

The Milk Marketing Strategy Formulation in The Dairy Cow Farmer Groups in Facing Competition

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ABSTRACT

Dairy farmers in Batu face various problems from upstream to downstream. One of the main problems faced is the low selling price of milk and its benefits which results in the low level of welfare of farmers. This study aims to formulate marketing strategy choices that can be applied by dairy farmer groups in Batu City so that products have a higher value. The subjects of this research are the dairy farmers who sell their cow's milk to cooperatives in the form of raw cow's milk. The key informants in this study were four people who became the heads of the dairy farmers group. The sampling method uses judgment sampling. This research begins by analyzing internal and external factors that are in the environment of the farmers. The next step is to evaluate the marketing strategies that have been implemented by farmers. After analyzing using IFE, EFE, and SWOT matrices, the results of this study indicate that the recommended marketing strategies for dairy farmers are the future integration strategy, market penetration strategy, market development strategy, product development strategy, and related diversification strategy.

Keywords: marketing strategy formulation, dairy farmers groups, IFE, EFE, SWOT

1. INTRODUCTION

The government's attention to the livestock sub-sector is one of the priorities in the development of the agricultural sector in Indonesia because it is a central issue in the life of the nation and state (Wicaksono, 2012; Esther and Lexy, 2013). Dairy cows are dairy cattle that are very dominant and have a major contribution in meeting people's consumption needs (Pusdatin Ministry of

Agriculture, 2016). This sub-sector is expected to be able to answer the challenges and demands of livestock development, namely to increase people's income and welfare (Syafaat, et.al, 2003; Hartono, 2005; Mandaka and Hutagaol, 2005; Mukson et. al, 2009; Lestari, 2011).

Until 2020, it is estimated that domestic consumption of Indonesian cow's milk will increase by 4.09% from the last few years (Pusdatin Ministry of Agriculture, 2016). This is a great opportunity for dairy farmers to try to improve the quality and quantity of their cow's milk production to fulfill the market (Marangoni, et.al, 2018). Dairy farmers must be able to respond to existing opportunities to increase the added value of their products.

East Java is one of the largest dairy cattle population centers in Indonesia, with the number of dairy cattle reaching 49.70% of the total dairy cattle population in Indonesia in the period 2012 to 2015 (Pasaribu, et al, 2015). Batu City is one of the potential livestock development areas in East Java. Batu City has a very strategic position, both as a tourism destination and as a location for the development of the agricultural and livestock sectors.

The air temperature of an area affects the productivity of dairy cattle (Singh et al., 2011; Chauhan and Ghosh, 2014). The air temperature in Batu City ranges from 10 to 19 degrees Celsius in the rainy season, and 28 degrees Celsius in the dry season. Almost 85% of Batu City's economic activity is in the agricultural sector and tourism

sector, because most of the population makes a living in the tourism, agriculture, horticulture, plantation, fisheries, and small industry sectors. Based on data from the Agriculture and Forestry Office of Batu City (2017), the population of dairy cattle in Batu City in 2017 reached 11,950 heads, greater than the number of large cattle. One of the large dairy farming locations in Batu District is in Toyomerto Hamlet, Pesanggrahan Village. Most of the people of Hamlet Toyomerto use dairy cattle as their main source of income.

Dairy farmers face serious problems in carrying out their business activities (Boldyreva, 2014). In general, the problems faced by farmers are divided into three sectors, namely upstream, middle and downstream (Siswanto, et.al, 2013). Problems in the upstream sector include low productivity, lack of availability of dairy cattle because the business is still small, feed costs are high, human resource quality is still low and processing is still done in traditional ways (Dewi, et.al, 2014; Brujinis, et al. al, 2013; Mandaka and Hutagaol, 2005).

Problems in the middle sector include procedures for cultivating livestock, conversion of agricultural land to non-agriculture, business capital is still low, cross-sectoral cooperation has not been integrated and the lack of land for planting animal feed (Musyafak and Ibrahim, 2005; Pasaribu, et.al, 2015). This problem is also faced by dairy farmers in Europe. Farmers have started to switch from pasture farms to home farms or smallholder farms because the proportion of land for grass growth as a source of energy for dairy cows continues to decline (Becker, et. al, 2018).

Another problem faced by dairy farmers comes from the external side, namely the high import of milk from abroad which results in direct losses to dairy farms in Indonesia (Londa, et.al, 2013; Pusdatin Ministry of Agriculture, 2016). On the one hand, farmers face internal problems that result in high production costs. However, on the other hand, the policy of importing milk at a lower price is clearly a threat to local farmers.

In addition, the purchase price of milk from the Village Unit Cooperative (KUD) to farmer groups is only Rp. 5,000 to Rp. 5,390 per liter for super quality milk. In fact, the fresh milk will be marketed again by KUD at a price of Rp. 13,000 per liter. This price policy is certainly not in favor

of farmers, considering that farmers rely on income from the sale of cow's milk every month.

The results of the partnership between farmers and KUD Batu have indeed produced several benefits, such as an increase in the dairy cattle population and an increase in the amount of milk production. However, the low price of cow's milk purchased from farmers is still an inhibiting factor in improving the economy of farmers. Farmers receive a fairly low income compared to the expenditure they have to use to buy animal feed, especially during the dry season (Dewi, et.al, 2014).

The income received by each farmer varies depending on the number of productive dairy cows, the number of unproductive dairy cows, and the variety of feed provided. For example, for a farmer who has 4 productive dairy cows, and has 5 non-productive dairy cows as dependents, and the type of feed provided is in the main class, the income earned can reach IDR 3,500,000, with a net income of only IDR 1,000,000. per month.

If farmers depend on KUD, it is difficult for farmers to increase their income. Thus, the marketing aspect needs to be managed properly so that farmers get greater added value from the products they sell (Sunyoto, 2012). Ischak, et.al, (2017) asserted that if there is no good marketing strategy, it is not impossible that it will have a negative influence on farmers. Based on the problems above, it is necessary to formulate an appropriate marketing strategy for farmer groups to face competition in an increasingly fierce market.

Strategy Formulation

The strategy formulation process involves continuous data collection and exchange of information to deal with environmental changes (Moore and Julie, 2007). Formulating an effective strategy is the key to improving company performance. According to Pearce II and Robinson (2011) strategy formulation guides executives in defining the business in which their company is located, the goals to be sought, and the means by which they will be used to achieve these goals. Gelderen et al. (2000) argue that the strategy formulation process and strategic plan are both important for firms to achieve competitive advantage. Strategy formulation involves reviewing the main goals and strategies of the organization,

identifying available alternatives, evaluating alternatives and deciding on the most appropriate alternative (Wheelen & Hunger, 2008).

Types of Strategy

According to David (2016), there are four types of corporate strategies, namely:

1) Integration Strategy

a. Forward integration is an attempt to gain greater control over distributors.

b. Backward integration is a strategy that seeks greater ownership or control over a company's suppliers.

c. Horizontal integration is a strategy that seeks greater ownership or control over a company's competitors.

2) Intensive Strategy

a. Market penetration is a strategy that seeks to increase market share for existing products or services in the current market through greater marketing efforts.

b. Market development is a strategy of introducing existing products or services in new geographic areas.

c. Product development is a strategy that seeks to increase sales by improving or modifying existing products or services.

3) Diversification Strategy

a. Related diversification is aimed at adding new products or services, but still related to the company's core business.

b. Unrelated diversification is intended to add new products or services that have nothing to do with the core business.

4) Defensive Strategy

a. Downsizing occurs when an organization regroups through cost and asset reductions to reverse declining sales and profits.

b. Divestment is a strategy to sell a division or part of an organization. Liquidation is a strategy of selling all of the company's assets separately for their tangible assets.

SWOT analysis

SWOT analysis is an analytical tool used to identify and categorize the internal and external factors of the organization. Strengths and weaknesses in the SWOT analysis are referred to as internal factors while opportunities and threats are

referred to as external factors (David, 2016). The SWOT analysis consists of:

a. Strengths refer to internal characteristics that can be considered favorable for the organization.

b. Weaknesses refer to internal characteristics that may be considered unfavorable to the organization.

c. Opportunities are external characteristics that an organization can use to gain an advantage.

d. Threats are external characteristics that can be a source of failure for the organization.

Marketing strategy

Strategy is the whole concept of how a company regulates itself and all activities with the aim that the business is run successfully, competes, and produces returns to shareholders (Aremu and Lawal (2012). While marketing strategy is a form of planning in the field of marketing that has a fairly broad scope including strategies to face competition, product strategies, pricing strategies, place strategies and promotion strategies (Varadarajan, 2010; Mohammed, et. al, 2012; Sajuyigbe, et. al. 2013; Owomoyela, et.al, 2013 So, marketing strategy is a process within the company to introduce the products or services offered and market them to consumers to achieve a predetermined goal.

From a different point of view, marketing strategy is an overall system of business activities through planning, pricing, promoting, and distributing goods and services that satisfy and meet the needs of buyers. From the above opinion it can be concluded that marketing strategy provides direction in relation to market segmentation, identification of target markets, positioning and marketing mix (O'Gorman, 2005; Trim and Lee, 2008).

Marketing Mix

The marketing mix is a combination of controllable marketing variables that companies use to pursue sales levels that are at the target market (Kotler and Keller, 2016). The elements of the marketing mix have been classified into four elements, namely product, price, place and promotion. That is why the marketing mix is said to be a combination of the four P's. Product-related decisions include product design, packaging and labeling, and

product varieties. The decision regarding the price is very important because sales are very dependent on the price of the product. The third important element is place, which refers to decisions regarding the market in which the product will be offered for sale. The fourth element is promotion, which means activities that convey product benefits and persuade consumers to buy in the form of advertising and sales promotions (Kim and Hyun, 2011).

Research methods

The type of research used is descriptive research with a qualitative approach. This study took place in Toyomerto Hamlet, Pesanggrahan Village, Batu District, Batu City, where the majority of the population live as farmers and cattle breeders. The researcher used judgment sampling technique to determine key informants. This is based on the fact that there are characteristics that have been determined by researchers based on the sample's ability to contribute to the understanding of the phenomenon to be studied (Sekaran and Bougie, 2014). The research subject related to the title of this research is the head of the dairy farmer group in Toyomerto Hamlet as many as four people.

In this study, the researcher used several data collection techniques, namely the structured interview method, the participant observation method, and documentation. In the data processing process, it is carried out based on the opinion of Miles, et.al (2014), namely: first, data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming the raw data that occurs in written field notes. Second, the data model or data presentation is an organized collection of information that allows the description of conclusions and taking action. In the form of narrative text, matrices, graphs, networks, and charts. Third, drawing conclusions is the result of research that answers the research focus based on the results of data analysis.

Results and Discussion

Toyomerto Hamlet is located on the slopes of Mount Panderman, precisely in Pesanggrahan Village, Batu District, Batu City. Initially, Hamlet Toyomerto was a mountainous area as well as a

center for citrus and coffee plantations. In addition to gardening, the people of Toyomerto Hamlet also work as farmers and breeders of goats, sheep and beef cattle. Until the 1980s, when KUD BATU first offered to the community to switch to raising dairy cows, farmers began selling their livestock in exchange for dairy cows.

For people who do not have livestock, the KUD provides dairy cows that are sold on a credit system for residents who are interested in raising them. The people of Toyomerto Hamlet choose to keep dairy cows because it is considered more profitable, because they can generate regular income from the sale of cow's milk every day. At first the farmers were satisfied with the income they got. However, over time followed by the emergence of a variety of modern products and increasingly fierce competition, eventually there was a decline in the income received by farmers even though they had joined farmer groups.

Internal Environmental Analysis

Table 1. Matrix of Evaluation of Internal Factors of Toyomerto Hamlet Farmers Group

a. Strength					
No.	Variables	Weight	Rating	Score	
1.	Good Milk Quality	0,13	4	0,52	
2.	The amount of milk production rate	0,10	3	0,30	
3.	High Dairy Cow Population	0,08	3	0,24	
4.	Control and Supervision of Livestock Maintenance Quality	0,11	4	0,44	
5.	The ability of farmers to maintain cattle productivity	0,07	3	0,21	
6.	Good Communication Relations with Cooperatives and Milk industry	0,06	4	0,24	
Total Strength		0,55		1,95	
b. Weakness					
No.	Variables	Weight	Rating	Score	
1.	Farmer's Mindset Still	0,10	1	0,10	

2.	Traditional Relatively High Operating Costs	0,08	2	0,16
3.	Lack of Technology Use	0,05	2	0,10
4.	No Product Variation Offered	0,09	1	0,09
5.	Limited Market Segments Known to Farmers	0,07	1	0,07
6.	Low Financial Management Capability	0,06	2	0,12
Total Weakness		0,45		0,64
Total Score		1,00		2,59

1. Strength

a. Good Quality Milk. Cows can produce good milk if it is supported by various factors including the intensity of milking carried out. Toyomerto Hamlet breeders always do routine milking twice a day, every morning between 04.30 to 07.00 and in the afternoon between 14.30 to 16.00 WIB. Cow's milk deposited by the farmer will be measured in a laboratory located in the milk storage area of KUD BATU. In checking it, KUD BATU set the lowest limit for fat and specific gravity (BJ) of milk, namely 230 with the highest specific gravity of 250 from the measurement results.

b. The Level of Cow's Milk Production. Every day, KUD BATU accommodates 7000 to 10,000 liters of milk from Toyomerto Hamlet. This shows that cow's milk production from Toyomerto Hamlet has met 45 percent of the total milk deposited to Nestle as milk industry.

c. High Dairy Cattle Population With the number of active breeders reaching 189 people who on average have 7 productive and non-productive dairy cows, the number of livestock in Toyomerto Hamlet currently reaches 1,323 dairy cows with a livestock ownership system owned by private farmers.

d. Control & Supervision on the Quality of Livestock Maintenance is Optimal. Supervision and control activities carried out by farmers include various operational aspects that support the running of their livestock business, starting from controlling in terms of feed, hygiene, and health.

e. Farmers' Ability to Maintain Cattle Productivity is Quite Good. Intergenerational self-taught learning has been passed down from generation to generation from the 1980s to the present generation, so that in terms of the experience of raising livestock, the residents of Dusun Toyomerto have mastered traditional farming and milking techniques.

f. Good Communication Relationship with Cooperatives and milk industry (Milk Processing Industry). Both the breeder and the KUD always try to build a good communication relationship to maintain the loyalty of the breeder to the KUD. Apart from being the KUD as the first middleman in Tuyomerto Hamlet, a lot of assistance and guidance has been provided either by the KUD itself or from milk industry to the farmers.

2. Weaknesses

a. Traditional Breeder Mindset. The mindset of farmers is difficult to be influenced by modern thinking. According to the head of the Toyomerto Hamlet farmer group, Mr. Yatemo and Mr. Darji, the lack of knowledge on how to properly manage livestock and how to manage finances appropriately makes most of the problems faced by farmers are the losses they experience and the lack of progress in the farms they manage.

b. Relatively Large Operating Costs. Concentrate feed prices are increasingly expensive, making farmers must be able to take into account the selection of affordable concentrate feed with good quality. In addition, the large operational costs are also due to the large number of unproductive cows that are dependents, ranging from bulls, calves (small cows), heifers (ready to mate), or dry cows due to pregnancy.

c. Use of Traditional Dairy Technology. Milking is done by farmers manually without using a milking machine, because the average productive cow ownership is still small and the price of the machine is expensive.

d. No Product Variation Offered. All farmers of Dusun Toyomerto only market their cow's milk in the form of raw milk (Raw Milk) directly to the KUD.

e. Limited Market Segments Known to Farmers. Currently, the only marketing tool known to farmers is KUD BATU. It is difficult to enter other

market segments due to lack of knowledge and lack of capital, making farmers still choose to only target the Nestle market segment as their milk industry.

f. Low Financial Management Capability in Livestock

So far, farmers tend to allocate their income for operational costs for their livestock only. So that the average breeder admits that they do not get the profits that they can use to meet their daily needs.

External Environmental Analysis

Table 2. Matrix of evaluation of external factors for farmer groups in Toyomerto Hamlet

a. Opportunity				
No.	Variables	Weight	Rating	Score
1.	The Size of the Market Opportunity	0,13	4	0,52
2.	The support of Geographical Factors	0,11	4	0,44
3.	Development of Batu City as a Tourist City	0,11	4	0,44
4.	The Number of Active Farmers	0,07	3	0,21
5.	Support from Cooperatives and Local Government	0,07	3	0,21
6.	Development of Information and Communication Technology	0,06	3	0,18
Total Opportunity		0,55		2,00
b. Threat				
No.	Variables	Weight	Rating	Score
1.	Low Selling Price of Milk	0,10	1	0,10
2.	High Price of Additional Feed	0,08	1	0,08
3.	Government Policy Regarding Milk Import	0,08	1	0,08
4.	Unfavorable Economic and Political Conditions	0,07	2	0,14
5.	Existence of Competitors from Other Regions	0,05	2	0,10
6.	Insufficient	0,07	2	0,14

Transportation Access		
Total Threat	0,45	0,64
Total Score	1,00	2,64

1. Opportunity

a. The Size of the Market Opportunity. Consumption of fresh milk and its derivative products is expected to continue to increase in line with population growth, economy, improvement in education level, awareness of nutrition and changes in lifestyle.

b. Carrying Capacity of Geographical Factors. Toyomerto Hamlet is an area located on the slopes of Mount Panderman with a high level of soil fertility, the availability of land as a place for elephant grass to grow, and the typical mountain air temperature that is still maintained.

c. The development of Batu City as a Tourism City. Breeders are expected to be able to take advantage of opportunities to attract tourists to their main product, namely cow's milk and its processed products.

d. The Number of Active Farmers in Toyomerto Hamlet. Dairy farmers in Toyomerto Hamlet are divided into four major groups that are useful for facilitating coordination and guidance related to livestock. From the 2017 data, it can be calculated if the number of active breeders registered in Toyomerto Hamlet reaches 189 breeder families.

e. There is Support from Cooperatives and Local Governments. The assistance that has been provided by KUD BA TU and Pemda Batu includes the provision of capital credit, provision of subsidies for health checks and injections for livestock, subsidies for livestock equipment ranging from copper, drinking tubs, dairy equipment, milk cans and special cage carpets.

f. Rapid Development of Information and Communication Technology. Usually, farmers can get information about livestock and milking cows through social media or electronic media such as television or the internet.

2. Threats

a. Low Selling Price of Milk. Cow's milk sold by farmers has a low selling price. Low grade milk is purchased at a price of IDR 4,860 per liter, for the fairly good category for IDR 5,005 per liter, for the good class at IDR 5,150 per liter, and super quality milk or very good class for IDR 5,395 per liter. With this price, farmers still hope for another price increase to meet their daily needs.

b. The high price of additional feed. Several types of feed additives or concentrates are imported from abroad, so the price is determined depending on the fluctuation of the dollar exchange rate.

c. Government Policy on Importing Milk. For farmers, the milk import policy is detrimental because milk industry tend to choose to buy imported milk due to lower prices, thus only a few milk industry receive milk supplies from local farmers.

d. Unfavorable Economic and Political Conditions. The number of policies that have been carried out by the government such as the MEA has not been able to guarantee the welfare of the lower classes such as small-scale cattle farmers.

e. There are Competitors from Other Regions. The biggest competitor for milk produced by cows in Toyomerto Hamlet comes from breeders from the Pujon area, Malang, because milk production at KOP SAE Pujon reaches 100 tons of quality fresh milk every day.

f. Transportation Access. Inadequate Toyomerto Hamlet is known for its very uphill and challenging road access, this is certainly a consideration for the market to visit the center for dairy farming in Batu City.

IFE (Internal Factor Evaluation) Analysis

On the strength factor, it can be seen that good quality milk gets the highest weight of 0.13 and has a fourth rank score which indicates that the factor of good milk quality is the main strength of the Toyomerto Hamlet Farmer Group in carrying out its marketing efforts.

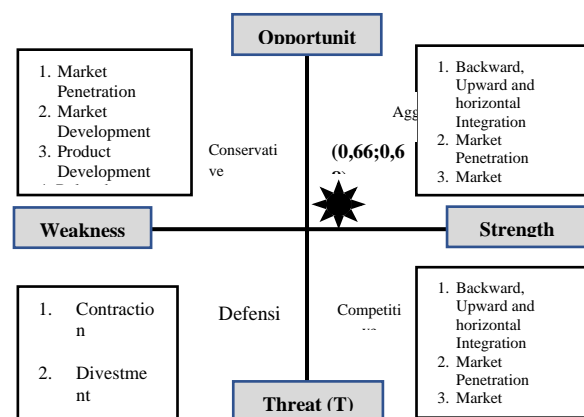
As for the analysis of weaknesses, the main weakness of the Dusun Toyomerto Farmer Group is the limited market segment known to farmers with a rating of one and a weight of 0.07, this is because the main weakness is based on the acquisition of a new rank after that the weight. From the analysis of the strengths and weaknesses

of the marketing strategy of the Toyomerto Hamlet Farmer Group, a total weight score of 2.59 was obtained, which means it is above the average (midpoint) of 2.50. This indicates that the internal position of the Toyomerto Farmers Group is strong.

EFE (External Factor Evaluation) Analysis

Based on the EFE matrix, the total weighted score is 2.64. This value indicates that the response given by the Toyomerto Hamlet farmers to the external environment is moderate or average in carrying out strategies to take advantage of opportunities and avoid threats. In the opportunity factor, it can be seen that a high market opportunity has the highest weight of 0.13 with a score of 4th, indicating that this factor is very well responded to by farmers in Toyomerto Hamlet. On the threat factor, the low selling price of milk set by milk industry became the first threat factor that was most responded to by the Toyomerto Hamlet farmers with a score of 1 and a weight of 0.10.

Figure 1. SWOT Matrix Analysis



In an aggressive strategy, there are several things that can be done by farmers, including:

a. Forward Integration. In order to maximize the results obtained, Toyomerto Hamlet farmers must find new market segments that are related to individual consumer segments. and conduct direct marketing by the surrounding community by opening branches or shops to sell dairy products directly to individual consumers. In addition, breeders can also work with gift shop owners who are widely available in the Batu Tourism City area.

b. Market Penetration (Market Penetration). Promotion is one of the efforts to improve marketing strategies that are important to do. In the current digital era, social media is also a means of supporting promotions that are quite effective in targeting various market segments.

c. Market Development (Market Development). In searching for a wider segment, farmers can take advantage of the development of Batu City as a City of Tourism which is the destination of many tourists, both local and foreign, to come to Batu City. This is a new market opportunity that can open a business or independent milk processing center in the form of MSMEs managed by the Toyomerto Hamlet community itself.

d. Product Development (Product Development). Currently, there have been many innovations in dairy products created by SMEs with very diverse variations and benefits. In order to attract consumers, breeders must also be able to create products that are competitive and useful if marketed widely. In addition to being a variety of food and drinks, it can also be used as a cosmetic ingredient.

e. Related Diversification. One of the efforts to make consumers familiar with cow's milk products produced from Toyomerto Hamlet breeders is to open a business or independent milk processing center in the form of MSMEs managed by the Toyomerto Hamlet community themselves.

Conclusion

Based on the results of the discussion and analysis above, this research can be concluded as follows:

1. The internal environmental conditions of farmers are quite good. This can be seen from the results of the IFE matrix analysis which shows a total score that is above the average. Good milk quality is the main strength possessed by farmers. Although there are still some weaknesses, such as the limited market segment known to farmers. Based on the analysis of the EFE matrix also obtained a total score above the average which is quite good. The main opportunities owned by breeders are the large market opportunities and the carrying capacity of the geographical factors of Batu City. Meanwhile, the main threat comes from the low price of milk

which has been unilaterally determined by the milk processing industry.

2. Based on the results of the SWOT analysis, it shows that the condition of farmers in Toyomerto Hamlet is in Quadrant I with the implementation of strategies that support aggressive strategies. The formulation of marketing strategies that can be used by farmers to increase the marketing of their cow's milk include forward integration strategies by gaining greater control over distributors, market penetration strategies through maximum promotional activities, market development strategies to a wider area, product development strategies through innovation and related diversification strategies. With the implementation of these strategies, it is hoped that farmers can increase their income as expected.

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