# Marketing Strategy Formulation for Poultry Business Stability: Case Study of CV Kuda Hitam Perkasa

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**Article Information**

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| Submission date | 4 February 2026 |
| Revised date | 3 March 2026 |
| Accepted date | 10 April 2026 |

***Abstract***

***Research aim:*** *This research aims to analyze the marketing strategy implemented by CV Kuda Hitam Perkasa in maintaining business stability in the poultry industry.*
***Design/Method/Approach:*** *This study uses a qualitative descriptive approach with data collection through interviews, observations, and documentation. The analysis employs Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis.*
***Research Finding:*** *The results show that CV Kuda Hitam Perkasa has strong internal capabilities supported by business experience and a wide distribution network. The SWOT analysis indicates that the appropriate strategy is to optimize distribution networks and improve marketing strategies to capture market opportunities.*
***Theoretical contribution/Originality:*** *This study contributes to the development of strategic management literature in agribusiness, particularly in the poultry sector.*
***Practical/Policy implication:*** *The findings provide practical insights for poultry entrepreneurs in developing effective marketing strategies to maintain business sustainability.*
***Research limitation****: This research focuses on a single case study, which may limit generalization to other poultry businesses.*
***Keywords:*** *Marketing Strategy; Poultry Business; SWOT Analysis; IFE Matrix; EFE Matrix*

## 1. Introduction

In Indonesia, the poultry industry has experienced significant growth and plays an important role in supporting food security and economic development, particularly within small and medium-sized enterprises [1–3]. Poultry products such as eggs and chicken meat are widely consumed due to their affordability and high nutritional value. Among these products, eggs have become one of the most accessible sources of animal protein, with relatively stable demand across different income groups. This condition indicates that the poultry sector not only fulfills basic food needs but also contributes to the sustainability of rural economies and agricultural development.

Despite its growth, the poultry industry continues to face several challenges, particularly related to price volatility and rising production costs [4–6]. Fluctuations in feed prices, distribution constraints, and unstable market conditions can directly affect business stability and profitability. In many cases, feed costs account for the largest portion of production expenses, making poultry enterprises highly sensitive to changes in global commodity prices. In addition, increasing competition among poultry businesses requires continuous strategic adaptation to remain competitive in a dynamic market environment.

Marketing strategy is considered a crucial factor in determining business sustainability and long-term competitive advantage [7–8]. An effective strategy enables companies to maintain market stability, strengthen distribution networks, and respond to changes in consumer behavior. In the context of agribusiness, particularly in the poultry sector, marketing strategies must be flexible and adaptive, especially in dealing with price fluctuations and demand uncertainty [9–10].

CV Kuda Hitam Perkasa is a poultry business engaged in both farming and distribution activities. As a family-based enterprise, the company has expanded its operations through several business units that focus on poultry breeding and marketing. Over time, the company has established relationships with various customers and distribution partners across multiple regions. However, like many other poultry businesses, it continues to face challenges such as market competition, price instability, and fluctuations in demand.

Previous studies have examined various aspects of marketing strategies in agribusiness and the poultry sector, including supply chain efficiency, price stabilization, and competitive positioning [11–13]. These studies highlight the importance of strategic management in improving business performance and maintaining market stability. However, most of these studies focus on large-scale agribusiness or general industry conditions. Research that specifically explores marketing strategies in family-based poultry enterprises with multi-unit operations remains limited. Therefore, this study aims to fill this gap by analyzing how a family-based poultry business formulates and implements its marketing strategies to maintain business stability.

Based on these considerations, this study aims to analyze the marketing strategy implemented by CV Kuda Hitam Perkasa using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis. Through this approach, the study identifies the company's internal strengths and weaknesses, as well as external opportunities and threats. Furthermore, the findings are expected to provide strategic recommendations that can enhance business competitiveness and support long-term sustainability in the poultry industry.

### 1.1. Statement of Problem

The poultry industry faces various challenges, including fluctuating feed prices, increasing competition, and unstable market conditions. These challenges can significantly affect business sustainability, particularly for small and medium-scale enterprises. Therefore, it is necessary for poultry businesses to develop effective and adaptive marketing strategies to maintain stability and competitiveness.

### 1.2. Research Objectives

This study aims to analyze the marketing strategies implemented by CV Kuda Hitam Perkasa in maintaining business stability in the poultry industry. Specifically, the study identifies internal and external factors influencing the business and formulates appropriate strategies using IFE, EFE, and SWOT analysis.

## 2. Method

This study adopts a qualitative descriptive approach to explore in depth the marketing strategies implemented by CV Kuda Hitam Perkasa in maintaining business stability within the poultry industry [4]. This approach is considered appropriate for examining business phenomena, as it allows the researcher to capture actual conditions and experiences directly from the field.

Data were collected using several techniques, including in-depth interviews, direct observation, and documentation. Interviews were conducted with the owner of CV Kuda Hitam Perkasa as the main informant to obtain detailed information regarding business operations and marketing strategies. In addition, direct observations were carried out at the company's operational site in Kediri, East Java, to understand actual business practices. Supporting documents, such as business records and operational data, were also used to strengthen and validate the findings.

The data analysis process was carried out through several stages, including data reduction, data classification, and interpretation. To ensure the validity and reliability of the findings, triangulation techniques were applied by comparing information obtained from interviews, observations, and documentation [4]. Furthermore, strategic analysis was conducted using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis to identify the company's internal strengths and weaknesses, as well as external opportunities and threats. These analytical tools were used to formulate appropriate marketing strategies to support business sustainability and competitiveness in the poultry industry.

Problem Identification
↓
Data Collection
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IFE Analysis
↓
EFE Analysis
↓
SWOT Analysis
↓
Strategy Formulation

Figure 1. Research Framework

## 3. Results and Discussion

This section presents the findings of the study conducted at CV Kuda Hitam Perkasa, focusing on internal and external factors that influence business sustainability. The analysis applies Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis to provide a comprehensive understanding of the company's strategic position [6].

CV Kuda Hitam Perkasa is a poultry business located in Kediri, East Java, Indonesia, specializing in poultry farming and distribution, particularly DOC and pullet chickens. The company has been operating for several years and has developed a distribution network across multiple regions. In maintaining business stability, the company adjusts its production capacity in response to market demand and price fluctuations.

**Table 1. Internal Factor Evaluation (IFE) Matrix**

| Internal Factor | Weight | Rating | Score |
|---|---|---|---|
| Business Experience | 0.20 | 4 | 0.80 |
| Strong Distribution Network | 0.15 | 4 | 0.60 |
| Stable Product Demand | 0.15 | 3 | 0.45 |
| High Production Cost | 0.15 | 2 | 0.30 |
| Limited Marketing Promotion | 0.10 | 2 | 0.20 |
| Dependence on Feed Price | 0.25 | 2 | 0.50 |
| **Total** | | | **2.85** |

Based on the results of the Internal Factor Evaluation (IFE) matrix, the total weighted score of 2.85 indicates that CV Kuda Hitam Perkasa has a relatively strong internal position. This condition is primarily supported by the company's extensive business experience and its well-established distribution network, which serve as key strategic assets in maintaining stable demand and operational continuity.

From a marketing perspective, this condition reflects Kotler's view that strong internal capabilities enable firms to design strategies that are aligned with customer needs. In this case, the company's distribution strength plays an important role in ensuring product availability and maintaining customer trust.

From a theoretical perspective, this result is consistent with Porter's concept of competitive advantage, which emphasizes the importance of internal resources and capabilities in sustaining business performance. In this case, the company's experience and distribution network act as strategic resources that support its ability to remain competitive.

Compared to previous studies [11], which highlight the importance of internal resource optimization in agribusiness, this study shows that relational capital and operational continuity are dominant factors in maintaining stability in small-scale poultry enterprises.

These findings imply that the company's sustainability is highly dependent on its ability to maintain internal consistency and continuously strengthen its operational capabilities. Without continuous improvement, these strengths may gradually lose their competitive value in a dynamic market environment.

**Table 2. External Factor Evaluation (EFE) Matrix**

| External Factors | Weight | Rating | Score |
|---|---|---|---|
| Increasing Demand for Poultry Products | 0.25 | 4 | 1.00 |
| Expansion of Digital Marketing Platforms | 0.15 | 3 | 0.45 |
| Growing Poultry Market | 0.20 | 3 | 0.60 |
| Fluctuation in Feed Prices | 0.20 | 2 | 0.40 |
| Market Competition | 0.20 | 2 | 0.40 |
| **Total** | | | **2.85** |

The results of the External Factor Evaluation (EFE) matrix show a total weighted score of 2.85, indicating that CV Kuda Hitam Perkasa has a strong ability to respond to external opportunities and threats. This condition is mainly influenced by increasing market demand and the expansion of digital marketing platforms, which create opportunities for business growth.

The utilization of IFE and EFE matrices in this study aligns with the methodological framework suggested by Kumar et al. [11]. Their research highlights that for agribusiness entities, a structured evaluation of internal and external variables is the primary foundation for maintaining business stability amidst market volatility.

From a marketing perspective, this condition is consistent with Kotler's theory, which emphasizes that companies must continuously adapt to changing market environments to sustain competitiveness. In this case, the increasing demand for poultry products and the availability of digital marketing platforms provide opportunities for the company to expand its market reach and strengthen customer engagement.

Furthermore, the emphasis on digital marketing as a strategy for CV Kuda Hitam Perkasa is supported by the findings of Morgan et al. [8], who argued that digital marketing capabilities are significant drivers of firm performance and resilience. By strengthening these capabilities, the company can better navigate the competitive landscape of the poultry industry.

These findings are consistent with previous studies [12], which emphasize the importance of market responsiveness and technological adaptation in maintaining business sustainability. This suggests that the ability to respond quickly to market changes and effectively utilize digital platforms plays a key role in strengthening competitiveness in the poultry industry.

However, external threats such as feed price fluctuations and market competition indicate that adaptability and strategic flexibility are critical factors. This implies that companies must not only identify opportunities but also develop responsive strategies to mitigate risks in a dynamic business environment.

**Table 3. SWOT Matrix**

| | Opportunities | Threats |
|---|---|---|
| Strengths | Expanding distribution networks to capture increasing poultry demand. | Maintaining product quality to compete with other poultry businesses. |
| Weaknesses | Improving digital marketing strategies to expand market reach. | Increasing operational efficiency to reduce production costs. |

The SWOT analysis provides strategic alternatives that can be implemented to improve business performance by considering the interaction between internal and external factors [5]. These strategies not only identify key actions but also emphasize practical implementation in the context of the poultry business.

The SO (Strength–Opportunity) strategy focuses on leveraging the company's strengths to take advantage of available market opportunities. This can be implemented by optimizing the company's distribution network to meet increasing demand for poultry products. For instance, CV Kuda Hitam Perkasa can strengthen partnerships with existing distributors and expand its delivery coverage to new regions to ensure consistent product availability. This approach aligns with Kotler's concept that effective marketing strategies should integrate internal strengths with external opportunities to create customer value and enhance competitiveness.

The WO (Weakness–Opportunity) strategy focuses on overcoming internal weaknesses by utilizing external opportunities. This can be achieved by enhancing digital marketing activities to address the company's limited promotional efforts. For example, CV Kuda Hitam Perkasa can utilize platforms such as WhatsApp Business and Facebook Marketplace to reach a broader customer base, particularly small-scale poultry buyers. This indicates that digital adoption plays a crucial role in expanding market reach and improving business competitiveness.

The ST (Strength–Threat) strategy emphasizes the use of internal strengths to mitigate external threats, particularly increasing market competition. This can be implemented by maintaining consistent product quality and strengthening relationships with customers to build trust and loyalty. By ensuring reliable product quality and stable supply, CV Kuda Hitam Perkasa can differentiate itself from competitors and maintain its position in the market. This approach highlights that customer trust is a key factor in sustaining competitiveness in a dynamic business environment.

The WT (Weakness–Threat) strategy focuses on minimizing internal weaknesses while avoiding external threats, particularly related to high production costs and market competition. This can be implemented by improving operational efficiency to reduce production costs, such as optimizing feed usage, strengthening cost control systems, and adopting more efficient production practices. This approach indicates that cost efficiency is essential for maintaining business sustainability, especially in a highly competitive and fluctuating market environment.

The findings of this study provide several important strategic implications. For business practitioners, the results highlight the importance of strengthening distribution networks and adopting digital marketing strategies to enhance competitiveness. These strategies enable poultry businesses to respond more effectively to market demand and maintain operational stability.

For the poultry industry, the study emphasizes the need for adaptive strategies in response to price fluctuations and changing market dynamics. From a policy perspective, the findings suggest that support for digital transformation and cost efficiency in small-scale poultry enterprises can contribute to improving industry stability. In addition, collaboration between stakeholders is essential to create a more sustainable and resilient agribusiness ecosystem.

## 4. Conclusion

This study concludes that CV Kuda Hitam Perkasa has a relatively strong strategic position, as indicated by the IFE and EFE scores of 2.85. The company’s strengths, particularly its business experience and well-established distribution network, play a significant role in maintaining business stability. In addition, external opportunities such as increasing market demand and the growth of digital marketing platforms provide potential for business expansion.

This study contributes to the development of strategic management studies, particularly in the field of poultry agribusiness. The findings provide both theoretical and practical contributions by demonstrating how strategic tools such as IFE, EFE, and SWOT analysis can be applied in formulating marketing strategies. Practically, the results can serve as a reference for poultry entrepreneurs in improving competitiveness and maintaining business sustainability.

This study has several limitations, as it focuses on a single case study of CV Kuda Hitam Perkasa, which may limit the generalization of the findings. Future research is recommended to include a larger number of poultry enterprises and apply different analytical approaches to provide a more comprehensive understanding of marketing strategies in the poultry industry.

Content Attribution (AI assistance):

The author acknowledges the use of ChatGPT (OpenAI) as an AI-assisted tool during the process of drafting and refining this manuscript. The AI application was used to support language editing, idea organization, and academic structuring. The AI-generated suggestions were carefully reviewed, edited, and validated by the author to ensure the accuracy, authenticity, and integrity of the research findings. Therefore, the final manuscript represents a collaborative effort between human judgment and AI-assisted support.

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