International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Business Design And Implementation Of Pricing Strategies To Maintain The Frozen Food Business

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Abstract

Dinni.eats is a culinary business focused on the frozen food industry, catering to changing lifestyles and preferences for ready-to-eat food. The high levels of busyness and limited time encourage the need for simple, practical, yet nutritious options. The frozen food market in Indonesia is growing significantly, presenting vast opportunities. Dinni.eats offers products with an emphasis on shelf life, safe packaging, and practicality. Initially, the business faced challenges with rising chicken prices, prompting a low-cost strategy to maintain affordability. At the beginning of its business journey, Dinni.eats faced the problem of rising prices for chicken raw materials, so the owner was concerned that the selling price would not increase. To deal with this, the owner of Dinni.eats tries to use a low cost strategy so that selling prices remain affordable for customers. Apart from that, Dinni.eats also offers a variety of dishes using fish as raw ingredients. Additionally, Dinni.eats diversified its offerings with fish-based dishes like Tongkol Sambalado and Ungkep Fish to stabilize sales and prevent decline.

Keywords: pricing strategy, low cost, pricing, frozen food, business defense.

INTRODUCTION

The processed frozen food industry is growing rapidly, attracting the interest of consumers who want an easy and fast way to prepare food. Consumers can now store and prepare their menus with frozen food in various forms, from raw ingredients to ready-to-cook food. Frozen food is important for the food industry because it extends shelf life and maintains nutritional quality. This technology began thousands of years ago with storage in ice caves by the ancient people of China around 3000 BC, and the modern

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industry was developed in the 1920s by Clarence Birdseye who discovered the fast freezing method, changing the food industry (Rhind, 2024). This method allows food to be frozen quickly, reducing the formation of ice crystals that damage the structure and taste of the food.

According to Rusmayana (2022), frozen food is a series of preservation processes in food products with certain steps, which emphasize reducing the temperature to the freezing point so that the food can last longer by changing all the water content into ice, preventing spoilage, and having a time limit. storage. The existence of frozen food is very profitable for consumers because it makes food preparation easier and is a type of fast food with fast and easy serving. Apart from that, frozen food tends to be more economical because it does not require a long preparation and cooking time and has a longer shelf life because the packaging is airtight. Various types of frozen food can be served in various ways, including ready-to-eat, grilled first, fried, steamed, boiled, and doused with warm water, but still maintain their nutritional and nutritional qualities.

Reporting from the United States Academy of Nutrition and Dietetics website, it is stated that frozen food can store vitamins and minerals and does not change the carbohydrate, protein and fat content in it. This is because frozen food is frozen immediately after cooking, so its nutritional content tends to remain intact compared to food that is only stored Antara news (2020). Japfabest.com (2023), states that from research by nutritionists, the nutritional differences between fresh and frozen chicken are generally very minimal. The modern and fast freezing process is able to keep most of the nutrients intact. Protein, vitamins and minerals in frozen chicken generally do not have a significant effect. Therefore, both fresh and frozen chicken are still useful sources of protein. Bouzari et al., (2015) also showed that frozen food can maintain almost the same nutritional value as fresh food, especially because the fast freezing process stops enzyme activity that can cause nutrient loss.

The frozen food market in Indonesia is experiencing significant growth driven by changes in lifestyle and increasing income. Busy lifestyles encourage people to look for practical solutions in food preparation, resulting in demand for instant food such as frozen food. Data on the estimated growth of the frozen food industry from USD 1.93 billion in 2023 to USD 2.78 billion in 2028 shows a significant increase (Mordor Intelligence, 2024). Factors such as the popularity of convenience foods and the expansion of cold chain logistics are supported by investments from large companies such as General Mills Inc., Unilever PLC, and PT Charoen Pokphand Indonesia Group, which innovate in product research and development to meet international and healthy lifestyle standards. The

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projected growth of the frozen food market with a compound annual growth rate (CAGR) of 8.68% according to the Indonesia Frozen Food Market report shows a continued increase in demand for food that is long-lasting and easy to prepare.

The increasing trend of frozen food processing and changes in consumer behavior that are more practical provide great opportunities for home industry entrepreneurs to open new businesses in this sector. Dinni.eats, for example, has conducted a business feasibility study by considering four important aspects: production, marketing, finance and human resources. In the production aspect, Dinni.eats' main focus is producing processed dishes using raw materials such as chicken and fish. These materials are easy to obtain and have a high consumption rate. The production process is also relatively fast and simple, making this business worth pursuing.

Marketing in the Indonesian frozen food market has experienced significant growth, triggered by changes in lifestyle and increasing income. The main target market is housewives who are looking for practical solutions for serving daily food, as reported by Ukmindonesia.id (2024). Millennial consumers in particular tend to prioritize convenience food that is long-lasting, practical and ready-to-eat, according to their lifestyle. From a financial perspective, the frozen food business requires relatively affordable capital, around 4 million, excluding raw material costs. The equipment needed is also easy to obtain and affordable. Apart from capital, the financial aspect also requires consideration of other costs such as rental costs for business premises and employee costs. Meanwhile, in the aspect of human resources, Dinni.eats was initially able to operate production independently without requiring a lot of labor. However, with potential growth in demand, there is the possibility of expanding the production team by involving additional workers.

objectives

Based on the background of the problem that has been presented previously, the author formulates the main problem:

"How does Dinni.eats implement a pricing strategy to maintain frozen food sales with the increase in raw material prices?"

The core research objective of the problem formulation question is to identify and analyze the pricing strategy implemented by Dinni.eats in maintaining frozen food sales in the face of rising raw material prices.

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THEORETICAL FRAMEWORK

Pricing Strategy

Price, as part of the marketing mix, is an important factor in generating revenue. According to Kotler & Armstrong (2018), price reflects the value exchanged by customers for the benefits of a product or service. Pricing strategies can provide competitive advantages to companies (Taan, 2017). Production costs, an important factor in determining prices, can be affected by factors such as inflation or high demand. Although an increase in production costs does not always have a direct impact on determining selling prices, it can affect profit levels (Harahap, 2019). Therefore, an effective pricing strategy is crucial in optimizing product value. Dolgui & Proth (2010) put forward various pricing strategies that can be used by companies to achieve maximum profits.

1. High and low price strategies
   a. High Price: High pricing will be accepted if it is in accordance with the value of the product received by the customer so that the customer feels satisfied paying the price for a product of similar value.
   b. Low Price: The success of a low price strategy will depend greatly on the number of clients interested in the product because low margins must be balanced with a greater quantity of goods sold.
2. Adjustable Strategies
   This strategy refers to a type of strategy that can be adjusted which consists of:

a. Market segmentation strategy

This strategy generally applies to types of goods in a monopoly market which consists of market segmentation and setting different prices for each segment depending on the customer's willingness to pay more or less for an item. In another definition, this strategy is intended to set prices based on the economic capabilities or purchasing power of consumers.

b. Discount Strategy

Discount strategy-based sales are intended to provide cheaper prices within a certain period. This is in line with the definition (Kotler & Armstrong, 2018) that discounts are direct price reductions over a certain period of time.

c. Price Skimming

Companies use this strategy usually when faced with customers who are less sensitive to price (Dolgui & Proth, 2010). This strategy sets a relatively high price at the start of sales and then lowers it over time.

d. Penetration Pricing

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Pricing through a penetration strategy is setting the price at the start of sales at a figure lower than the market price. This aims to obtain a larger market share as referring to research by Harini & Yulianeu (2018) that penetration is expected to expand market share in existing markets.

e. Revenue Management

This strategy aims to anticipate customer and competitor behavior in order to achieve maximum revenue. Companies use this strategy by periodically reviewing market conditions to analyze the impact of events on past customer and competitor behavior.

BUSINESS PLAN

Business Profile



Figure 1. Business Logo

Dinni.eats is a business that operates in the food or culinary sector. Dinni.eats will be developed by selling various ready-to-eat foods that are airtight and last longer. Dinni.eats frozen food products also do not use preservatives so the food that Dinni.eats sells can be guaranteed to be healthier than other foods sold using preservatives. The menu from Dinni.eats offers a variety of Indonesian menus, including Chicken Rica Kemangi, Tongkol Sambalado, Cakar Rica Kemangi, Chicken Ungkep, and Fish Ungkep. Dinni.eats sells food according to the tastes of local people, therefore the spices and ingredients used are not arbitrary.

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Business Model Canvas

Table 1. Business Model Canvas

<table>
<tr>
<td rowspan="2">Key Partners
- Supplier of raw materials, especially broiler chicken
- Supplier of spices and kitchen herbs</td>
<td>Key Activitie
- Procurement of raw materials
- Frozen food production process
- Packaging process
- Product marketing and sales processes</td>
<td rowspan="2">Value Proportions
- Has longer food shelf life
- The packaging used is safer and airtight
- Make it easier for customers to meet their daily side dish needs</td>
<td>Customer Relationships
- Create cooking content using Dinni.eats products
- Ask customers' impressions and messages after tasting the Dinni.eats menu.
- Reviewing Dinni.eats products and product information in the form of cooking menus.</td>
<td rowspan="2">Customer Segments
- The segmentation is housewives and working mothers, especially the areas around Sematu Jaya, Lamandau.</td>
</tr>
<tr>
<td>Key Resources
- Raw material
- Capital
- Food vacuum equipment/machine
- freezer
- Relations</td>
<td>Channels
- offline store Dinni.eats
- online store; social media (whatsApp and Facebook)</td>
</tr>
<tr>
<td colspan="3">Cost Structure
- Venue rental costs
- Monthly promotional costs</td>
<td colspan="2">Revenue Streams
- Total and each sales of Dinni.eats frozen food products</td>
</tr>
</table>

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The Business Model Canvas serves as a framework for outlining and visualizing a company's business model, offering a comprehensive approach to design and development. Developed by Alexander Osterwalder and Yves Pigneur, it comprises nine core sections encompassing vital facets of a business, including market segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure. Utilizing the Business Model Canvas enables entrepreneurs to gain a clear understanding of their business's fundamental components, enabling them to pinpoint strengths and weaknesses while identifying opportunities for innovation and expansion. This tool proves invaluable for strategic planning, product refinement, and overall business assessment.

BUSINESS DEVELOPMENT REPORT

Production and Operational Aspects

In the production aspect, Dinni.eats prioritizes the quality of raw materials by purchasing chicken and fish from regular suppliers. Herbs and spices are purchased directly from suppliers in the market to ensure the best quality for customers. Chicken raw materials are purchased directly from the slaughterer to get fresh chicken with each purchase at prices ranging from 50,000 IDR per kilogram. Meanwhile, fish is bought fresh from fishermen at a price of around 30,000 IDR per kilogram. The production process is divided into several stages, including purchasing raw materials, cleaning, cooking, packaging, and sales. Dinni.eats offers various frozen food products, such as basil rica chicken, ungkep chicken, basil rica claws, ungkep fish, and sambalado tuna.

Marketing Aspects

In its implementation, the author carries out marketing through social media, where the author tries to enter social media which is usually used by the local community. Currently, there are quite a lot of social media applications that are used as a forum for promoting goods or products from several brands, both local and international. Dinni.eats tries to use social media as much as possible as a marketing tool. Therefore, Dinni.eats adapts social media that is often used by local people, including Facebook, WhatsApp and Tiktok. However, Dinni.eats is also active on Instagram, even though people rarely use the application. Dinni.eats often shares videos on several of these platforms, both in the form of "stories" and posts. The video includes the latest product stock information, as well as cooking and eating inspiration using the menu from Dinni.eats. In its sales,

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Dinni.eats tries to provide relatively low prices with maximum quality. Dinni.eats tries to make it easy and helpful for customers without making it difficult for customers with high prices.

HR Aspects

Dinni.eats is an individual business, where in the implementation of this Business Design, the author and owner of the Dinni.eats business is in full control of the business implementation process. Starting from purchasing raw materials, cleaning raw materials, cooking process, packaging process, to the marketing and sales process. As for several advantages and disadvantages of individual businesses, the statement quoted from Kompas.com (2020) includes; The advantages of a sole proprietorship company are that it is not taxed, the business owner is part of the business management section, management costs are low, the legal administration process is not complicated, the formation process runs quickly, freedom to make decisions, and lastly, the entire amount of profit becomes the owner's right without being divided among the owners. other parties. Not only advantages, individual companies certainly have disadvantages including; The owner's responsibility is unlimited, capital sources are limited, management is easily disturbed, and business continuity is not guaranteed.

Financial Aspects

The source of funds or capital used by Dinni.eats comes from personal funds. In the data collection process, Dinni.eats still uses manual methods without the help of an application. This is a disadvantage of Dinni.eats in the financial aspect, because it is more susceptible to human error, the time required for the data collection process is longer, there is a risk of data loss, and it cannot be accessed from anywhere.

Table 2. Costs Efficiency Rate Per Kilogram

Cost Element	Ungkep Chicken	Chicken Rica Kemangi	Cakar Rica Kemangi	Ungkep Fish	Sambalado Cob
Raw Material	**55,000 IDR**	**60,000 IDR**	**35,000 IDR**	**40,000 IDR**	**50,000 IDR**
Operational Costs	(1.819 X 4) 7.276	(1.819X 7) 12.733	(1.819X 6) 10.914	(2.107X 3) 6.321	(2.319 X 6) 13.914
Production Costs	62,276 IDR	72,733 IDR	45,914 IDR	46,321 IDR	63,914 IDR

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Table 2. Costs Efficiency Rate Per Pack

Menu	Ungkep Chicken	Chicken Rica Kemangi	Cakar Rica Kemangi	Ungkep Fish	Sambalado Cob
Production Costs	15.569	10.390	7.650	15.440	10.652
Price	**20.000**	**15.000**	**10.000**	**23.000**	**18.000**
Profit margin	**4.431**	**4.610**	**2.350**	**7.560**	**7.348**
Profit Percentage	**28%**	**44%**	**30%**	**48%**	**68%**

IDENTIFICATION AND PROBLEM SOLVING

Problem Identification

.Table 3. Problem Identification

Management Function	***Problem and Obstacles***	***Priority Scales***
Production	an increase in the price of the main raw material from one of the menus	**1**
Marketing	Menu sales decline with rising raw material prices	**2**
HR	lack of employee role	**3**
Financial	Bookkeeping that is not neat and modern	**4**

The problem identification table provides an overview of the various problems and obstacles faced by the company in each management function, such as production, marketing, human resources (HR), and finance. In the production function, there is a problem related to the increase in the price of the main raw material from one of the menus. This shows that companies face difficulties in maintaining consistent production prices in the face of fluctuations in raw material prices. On the marketing side, problems arose due to the decline in menu sales along with the increase in raw material prices. This indicates that the company faces challenges in maintaining product attractiveness in the market and influencing sales performance. Problems in HR arise in the form of a lack of employee roles, which may indicate the need to more clearly define tasks and responsibilities within the organization. Lastly, in the finance function, problems related to untidiness and lack of modernization in bookkeeping indicate that companies face

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challenges in managing financial records efficiently and effectively. By prioritizing these problems with a given priority scale, companies can determine the most urgent and critical improvement steps to be addressed in an effort to improve their operational performance and success.

Problem Solving

In terms of existing problems, the author as a business owner tries to keep the business running as it should. The increase in raw material prices resulting from production problems is a challenging problem because it can affect profit margins and selling prices to consumers. In these conditions, Dinni.eats tries to adjust the menu or products to be sold. Dinni.eats introduced a new product, namely Tongkol Sambalado, with a higher margin than the previous menu, which was made from chicken.

Some of the theories that the author attached above are a reference for solving the problems experienced by the Dinni.eats business. Several parts of the existing theory were used as a reference because they were considered to be compatible with the existing problems in the Dinni.eats business. The main problem experienced by Dinni.eats is the decline in menu sales with raw material prices experiencing an increase. If it is related based on existing theory, namely breaking even pricing, which according to Ratnaningrum, et al. (2023) assuming constant selling prices, a business will be at the impact point when its income is equal to its expenses. Sales that exceed the break-even point will generate profits for the company. Based on this theory, Dinni.eats is willing to sell at a constant price at the import point for some time, then carry out other expansions by adding menus to sales so that the quantity of sales continues to increase, of course at prices that are still affordable.

According to Dolgui & Proth (2010), one of the general pricing strategies is, High and low price strategies. High Price, namely, setting a high price will be accepted if it is in accordance with the value of the product received by the customer so that the customer feels satisfied to pay the price for a product of similar value. Meanwhile, Low Price means that the success of the low price strategy will depend greatly on the number of clients interested in the product because the low margin must be balanced with a greater quantity of goods sold. There are supporting journals which state that by reducing production costs, they can offer products or services at lower prices than their competitors. This strategy involves operational efficiency, controlling production costs, and innovation in processes to maintain or increase profit margins, while offering competitive prices to customers. By becoming a cost leader, companies can attract price-sensitive customers,

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reduce the threat of competitors, and strengthen their market position. So the prices of products and services offered by MSME business people are the cheapest or often known as best value or cost leadership type 2 (Wahyuningtyas, 2020). Based on the problems experienced by Dinni.eats, the author applies a solution using Low Price theory. Where Dinni.eats tries to provide affordable prices for customers with larger quantities. In the existing case, namely an increase in the price of raw materials which then affected the sales of the product, Dinni.eats resolved this problem by continuing to sell the product without increasing the selling price, but reducing the production quantity. On the other hand, Dinni.eats also introduces and promotes other menus, namely Tongkol Sambalado, and Ungkep Fish with the aim of increasing the quantity of sales of other menu products besides menus made from chicken.

In the HR management function, the obstacle experienced by Dinni.eats is the lack of workers for production, until now Dinni.eats does not have permanent employees. This is done to minimize operational costs. The right solution for Dinni.eats is to utilize temporary or freelance workers. When Dinni.eats experiences an increase in production numbers and requires more workers, freelance can be a solution.

In financial problems, there are obstacles, namely poor bookkeeping, this can affect operational problems in the business. The use of financial tools is one way to solve this problem. For example, using budget template tools, financial planning, and daily financial applications to make it easier to manage business finances.

CONCLUSION

Dinni.eats has good market potential with a marketing strategy that is suitable for its target consumers. Despite facing challenges such as fluctuations (changes) in raw material prices and market competition, Dinni.eats shows excellence in practical products and diverse variants. Apart from that, Dinni.eats also tries to show concern for the surrounding environment which can be its main selling point, namely collaborating with suppliers in the environment around where Dinni.eats was founded. To overcome the problem of rising prices for production raw materials, Dinni.eats can consider flexible pricing strategies and look for alternative raw materials by reducing production costs without reducing product quality. As explained in the discussion section, Dinni.eats is trying to maintain sales by adding menu variants from other raw materials, namely fish. Solving problems in the way Dinni.eats does is very influential in maintaining the stability of the number of sales and profits obtained during the current business implementation period.

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On the other hand, Dinni.eats needs to consider financial aspects and human resource (HR) aspects for the long-term sustainability of the business. In the financial aspect, the bookkeeping system is still manual or not yet modern. So that Dinni.eats' financial reporting is more structured and systematic, the financial report recording system in the future can be managed by utilizing digital financial applications. In determining employee empowerment, Dinni.eats still considers the level of urgency and employee needs, because this aspect will also influence the financial aspects of the cost structure.

RECOMMENDATION

In this final business implementation report, Dinni.eats offers advice to entrepreneurs who want to start a business in a similar industrial sector to prepare more carefully for their business implementation:

1. Conduct market research before starting production. Identify target consumers and understand the needs of the target market to ensure product suitability to customer preferences. Focus on taste quality and nutritional content, especially for businesses in the food and beverage sector such as frozen food.
2. Take into account possible increases in raw material prices and establish a pricing strategy that takes into account stable profit margins. The stability of selling prices will affect customer purchasing power, therefore the right pricing strategy is very important.
3. Consider the need to recruit employees based on business needs and capital capabilities. Optimize the number of employees to increase production efficiency.
4. Take advantage of digital financial applications to manage financial reports efficiently. This application can help in recording sales and financial reporting in real-time, as well as increasing digital literacy for all parties involved in the business.

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