specifically those in the hospitality industry, such as large restaurants and hotels. The team will strive to uphold competitive pricing for bulk orders and provide discounts for larger quantities in order to encourage high-volume purchases. In addition, the company plans to introduce a tiered pricing structure that is dependent on the size of the order, with the aim of incentivizing customers to increase the quantity of their orders.

Team 2 aims to cater to a wider range of customers with smaller order volumes, such as cafes and home-based businesses. The team is expected to sustain a higher price per kilogram by providing value-added services, such as pre-marinated options or customized cuts. In addition, the company will investigate the implementation of promotional pricing strategies targeted towards new customers or limited-time offers in order to enhance customer acquisition.

Table 4. 5 Team 1 and Team 2 Sales Staff Name

Team 1	Team 2
Fikri	Reki
Putri	Bambang

4.7 Strategy for Increasing Brand Awareness

After the integration of Instagram into Makmur Berkah Bersama's (MBB) marketing strategy, there has been a notable surge in brand recognition. The platform has successfully attracted new customers and improved engagement with existing ones. The visually-rich interface of Instagram enables MBB to establish direct communication with users, thereby promoting a sense of community and fostering trust. In addition, the incorporation of a WhatsApp hyperlink in the Instagram biography has enabled direct communication with prospective and current clientele. During the preceding 30-day period, the posts made by MBB have managed to reach a total of 94 distinct users. However, it is worth noting that the level of engagement with these posts has remained at zero. This finding implies that directing attention towards informative and educational content, which has achieved the highest number of views, could potentially yield advantages for forthcoming marketing endeavors.

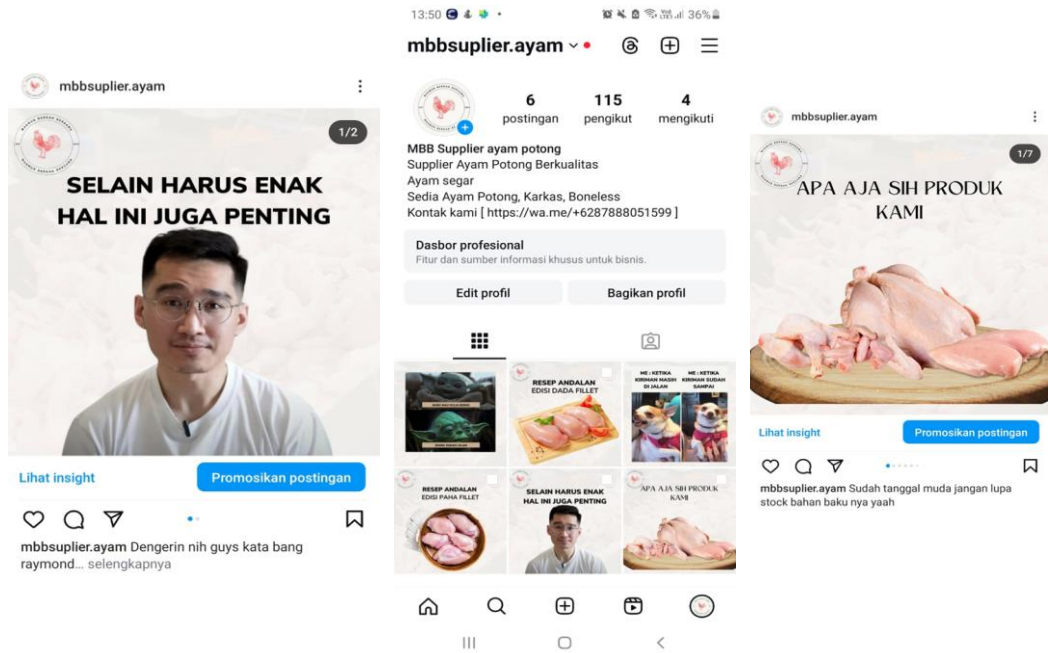


Figure 4. 6 Marketing Strategy on Instagram

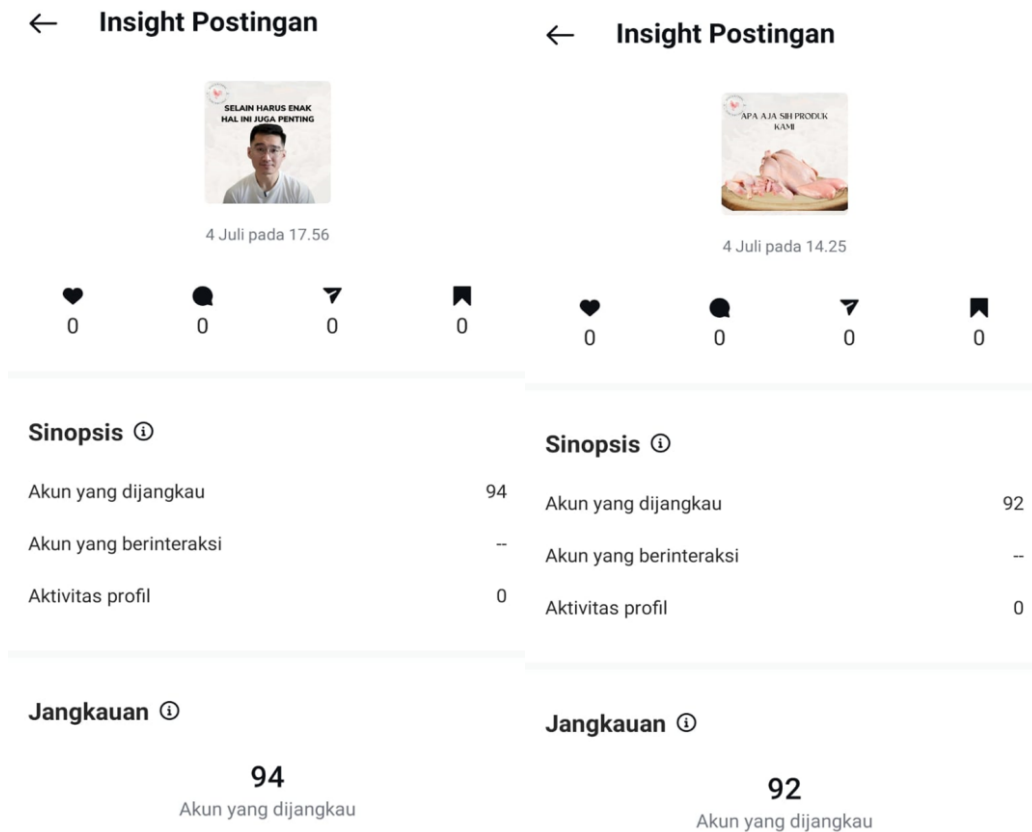


Figure 4. 7 Insight into Posts on Instagram

4.8 Customers Loyalty Program

The loyalty program has played a crucial role in fostering trust between MBB and its customers following the implementation of selling and negotiation

strategies. Makmur Berkah Bersama (MBB) has implemented a loyalty program aimed at cultivating trust and nurturing more robust customer relationships.

MBB has classified its customers into different tiers based on their weight. Customers with a weight below 700kg are categorized as Bronze, those with a weight between 700kg and 1000kg are classified as Silver, and customers with a weight above 1000kg are designated as Gold. According to Table 4.5, in the month of June, MBB had a total of 93 Bronze customers, 4 Silver customers, and 5 Gold customers.

Table 4. 6 Loyalty program Customer Tier

Tiers	Customer	Total Quantity (per June 2024)
Bronze (order below 700kg)	93	4341,57
Silver (700kg - 900kg)	4	3495
Gold (order above 900kg)	5	4882,6

The distribution of customers across tiers demonstrates a notable concentration in the Bronze tier, accounting for 91.2% of the overall customer base. Nevertheless, regardless of their numerical superiority, customers in the Bronze tier only contribute to 34.1% of the overall quantity purchased. The significance of the higher tiers, specifically the Silver and Gold tiers, is highlighted by this stark disparity. These tiers, comprising a mere 8.8% of customers, account for a significant 65.9% of the overall quantity purchased.

The efficacy of the tier thresholds is apparent in the substantial increase in the average purchase quantity observed when transitioning from the Bronze to the Silver tier. According to the data, customers in the Bronze tier exhibit an average purchase quantity of 46.68 kg per customer. In contrast, customers in the Silver tier significantly elevate their purchases to an average of 873.75 kg per customer. The observed significant rise in purchase volumes among customers indicates that the implementation of a 700 kg threshold for the Silver tier is effectively incentivizing them to increase their purchases in order to attain a higher tier status.

The significance of Gold tier customers is particularly notable. Although Gold tier customers make up only 4.9% of the customer base, they have a

disproportionate impact on the total quantity sold. The average purchase quantity for Gold tier customers is 976.52 kg, which is approximately 20.9 times higher than that of Bronze tier customers.

Makmur Berkah Bersama (MBB) implemented a tiered loyalty program to enhance customer relationships and incentivize increased purchasing. The program was structured as follows:

1. Bronze Tier: The top 10 customers in this category received a small gift parcel valued at a maximum of 50,000 rupiah.
2. Silver Tier: All customers in this tier were awarded a medium gift parcel with a maximum value of 100,000 rupiah.
3. Gold Tier: Customers in the highest tier were presented with a large gift parcel, valued at up to 200,000 rupiah.

Following the distribution of these tiered rewards, MBB observed two significant outcomes:

1. Enhanced Customer Relations: There was a noticeable improvement in the rapport between customers and the sales team, characterized by more cordial and open interactions.
2. Increased Sales Performance: In the immediate aftermath of the reward distribution, MBB experienced a marked uptick in order volumes, surpassing typical daily averages.

These results suggest that the loyalty program had a positive impact on both customer satisfaction and short-term sales performance, indicating its potential effectiveness as a long-term strategy for customer retention and revenue growth.

4.6 Sales Strategy Evaluation

MBB conducts evaluations at the end of each month to analyze the sales performance of the new sales tactic. The sales strategies employed by MBB have demonstrated diverse outcomes across various metrics, as evidenced in Table 4.3.

According to the revenue data, the targets established for June were Rp 200,000,000 for each team. Team 1 surpassed the target by a significant margin, achieving a total of Rp 308,082,394, which corresponds to 154% of the target. On the other hand, Team 2 managed to attain Rp 177,810,740, representing 89% of the designated objective. The aggregate revenue of Rp 485,893,134 signifies a

noteworthy achievement, as it accounts for 121% of the collective target. This outcome suggests a robust performance in terms of revenue generation.

Table 4. 7 Sales Performance of June

June			
	Quantity	Revenue	Customer
Team 1	8235,866	Rp308.082.394	39
Team 2	4483,3	Rp177.810.740	63
Total	12719,166	Rp485.893.134	102

Table 4. 8 Target Sales

Performance for June

	Team Sales 1	Team Sales 2
Revenue	Rp 200.000.000	Rp 200.000.000
Quantity / Kg	10.000	10.000
Customer	80	80

The objectives were not fully met, as indicated by the quantity

order, quantity sold, and customer acquisition targets outlined in Table 4.3. Team 1 set a goal of 10,000 kg but only managed to sell 8,235.866 kg, reaching 82% of their target. Team 2 set a goal of 10,000 kg but only managed to sell 4,483.3 kg, achieving 45% of their target. The cumulative sales volume amounted to 12,719.166 kg, representing 64% of the aggregate sales target of 20,000 kg. Regarding customer acquisition, Team 1 set a goal of acquiring 80 customers but fell short, only managing to acquire 39, which amounts to 49% of their target. Team 2 also aimed to reach 80 customers, however, they were only able to acquire 63, which accounts for 79% of their intended target. The outcome of this endeavor yields a cumulative count of 102 customers procured, constituting 64% of the amalgamated objective of 160 customers.

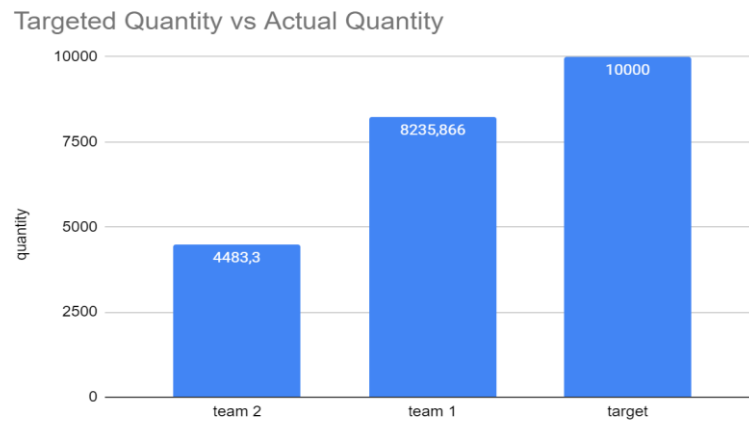


Figure 4. 8 Diagram Targeted Quantity Vs Actual Quantity

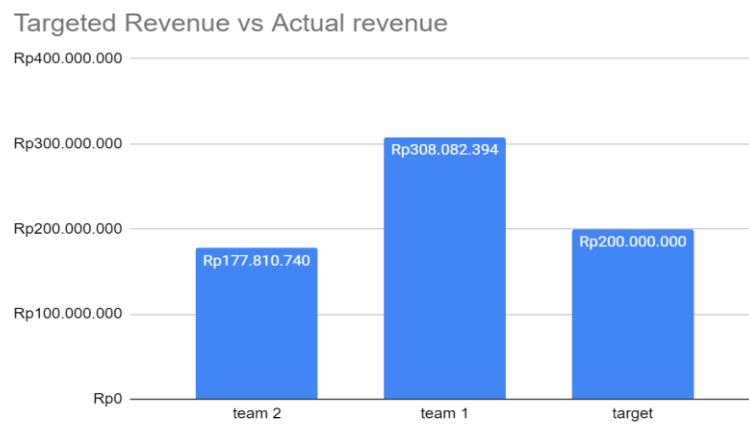


Figure 4. 9 Targeted Revenue Vs Actual Revenue in June

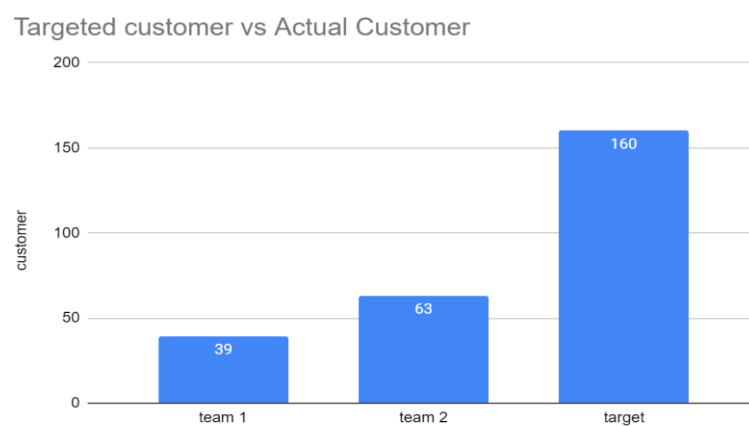


Figure 4. 10 Targeted Customer Vs Actual Customer in June

The total revenue for Makmur Berkah Bersama (MBB) witnessed a substantial surge from the month of May to June. The total revenue in May

amounted to Rp 306,786,323, which experienced an increase to Rp 485,893,134 in June. The previously mentioned figure indicates a substantial increase of 58.4% in revenue. Moreover, the total revenue for the month of June surpassed the collective target of Rp 400,000,000 by 21%, which suggests an excellent overall performance. The observed growth in sales can be attributed to the successful implementation of innovative sales strategies and the growing market demand for MBB's products.

Table 4. 9 Quantity May Vs Quantity June

Team	May Quantity (kg)	June Quantity (kg)	% Increase
Team 1	4,597.20	8,235.866	79.2%
Team 2	3,751.95	4,483.3	19.5%
Total	8,349.15	12,719.166	52.3%

As you can see from the table above Total quantity sold increased by 52.3% from May (8,349.15 kg) to June (12,719.166 kg).

However, both teams fell short of their June quantity targets:

- Team 1 achieved 82% of their 10,000 kg target.
- Team 2 achieved only 45% of their 10,000 kg target.

Table 4. 10 Revenue May Vs Revenue June

Team	May Revenue (Rp)	June Revenue (Rp)	% Increase
Team 1	158,313,608	308,082,394	94.6%
Team 2	148,472,715	177,810,740	19.7%
Total	306,786,323	485,893,134	58.4%

Based on the data presented in the table, it is evident that Team 1 experienced a significant improvement in revenue. Specifically, there was a notable increase of 94.6% in revenue from May to June. The company achieved a remarkable performance in June, surpassing their target of Rp 200,000,000 by reaching Rp 308,082,394, which represents 154% of the set target.

Team 2 experienced a more moderate level of growth, as evidenced by a 19.7% increase in revenue from the month of May to June. The team failed to meet

their June objective, attaining a total of Rp 177,810,740, which represents 89% of the intended target.

Table 4. 11 Customer May Vs Customer June

Team	May Customers	June Customers	% Increase
Team 1	21	39	85.7%
Team 2	49	63	28.6%
Total	70	102	45.7%

For the Customer base grew by 45.7% from May (70 customers) to June (102 customers) as you can see from the table above.

Despite growth, both teams missed their June customer acquisition targets:

- Team 1 acquired 39 customers (49% of 80 customer target).
- Team 2 acquired 63 customers (79% of 80 customer target).

Table 4. 12 Profit

Team	Average Profit per Unit (Rp)	June Quantity Sold (kg)	Total Profit (Rp)
Team 1	1.500	8,235.866	12,353,799
Team 2	5000	4,483.3	22,416,500
Total	-	12,719.166	34,770,299

According to Table 4.10, the profit is showed. Although Team 1 achieved a greater sales volume, it was Team 2 that generated a higher total profit. This can be attributed to Team 2's higher profit margin per unit sold. Team 1 achieved an average profit per unit of Rp 1,500 and successfully sold a total of 8,235.866 kg, resulting in a total profit of Rp 12,353,799. Team 2 achieved a higher average profit per unit of Rp 5,000 and managed to sell a total of 4,483.3 kg, leading to a cumulative profit of Rp 22,416,500. This finding implies that directing efforts towards expanding the customer base for Team 2 has the potential to greatly improve the overall profitability of MBB.

The implementation of new sales tactics in June yielded promising outcomes, particularly in terms of revenue generation. Nevertheless, the disparity

between the increase in revenue and the deficiencies in the quantity of products sold and customer acquisition implies that additional refinement of sales strategies is necessary.

The conducted market research had a substantial influence on the sales strategies. Through a comprehensive understanding of customer needs and preferences, MBB successfully implemented sales approaches that were more precisely tailored to their target market. The strategic decision to allocate Team 1 to high-volume customers and Team 2 to smaller, but more numerous customers, has been proven effective. Team 1's primary objective is to maintain revenue growth by continuing to leverage high-volume customers and improving strategies to meet quantity and customer acquisition targets. On the other hand, Team 2 aims to increase the number of customers in order to leverage the higher profit margin and enhance sales tactics to meet quantity targets.

CHAPTER V

OBJECTIVE AND RESULT

5.1 Objectives

The primary objectives of this study were:

1. **Analyze Current and Potential Customer Preferences:** Understand customer preferences and feedback towards the poultry industry, specifically for Makmur Berkah Bersama (MBB).
2. **Identify and Propose New Sales Tactics:** Develop new sales tactics that MBB can implement to improve their B2B sales.
3. **Increase Brand Awareness and Build Trust:** Formulate strategies to increase brand awareness and build trust among potential clients for MBB.
4. **Enhance Customer Retention:** Develop strategies to minimize the loss of long-term customers and enhance customer retention for MBB.

5.2 Results

The study achieved the following results:

1. Market Research and Customer Insights

The study found that the main determinants affecting supplier selection among MBB's customers are quality, price, and delivery time. This observation is of utmost importance in customizing the offerings of MBB to align with customer expectations.

2. Sales Training

The sales team's performance was significantly improved through targeted sales training, which covered negotiation skills and effective presentations. This statement is consistent with previous research that has shown a positive relationship between adaptive selling behavior and salesperson performance.

3. Loyalty Program

The loyalty program successfully cultivated maintaining customer relationships, encouraging customers to increase their purchase quantities and thereby contributing to the overall expansion of sales.

4. Brand Awareness and Trust

The effective utilization of Instagram for building brand awareness has proven to be successful in attracting new customers and engaging existing ones. The implementation of this strategy resulted in a substantial improvement in MBB's market presence.

5.3 Recommendations

5.3.1 Theoretical Recommendations

Within the poultry distribution industry, this study emphasizes the crucial importance of applying customer insights, focused sales tactics, and digital marketing strategies in the context of B2B sales and marketing. The present study aims to fill a void in the existing body of literature by examining the distinct obstacles encountered by organizations such as Makmur Berkah Bersama (MBB) in their efforts to improve sales performance and expand their market share. Prior research has frequently neglected to examine the distinct dynamics of the poultry distribution industry, particularly in emerging economies. The present study utilizes a mixed-method approach, integrating quantitative analysis of sales data with qualitative examination of customer insights, in order to offer a comprehensive comprehension of the factors that impact the selection of suppliers. Further investigation is warranted to examine the intricate effects of digital engagement on brand awareness and customer loyalty, specifically in the business-to-business (B2B) setting.

5.3.2 Practical Recommendations

According to the research findings, it is recommended for Makmur Berkah Bersama (MBB) to give priority to implementing thorough quality control measures in order to maintain product consistency and enhance customer satisfaction. Ensuring regular quality assessments and timely resolution of any quality concerns are crucial for preserving customer loyalty, as emphasized by Siregar and Suparno (2020), who underscore the significance of quality as a primary consideration for customers in supplier selection. In addition, it is recommended that continuous sales training programs be implemented in order to enhance the skills of the sales team in areas such as negotiation, effective presentations, and customer relationship management. In their study, Ahmad and Akbar (2020) discovered that the implementation of targeted sales training has a substantial impact on the

performance of salespeople. This improvement is attributed to the development of adaptive selling behavior, which plays a vital role in effectively meeting the needs of customers.

Moreover, it is recommended that MBB should enhance its digital marketing endeavors, specifically focusing on social media platforms such as Instagram, in order to augment brand recognition and effectively interact with prospective clientele. The study conducted by Balaji et al. (2023) highlights the efficacy of social media marketing in enhancing engagement and visibility within business-to-business (B2B) environments. The authors propose that the utilization of customized content and collaborations with influencers can effectively attract new customers. The efficacy of the existing loyalty program in stimulating customers to enhance their purchase volumes has been showed. Hence, it is advisable that MBB consider the expansion of this program to encompass supplementary rewards and personalized incentives, such as exclusive discounts and early access to novel products. The study conducted by Melnyk and Bijmolt (2019) suggests that loyalty programs that are carefully designed have the potential to exert a substantial influence on customer retention and sales growth within B2B markets.

In order to further improve customer satisfaction, it is recommended that MBB allocate resources towards optimizing its delivery logistics in order to ensure on time deliveries. This is of utmost importance as timely service plays a crucial role in maintaining positive customer relationships. Ultimately, the exploration of new market segments, such as catering services and hotels, will enable MBB to achieve customer base diversification and improve revenues. By implementing the suggestions mentioned above, MBB has the potential to enhance its market position and attain sustainable growth within the highly competitive poultry distribution industry.

5.4 Limitation

The present study possesses several limitations that need acknowledgment. Initially, the project was carried out within a stringent one-month time frame, thereby constraining the extent of analysis and the capacity to conduct extensive longitudinal studies or gather a larger sample size for more comprehensive data

analysis. The limited time frame-imposed restrictions on the execution and assessment of the suggested sales tactics and strategies. Furthermore, the study primarily concentrated on particular geographical areas within Indonesia in which Makmur Berkah Bersama (MBB) conducts its operations. The geographical scope of this study may restrict the applicability of the results to other areas or global markets characterized by distinct consumer behaviors and market conditions.

Moreover, the research was centered on a particular demographic, comprising of individuals who are business owners and decision-makers within the business-to-business (B2B) poultry distribution sector. The limited scope of this analysis may fail to encompass the complete range of viewpoints within various sectors of the industry. The sample size was constrained by limitations in time and resources, potentially impacting the generalizability of the results. Subsequent investigations may endeavor to overcome these limitations by prolonging the duration of the study, broadening the geographic range, and integrating a wider array of data sources and perspectives in order to achieve a more exhaustive comprehension of market dynamics and customer preferences.

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APPENDIX

Appendix A : Sales Training Documentation





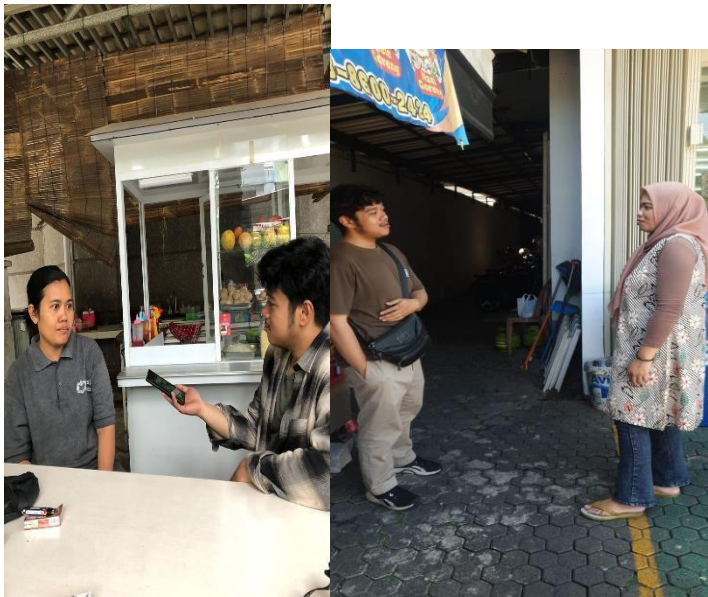
Appendix B : Loyalty Program Documentation



Appendix C : Delivery and Production Documentary



Appendix D : Interview Documentary



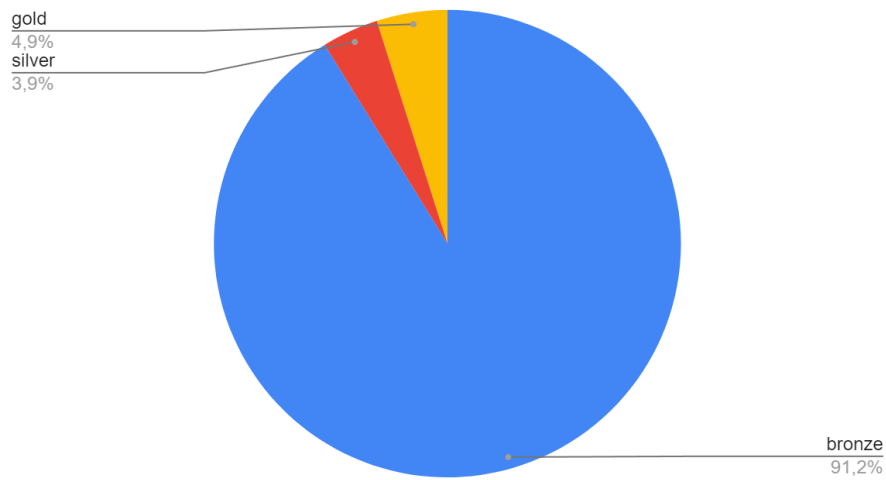


Appendix E : Evaluation Documentary

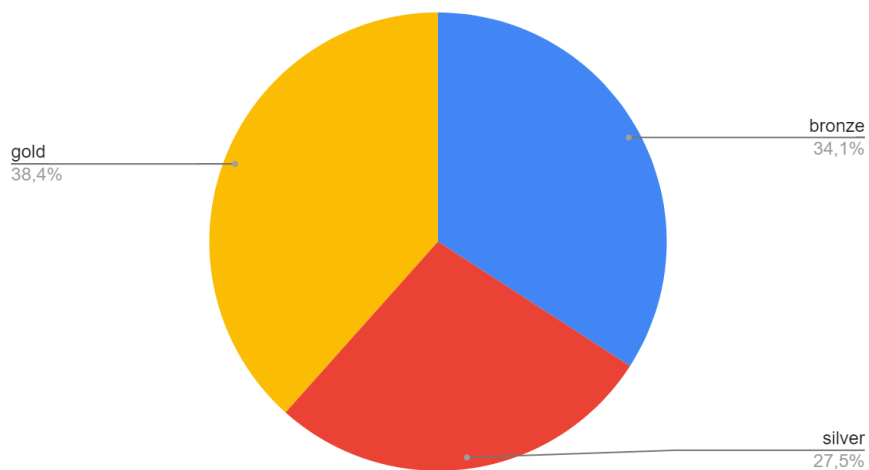


Appendix F : Pie Chart Loyalty Program Tier

CUSTOMER



QUANTITY



Appendix G : Research Market survey data

business name	Type business	Of Quantity per month /kg	value
910 cafe	cafe	19,20	on time delivery
9cafe	cafe	101,53	cheap price
a isan	rumahan	17,50	quality
abey	cafe	2,00	cheap price
abrina cafe	cafe	5,00	cheap price
aditi coffee	cafe	861	quality

agung (work coffee)	cafe	6,75	on time delivery
akaru	cafe	5,00	on time delivery
Akasya	cafe	11,50	cheap price
al jazeera	restaurant	1.000,00	on time delivery
alishsha	cafe	49,50	on time delivery
allen	cafe	29,00	quality
Allora Production Group	cafe	408,50	quality
anathasea	cafe	3,00	on time delivery
AOI Ramen	restaurant	175,00	quality
Arief Rachman	rumahan	4,00	cheap price
Arin	rumahan	1,00	cheap price
Ariq	rumahan	3,50	cheap price
Armeat (aren 62)	restaurant	24,50	on time delivery
Arna	rumahan	1,50	cheap price
Asti	rumahan	1,00	cheap price
atrium	cafe	6,25	cheap price
Ayam Asap Ceu Noa	restaurant	91,50	quality
Ayam Sari Rasa	restaurant	371,00	on time delivery
ayam sawce	restaurant	53,50	cheap price
ayam sireki	restaurant	5,50	cheap price
Bakmie Feng hallway	restaurant	38,00	cheap price
Bakmie Tjoi	restaurant	250,00	on time delivery
bakso malang langgeng	restaurant	25,50	on time delivery
Bakso Mas Nanang	restaurant	7,50	on time delivery
bamboorasa	restaurant	197,50	quality

Bayu (Sdr, Irawan)	rumahan	1,00	cheap price
bbq naga	restaurant	231,78	quality
beckys	restaurant	338,30	quality
bekawan	restaurant	1,00	cheap price
bennih coffee	cafe	123,50	quality
berlalu	cafe	62,25	cheap price
bi emas	cafe	37,60	cheap price
bilbao	cafe	8,00	cheap price
		57,50	on time
Boda Barn	restaurant		delivery
Bogel & Family	rumahan	3,75	cheap price
		57,50	on time
boja	restaurant		delivery
bosscha	cafe	235,00	quality
		100,00	on time
Brewspace	cafe		delivery
		48,70	on time
brunch	restaurant		delivery
Bu Egi	rumahan	1,00	cheap price
bu ica	rumahan	2,00	cheap price
bu lina riung bandung	rumahan	16,50	quality
Bu Nia	restaurant	1.500,00	quality
		184,50	on time
bu noni cisangkuy	restaurant		delivery
bu via	rumahan	2,00	cheap price
bu yuni	rumahan	4,75	cheap price
Budi	rumahan	2,00	cheap price
bugaritz	cafe	191,08	quality
bumi kula	restaurant	1.000,00	quality
bunda (thei)	rumahan	1,00	quality
		99,00	on time
Cafe Bali	cafe		delivery
		4,00	on time
cafe bali nusantara	restaurant		delivery
caffebene	cafe	124,50	quality

cantel	restaurant	300,00	quality
cerise cafe	cafe	177,00	cheap price
checo	cafe	25,00	cheap price
chicken plus	restaurant	59,25	on time delivery
Ci Lili	rumahan	1,50	cheap price
cibiru	cafe	18,00	on time delivery
cita catering	catering	100,25	cheap price
cozy cube	cafe	180,13	on time delivery
Cups Coffee	cafe	31,00	on time delivery
Daleman Sambal	restaurant	600,00	quality
de medelline	cafe	150,00	quality
de sanirasa	cafe	27,50	quality
delapan padi	cafe	10,00	quality
Demos Cafe	cafe	7,00	cheap price
derry	restaurant	264,30	on time delivery
dewaji	cafe	3,00	cheap price
Dewi	rumahan	2,00	cheap price
Dilan	rumahan	1,00	quality
dilima coffe	cafe	8,50	quality
dimsum 9 ayam	restaurant	21,50	quality
dimsum instan	rumahan	2,00	cheap price
dodi shop	restaurant	10,00	quality
doughenpops	cafe	7,50	cheap price
Dpenyetz	restaurant	500,00	quality
duende	cafe	11,00	cheap price
Dyah Ayam	rumahan	1,50	cheap price
Dzakia	rumahan	1,50	cheap price
edo	rumahan	4,50	cheap price
edr (kisman sunda)	cafe	15,90	cheap price

el cacto	restaurant	41,15	on time delivery
Elvia	rumahan	0,50	cheap price
entang family steak	rumahan	1,00	quality
erna	rumahan	3,75	quality
Ettan Cafe	cafe	55,50	on time delivery
eval (simpang wangi)	rumahan	1,00	quality
excelsis	cafe	8,50	quality
faris antapani	rumahan	2,00	cheap price
feng noodle aceh	restaurant	1.000,00	quality
feng noodle macan	restaurant	179,50	quality
Fera	rumahan	1,00	cheap price
ferry	rumahan	4,00	quality
fikrithei	rumahan	1,50	cheap price
Foodies	restaurant	5,00	on time delivery
fork	restaurant	3,50	on time delivery
Four CS DU	restaurant	195,75	quality
four CS riau	restaurant	122,50	quality
Friska	rumahan	0,50	cheap price
G coffee	cafe	15,80	quality
gajah12	cafe	7,50	quality
garasi 81	restaurant	17,50	quality
grace	cafe	27,25	quality
Habitaas	restaurant	162,50	on time delivery
hachi ju hachi	restaurant	18,00	on time delivery
hagia	restaurant	89,50	quality
Haloa	cafe	24,75	quality
harlem	restaurant	88,50	on time delivery

harmony	restaurant	1.000,00	on time delivery
hawayu	restaurant	209,00	on time delivery
hokke ramen	restaurant	7,25	quality
hotel kalya	hotel	1.000,00	on time delivery
house of society	cafe	1,00	quality
House of tjihapit	restaurant	35,00	on time delivery
ibu kevin	rumahan	13,00	quality
ibu debby	rumahan	1,50	cheap price
Ibu Nengrum	rumahan	1,50	cheap price
Ibu Ris	rumahan	1,00	cheap price
ibu sekelimus	rumahan	0,50	cheap price
ibu yani (sydwic)	rumahan	2,20	cheap price
ibu yuni	restaurant	88,00	quality
Iga Galabag	restaurant	34,55	quality
iggu coffee	cafe	2,50	on time delivery
ILY	cafe	0,50	quality
Indah	rumahan	1,00	cheap price
indra (ramesindong)	rumahan	3,00	quality
ING	cafe	5,50	cheap price
Irsyad	rumahan	2,00	quality
It's,Lo,Co	cafe	44,00	on time delivery
jawara sambel lengkong	restaurant	141,80	quality
Joe (Ramesindong)	rumahan	1,00	quality
joglo dalem	restaurant	36,40	on time delivery
Kalamula	restaurant	36,00	cheap price
kalpatree	cafe	10,00	cheap price
kampring	cafe	28,00	on time delivery

kang rimba	restaurant	36,00	on time delivery
kanmura	restaurant	500,00	on time delivery
Kanoko	restaurant	45,00	quality
Kanoko Taman Cempaka	cafe	24,00	on time delivery
kantin joker	restaurant	14,50	cheap price
kata coffee	cafe	11,50	cheap price
Katsimura	restaurant	350,00	on time delivery
Katsu Kossan	restaurant	37,50	on time delivery
kayya kopitiam	restaurant	57,50	quality
kedai logam	restaurant	7,50	quality
kedai nini	restaurant	2,00	cheap price
kenikmatan bakery	restaurant	3,00	on time delivery
kenikmatan duniawi	restaurant	7,00	on time delivery
khoe pak goan	restaurant	10,00	on time delivery
Kiki	rumahan	1,50	cheap price
kilogram	cafe	5,00	quality
kingkong	restaurant	31,50	quality
Kintsugi 2,0 HQ	restaurant	84,50	on time delivery
kisah manis abdul soleh	restaurant	235,00	quality
kisah manis dago	restaurant	400,00	quality
kisah manis jalan sunda	restaurant	400,00	quality
kopi anjis	cafe	216,25	cheap price
kopi manis dago	cafe	4,00	quality
kopi saring om rentang	cafe	62,15	on time delivery

Kopi Tahura	cafe	120,00	on time delivery
Kopinako	cafe	4,25	on time delivery
Kopitiam	cafe	350,00	on time delivery
kopitiam tjeng li	cafe	53,00	cheap price
kunda	cafe	1,70	quality
Kundu Kofi	cafe	7,60	quality
la costilla	restaurant	258,15	quality
lacamera	restaurant	12,50	on time delivery
lalana	cafe	6,00	on time delivery
Lamansua cafe	cafe	1,50	cheap price
lantai mas cicadas	cafe	2,25	cheap price
LEEMO	cafe	102,00	quality
Lexi the Flying Tiger	cafe	2,50	quality
LUI	restaurant	500,00	cheap price
M&D	cafe	0,50	cheap price
Maison de Gala	restaurant	77,50	quality
Maison de Lauqy	restaurant	17,50	on time delivery
Mamah Amay	rumahan	0,60	cheap price
mamah daffa	rumahan	2,00	cheap price
Mamah Nya A Fauzan	rumahan	0,60	cheap price
manA cafe	cafe	10,00	on time delivery
manA cafe Buah Batu	cafe	10,00	on time delivery
mang sudar	rumahan	5,50	cheap price
Maradona	restaurant	1.000,00	on time delivery
Mari Ngopi	cafe	23,50	quality
Maria	rumahan	2,00	cheap price

marisini	restaurant	72,70	on time delivery
Maya	rumahan	1,00	cheap price
maze	cafe	308,40	quality
MDP	restaurant	34,50	cheap price
Melanger	restaurant	161,00	on time delivery
metha (aditi)	cafe	30,50	on time delivery
Miamie Steak	restaurant	29,50	cheap price
mie fasol	restaurant	25,50	on time delivery
mie inbox	restaurant	6,25	quality
miles cafe	cafe	1,00	cheap price
morgy coffee	cafe	400,00	on time delivery
Naima	cafe	42,50	on time delivery
najmudin	cafe	7,50	cheap price
Nasi Kandar Ayam	restaurant	1.000,00	quality
Natasya	rumahan	1,50	cheap price
Neiira	cafe	9,50	quality
neko record	cafe	25,00	on time delivery
Neostation	cafe	1,50	cheap price
ngoffee,id	cafe	9,00	quality
nijuugo	restaurant	116,97	on time delivery
nomadic coffee	cafe	154,00	quality
nomina,public	cafe	25,00	cheap price
northwood	cafe	103,58	quality
nurana coffee	cafe	3,00	on time delivery
nuronna	cafe	3,00	on time delivery

oki awiligar	cafe	16,00	cheap price
Okki cikutra awiligar	cafe	8,50	cheap price
Okky	restaurant	14,00	quality
okta (kopi anjis)	rumahan	1,00	cheap price
Olly Hai	restaurant	25,50	quality
Osel	rumahan	1,75	cheap price
Pa Haji Zaenal	pabrik	3.013,30	cheap price
pa olie	rumahan	1,10	cheap price
pak agus (ramesindong)	rumahan	15,00	cheap price
pak ahmad al jazeera	rumahan	0,50	cheap price
pak ahsan	rumahan	6,00	cheap price
pak iman	rumahan	1,00	cheap price
Pak Kevin	rumahan	1,75	cheap price
Pak Lili	rumahan	1,25	cheap price
pak oifyo	rumahan	6,50	cheap price
pak ranggi	rumahan	12,00	cheap price
pak renggi	rumahan	0,75	cheap price
		150,40	on time delivery
Pak sofyar	restaurant		
paka lili	rumahan	8,50	cheap price
pasar cisangkuy	restaurant	5,00	cheap price
Plusfortynine	cafe	4,00	quality
public space	cafe	6,00	quality
qual coffee	cafe	1,50	quality
		13,50	on time delivery
rahayu	cafe		
		150,00	on time delivery
ramesindong	restaurant		
Raosan gatsu	cafe	419,50	cheap price
Reky & Family	rumahan	1,00	cheap price
RM Sinar Gakong	restaurant	88,00	cheap price
Rudy	restaurant	45,00	quality
		60,00	on time delivery
rumah ranin	restaurant		

ruv koffie	cafe	6,00	on time delivery
S&D Foodies	restaurant	8,00	on time delivery
saka	cafe	12,50	cheap price
sambal bakar tki	restaurant	94,90	on time delivery
Sambal Lalapan	restaurant	638,66	on time delivery
Sambel Hokcai Uber	restaurant	22,00	quality
Sambel Korek Seuhah	restaurant	54,00	on time delivery
sambel pecel braga	restaurant	539,42	on time delivery
Sankyodai	restaurant	9,50	quality
santi resto	restaurant	1,00	quality
sate kejaksanaan	restaurant	2,50	quality
sate taichan senayan	restaurant	104,50	quality
dwi	rumahan	2,00	cheap price
sedjuk bandung	cafe	228,00	quality
Seimos Cafe	cafe	96,00	on time delivery
sekelimus	rumahan	5,25	cheap price
Selly	rumahan	1,00	cheap price
naga	restaurant	141,50	quality
setra duta grande	cafe	12,00	quality
sevent dose	cafe	2,50	cheap price
sherra	cafe	5,50	on time delivery
shienta	cafe	1,50	cheap price
Shinrai	restaurant	34,00	quality
simpang wangi	restaurant	120,50	cheap price
sindang sari	restaurant	63,33	on time delivery

SIP	restaurant	7,50	on time delivery
skema	cafe	13,00	quality
sofi	rumahan	2,00	quality
somat gan	rumahan	2,50	quality
Soomi/Soomi	cafe	61,50	quality
Steak MEK	restaurant	25,00	quality
sutbeng	rumahan	1,50	cheap price
sweet mocha	cafe	384,38	quality
sydwic	cafe	92,10	quality
T pilin (MDP)	rumahan	1,50	cheap price
T sopi	rumahan	3,00	cheap price
T wine (MDP)	rumahan	4,50	cheap price
t5 riau	cafe	177,25	on time delivery
taboo	restaurant	55,00	quality
Tafso	restaurant	35,00	on time delivery
takoban	restaurant	72,25	quality
talupa	restaurant	3,00	quality
Tamansari 21	restaurant	250,00	on time delivery
Tami	restaurant	6,75	on time delivery
tamiyakitori	restaurant	14,50	quality
tata surya margahayu	restaurant	2,50	cheap price
Teh Mely	rumahan	0,50	cheap price
Teh Mput	rumahan	1,00	cheap price
Teh Sri	rumahan	2,50	quality
tobo	restaurant	82,50	quality
toms	cafe	2,50	cheap price
ton kedai	restaurant	229,50	on time delivery
tones	restaurant	68,75	on time delivery

tradisi	cafe	4,50	cheap price
troiss cafe	cafe	232,25	quality
tsukamie	cafe	23,75	cheap price
tuju	cafe	2,00	quality
U-berkopi	cafe	1,00	quality
Uncle Brew	cafe	63,50	quality
uncle chen	cafe	449,75	quality
update eatery	restaurant	21,25	on time delivery
Urbane Cafe	cafe	38,00	on time delivery
utara	cafe	10,00	cheap price
walini by me	restaurant	102,50	on time delivery
work coffee indonesia	cafe	66,75	quality
wryk	cafe	1,00	quality
yany	cafe	1,10	cheap price
Yohan	rumahan	1,00	cheap price
Zoho Dining	restaurant	71,00	quality