

Operational Planning Implementation at Imported Beef Supplier Startup Meat Tech

Tri Handoko¹, Tantri Yanuar Rahmat Syah², Unggul Kustiawan³, Nofierni⁴

Universitas Esa Unggul, Indonesia

trihandoko100898@student.esaunggul.ac.id¹, tantri.yanuar@esaunggul.ac.id²,
unggul.kustiawan@esaunggul.ac.id³, nofi.erni@esaunggul.ac.id⁴

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Abstract

The main objective of this study is to highlight the operations and management of the beef industry in meat tech. PT Meat Tech is poised to become a leading provider of high-quality beef in the mid-range Horeca (Hotels, Restaurants, and Catering) sector within the Greater Jakarta area. By prioritizing quality and sustainability, PT Meat Tech ensures that all products are sourced from trusted suppliers, halal-certified, and safe for consumption. This commitment guarantees that customers receive beef that meets stringent food safety and taste standards, essential for the success of any culinary business. Middle-class Horeca in large metropolitan cities such as Jakarta, Bogor, Depok, Tangerang, and Bekasi are concerned with the quality of products and services offered by suppliers. PT Meat Tech as an imported beef supplier is concerned with these customer needs to increase consumer satisfaction. However, to create good product and service quality, companies need to manage their resources such as operational management, human resources, marketing, and finance. Business operation design consists of the preparation of plans and activity arrangements that include notifications and procedures, work flow and management resources to achieve PT Meat Tech's goals. PT Meat Tech emphasizes the implementation of product diversification strategies, distribution services, and online business models. Based on the strategy at the business level, namely the focus of product development strategies and product differentiation. Process technology integrated with business strategy will create inventory management, supply chain, logistics, and management information systems.

Keywords: Strategic Planning; Operational Management

INTRODUCTION

PT Meat Tech is poised to become a leading provider of high-quality beef in the mid-range Horeca (Hotels, Restaurants, and Catering) sector within the Greater Jakarta area. By prioritizing quality and sustainability, PT Meat Tech ensures that all products are sourced from trusted suppliers, halal-certified, and safe for consumption. This commitment guarantees that customers receive beef that meets stringent food safety and taste standards, essential for the success of any culinary business.

Understanding the diverse needs of the Horeca industry, PT Meat Tech offers a wide range of beef cuts tailored to specific customer requirements. From premium cuts for fine dining establishments to economical options for large-scale catering, our product line is designed to cater to various culinary needs. Rigorous quality control measures, from sourcing to packaging, ensure that every product meets our high standards.

Operational planning emphasizes a deep understanding of industry dynamics, which is key to ensuring successful operations and satisfactory service (Damanik & Kustiawan, 2023). According to Herjanto (2007), operational management is a continuous and effective process of using management functions to efficiently integrate various resources

to achieve objectives. Heizer et al. (2020), state that operational management is a set of activities that creates value in the form of goods and services by transforming inputs into outputs. According to Stevenson (2014), operational management is a management system or series of processes involved in product creation or service provision. The operational processes undertaken by a company, based on the type of business, may include efforts to sell services or products resulting from raw materials processed into finished goods, or vice versa (Octaviani & Amelia, 2023; Niroh et al., 2024).

According to Kotler (2015), a service is any activity or benefit offered by one party to another that is essentially intangible and does not result in ownership of anything. According to Hansen et al. (2017), a service is a job or activity performed for a customer or an activity carried out by a customer using the company's products or facilities. Car rental and accommodation services are examples of services that give customers the right to use the company's products or facilities. Jastip entrusts goods or services to shops, malls, or wholesalers to buy goods or brands ordered by customers according to their wishes (Kusumastuti, 2020). According to Mitzi et al. (2022), this service is closely related to human resources, commitment, and productivity in performing the work. Therefore, it can be concluded that operational planning is a key factor in relation to the operational productivity of companies, whether they offer services or products.

LITERATURE REVIEW

Operational planning is a critical element in the success of any startup, particularly for companies in the food supply industry like Meat Tech, an imported beef supplier. According to Kotler et al. (2015), operational planning involves setting short-term goals and defining the procedures needed to achieve them effectively. For startups, such planning is essential as it ensures resources are allocated efficiently, processes are streamlined, and performance is measurable. Implementing a robust operational plan allows businesses like Meat Tech to navigate the complexities of sourcing and distributing imported beef, ensuring consistent product quality and timely delivery, which are crucial in the highly competitive food market.

One of the key challenges in operational planning for food suppliers is supply chain management. Researchers such as Gumilang, et al. (2024) highlight the importance of integrating efficient supply chain practices with operational strategies to optimize performance. In the case of Meat Tech, this

includes managing relationships with international beef producers, ensuring compliance with food safety standards, and minimizing lead times. Effective supply chain management not only improves operational efficiency but also contributes to customer satisfaction, as it ensures that the right products are delivered on time and at the right cost.

The implementation of technology in operational planning is another crucial aspect. Modern technologies, such as data analytics and automation, allow businesses like Meat Tech to monitor their operations in real-time, predict potential disruptions, and make data-driven decisions Mansyur, M. (2021). For instance, Meat Tech can leverage software tools for inventory management, order tracking, and customer relationship management, helping to improve operational visibility and responsiveness. These technologies also help reduce human errors, lower operational costs, and increase overall productivity.

In conclusion, operational planning plays a vital role in the development and sustainability of startup companies, especially in the competitive imported beef industry. As the literature suggests, a well-executed operational plan that integrates supply chain management, technology, and strategic goal setting can significantly enhance the performance of a startup like Meat Tech. However, continuous monitoring and adaptation are necessary to stay ahead in a dynamic and evolving market environment, ensuring long-term success and growth.

METHOD

Operational Analysis is the use of rigorous methods to assist in estimating optimal plans, designs and solutions to large scale problems through the application of analytical methods. Applied systems analysis is concerned with the use of procedures, concepts and relationships between problems and the array of techniques available. Any problem can have numerous solutions. The finest solution will depend upon technical feasibility (engineering) and costs and valuation (economics). Operational Analysis is an attempt to move away from the solely engineering practice of design detail into the integration of achievable engineering solutions with desirable economic solutions. The systems designer faces the same problem as the economist, "efficient resource allocation" for a given objective function.

The research method for this operational planning uses a framework based on a survey of 112 respondents, interviews with five experienced entrust providers on social media, and a review of relevant literature. Handayani et al. (2022), highlight that operational planning involves developing tactical plans to enhance management's ability to create strategies focused on customer satisfaction, ensuring a sustainable competitive advantage. Ismail et al. (2022), emphasize that operational planning must align with the business plan, outlining steps and objectives.

The research method is a qualitative approach carried out by observing the human capital planning that has been decided by Meat Tech startup. Qualitative research is chosen because it allows for a deep exploration of the dynamics and experiences within Meat Tech.

Business operation design consists of the preparation of plans and activity arrangements that include notifications and procedures, work flow and management resources to achieve PT Meat Tech's goals. Based on the

strategy at the business level, namely the focus of product development and product differentiation strategies. A well-designed operation design can meet the demand and needs of Horeca meat, optimize operations, and ensure timely delivery.

PT Meat Tech works with suppliers of fresh beef importers at distributors. PT Meat Tech has storage facilities and office locations close to the Distributor. The strategic location makes it easy for PT Meat Tech to meet the needs of horeca in the distribution area. Therefore, PT Meat Tech plans the location of the office and warehouse to be at Jl. Lkr. Cibuntu No.88, Cibuntu, Kec. Cibitung, Bekasi Regency, West Java 17520.

RESULT

Operational planning emphasizes a deep understanding of industry dynamics, which is key to ensuring successful operations and satisfactory service (Damanik & Kustiawan, 2023). According to Herjanto (2007), operational management is a continuous and effective process of using management functions to efficiently integrate various resources to achieve objectives. Heizer et al. (2020), state that operational management is a set of activities that creates value in the form of goods and services by transforming inputs into outputs. According to Stevenson (2014), operational management is a management system or series of processes involved in product creation or service provision. The operational processes undertaken by a company, based on the type of business, may include efforts to sell services or products resulting from raw materials processed into finished goods, or vice versa (Octaviani & Amelia, 2023; Niroh et al., 2024).

One of the considerations in determining the company's strategy is to create an IE Matrix. IE Matrix is an external and internal analysis of the company used by the company to determine the strategy or business path so that the company survives in a competitive market (David et al., 2020). For external analysis, Meat Tech has 8 opportunities and 6 threats. For internal analysis, Meat Tech has 7 internal strengths and 5 internal strengths. In IFE analysis, the factor that becomes the company's competitive advantage is competent human resources. The weighting value of PT Meat Tech in terms of the EFE (external) matrix is 3.18 and for the IFE (internal) matrix is 2.96.

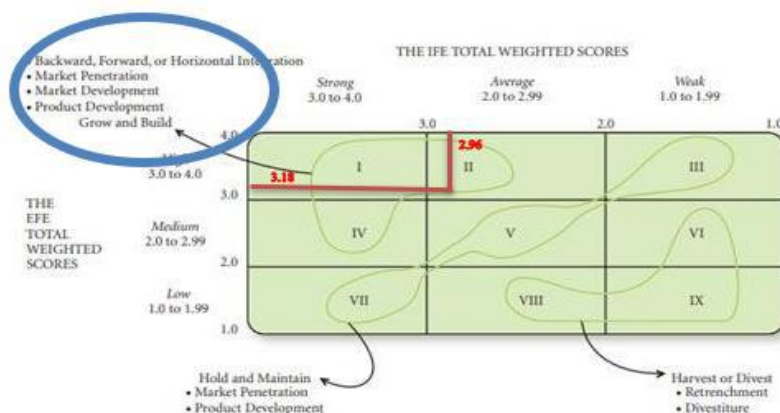


Figure 1. Meat Tech Interna-External Matrix

Source : Dara Research, 2024

According to (David et al., 2020), if the IE matrix analysis places a company in quadrant I, II, or IV (Grow and Build), then the strategies that the company can carry out are integration, market penetration, market development, and product development. Meat Tech use product development strategies to compete in the industry. The strategy that has been determined by the company will be implemented in various aspects of the company, especially in human resource management.

Operational planning Meat Tech Goals, Targets, and Strategies

Table 1. Operational planning Meat Tech Goals, Targets, and Strategies

Goals	Target
Short Term (Year 1)	
1. Establish 50% effective and efficient standard operating procedures	1. Create 50% effective and efficient standard operating procedures
2. Conduct production activities	2. Conduct production activities
3. Have 2 (two) Certificates, namely Halal certificate and Veterinary Control Number (NKV)	3. Have 2 (two) Certificates, namely Halal certificate and Veterinary Control Number (NKV)
4. Implementation of 1 storage management system.	4. Implementation of a storage management system according to PT Meat Tech's needs
5. Increase online promotions to attract HoReCa	5. Use an online platform to attract HoReCA
Mid Term (Year 2-3)	
1. Create 75% effective and efficient standard operating procedures	1. Create 75% effective and efficient standard operating procedures
2. Increase production 2x from before	2. Increase production 2x from before
3. Have an HCCP certificate	3. Have an HCCP certificate
4. Increase the number of regular customers (subscribe) of the PT Meat Tech application by 200 middle-class HoReCa.	4. Promotion that emphasizes the added value and benefits of subscribing to the PT Meat Tech application.
5. Reduce the potential for shipping errors from 1-2% of total orders	5. Implementation of facilities and infrastructure for product handling and shipping processes.
Long Term (Year >4)	
1. Create 100% effective and efficient standard operating procedures	1. Create 100% effective and efficient standard operating procedures
2. Increase production 3 times from before	2. Increase production 3 times from before
3. Have ISO 22000 certificate	3. Have ISO 22000 certificate
4. Expand distribution by 50% of existing distribution areas.	4. Increase online promotion and digital marketing strategy
5. Achieve an active user base of 100% of the existing number	5. Optimize applications for more diverse user needs

Source : Dara Research, 2024

Corporate Culture

Meat Tech considers what and how the organizational culture will be implemented in order to guide a company to succeed in its business in accordance with the vision and mission that has been set. Organizational culture consists of company values, assumptions, and artifacts. Artifacts in an organization are the outer layer of the organization that can be seen, heard, and

felt by outsiders (Schein, 2010). In addition to buildings as evidence of the organization's existence, logos and uniforms are also the physical form of the organization as the organization's identity.



Figure 2. Meat Tech Logo

Source : Dara Research, 2024

The logo of PT Meat Tech Company has several meanings. The minimalist letter M representing the word “Meat” directly, and the firm shape shows the quality and firmness in the products. The image of a hand holding a steak, shows the attention to the main product quality and customer satisfaction that Horeca prioritizes. The dominant red color in this logo is associated with the energy, strength, courage, and dynamism of Meat Tech in providing quality meat products to all customers. Last, the blue colour in the “Tech” part gives a modern, technological, and trusting feel. It shows that Meat Tech uses technology in the production process to meat distribution and guarantees product quality and safety. Meat Tech also has a tagline that is “Quality Meat, Fast Service”. Through this tagline, the company strives to produce meat with guaranteed quality, fast response service through CRM and delivery according to the agreement so that the company has a good image. As a company that prioritizes quality and product development, the company should always remind its employees of the company's motto (Sinaga & Laksmi, 2021).

Business operation design consists of the preparation of plans and activity arrangements that include notifications and procedures, work flow and management resources to achieve PT Meat Tech's goals. Based on the strategy at the business level, namely the focus of product development and product differentiation strategies. A well-designed operation design can meet the demand and needs of Horeca meat, optimize operations, and ensure timely delivery.

PT Meat Tech's product and process design refers to the Unique Value Proposition in the Lean Canvas Model. PT Meat Tech offers:

1. A digital platform for ordering beef with a website
2. A selection of delivery features starting from H+1 day after ordering for distribution to all of Jabodetabek.
3. Beef prices follow the prices of importing companies.
4. Providing ASUH quality beef (safe, healthy, whole, halal) with guaranteed quality and safety.
5. Using barcode-based labels/RFID tags for real-time product tracking.
6. Providing temporary beef storage with a pre-order system and long contracts



Figure 3. Meat Tech Product

Source : Dara Research, 2024

The results of the analysis and operational planning according to Bela et al. (2023), including operational design, product and process design, process technology, operational delivery, and operational cost projections. Operation delivery includes planning, organizing, and controlling all stages involved in production and distribution, with the main goal of ensuring efficiency, quality, and customer satisfaction (Slack et al., 2010).

PT Meat Tech emphasizes the implementation of product diversification strategies, distribution services, and online business models. Based on the strategy at the business level, namely the focus of product development strategies and product differentiation. Process technology integrated with business strategy will create inventory management, supply chain, logistics, and management information systems. The process technology implemented by PT Meat Tech, namely:

1. The inventory management system is integrated digitally to manage the availability of each beef and rotation. RFID / Barcode to track and manage accurately. This technology is in line with the product diversification strategy implemented by PT Meat Tech. In addition to RFID and barcodes, software can support the inventory management system.
2. Digital platform for ordering beef called PT Meat Tech website. Time-based delivery selection provides flexibility for Horeca community to get beef. Real-time tracking features, and fleet availability, and PT Meat Tech website support the distribution service strategy and online business model implemented by PT Meat Tech.
3. Security, cleanliness and routine maintenance. Implementation of security and cleanliness procedures in storage and distribution facilities such as limited access, and cleaning.

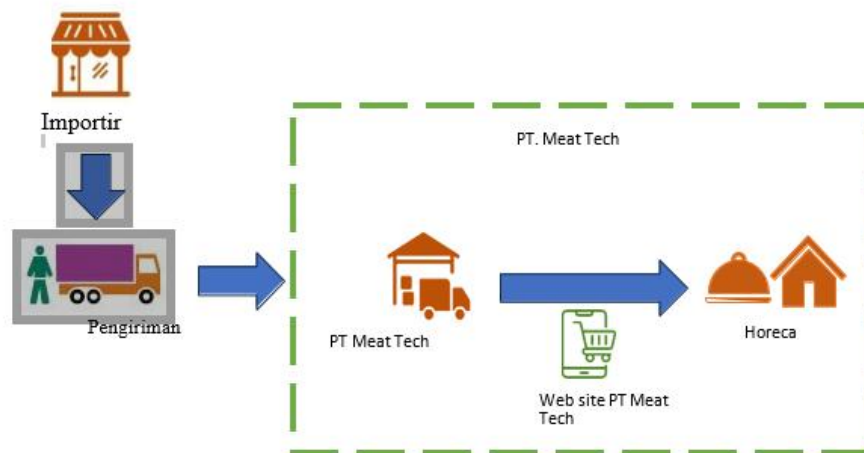


Figure 4. Meat Tech Delivery Process

Source : Dara Research, 2024

Ordering process Website

The beef ordering process carried out by PT Meat Tech is via the Website. This makes it easier for Horeca to order anywhere and anytime. The following is the PT Meat Tech website for promotional media and product sales. to increase the effectiveness of marketing and business sales. With this website, it is very helpful for business people and consumers so that time becomes effective and efficient.

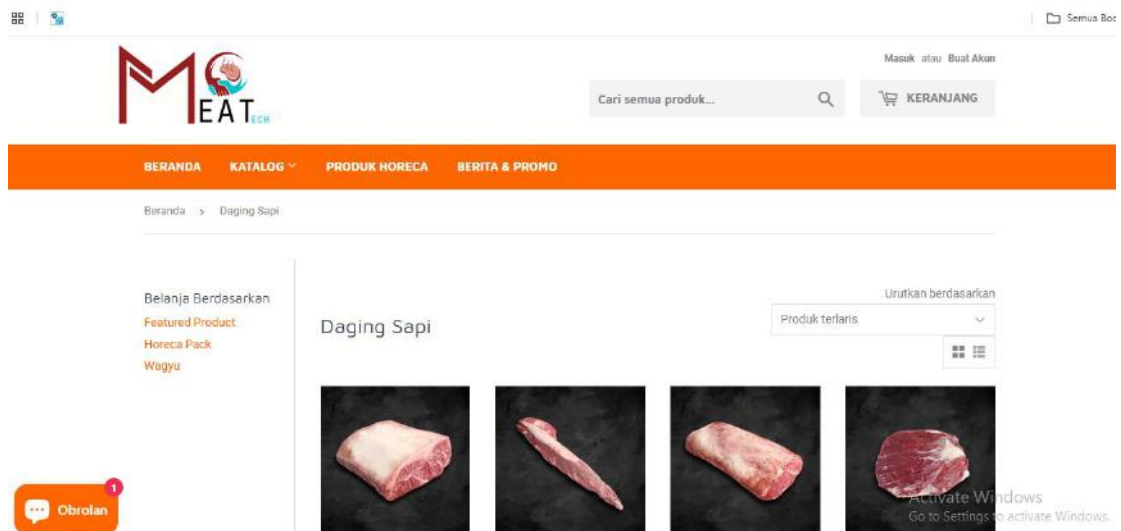


Figure 5. Meat Tech Web Site

Source : Dara Research, 2024

RFID

The application of RFID or Radio Frequency Identification technology carried out by companies in the PT Meat Tech industry to facilitate the process of recording and managing stock. This RFID technology is a solution to the process of recording stock which was previously done manually. In general, RFID devices are able to identify objects in large numbers at the same time by

utilizing radio waves. In addition, this technology can also be integrated with other business software such as WMS, which is useful for increasing the accuracy of recording and managing stock in the warehouse. With this technology, especially information technology and systems, the beef ordering process becomes more efficient, transparent, and accessible to consumers from various locations. This also provides greater flexibility for sellers and buyers. The following is the RFID used by PT Meat Tech.

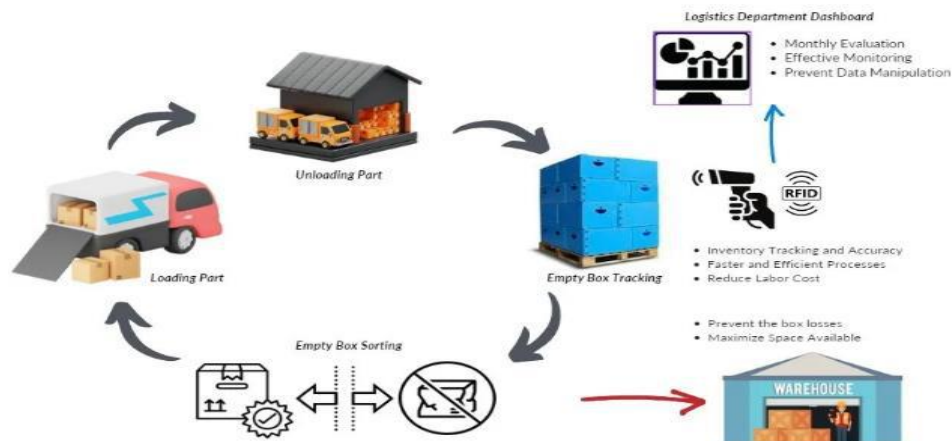


Figure 6. Meat Tech Technology process
Source : Dara Research, 2024

CONCLUSION

Based on the research above, it can be concluded that Business operation design consists of the preparation of plans and activity arrangements that include notifications and procedures, work flow and management resources to achieve PT Meat Tech's goals. Based on the strategy at the business level, namely the focus of product development and product differentiation strategies. A well-designed operation design can meet the demand and needs of Horeca meat, optimize operations, and ensure timely delivery.

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