

BUSINESS STRATEGY IN REALIZING PROSPERITY OF OWNERS AND EMPLOYEES BASED ON VALUE CHAIN ANALYSIS

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Keywords:

*Business,
Welfare, Value
Chain.*

Abstract

There are three problem formulations in this research, namely: (1) What is the business strategy for Bakso Lahar; (2) What is the masalah-based value chain strategy for Bakso Lahar; (3). What is a masalah-based value chain strategy in realizing the welfare of owners and employees at Bakso Lahar. This type of research is qualitative with a phenomenological and normative approach. Primary data in this research was obtained from business owners, financial managers, marketing, production, employees and consumers. Secondary data is in the form of books, journals or documentation related to Bakso Lahar. Data collection methods through observation, interviews and documentation. The data validity testing uses triangulation and transferability. The research results show that: (1) The Bakso Lahar business strategy implemented in terms of business capital uses the syirkah system, Islamic work culture, providing the best service to consumers and using digital marketing strategies. (2) Bakso Lahar masalah-based value chain strategy, namely differentiation in the form of tayib and halal principles and focus on Muslim families. (3) The welfare felt by business owners and employees from masalah-based value chain activities produces benefits in the form of profits and blessings from an economic, social and spiritual perspective. The implications of this research finding include two things, namely theoretical implications and practical implications. (1) The theoretical implications of the Bakso Lahar value chain are in accordance with the principle of benefit, but it would be even better if we continued to optimize other value chains as part of the business strategy, not only on differentiation and focus but also on efforts to achieve cost leadership so that all consumers can feel the benefits in the form of cheap product prices. (2) Practical implications, the owner of Bakso Lahar should make more efforts to improve employee performance by providing training that can improve skills and also giving clear status to employees as contract or permanent employees so that employees become more loyal to the company.

Kata Kunci:
Perusahaan;
Kemakmuran;
Rantai Nilai

Abstrak

Terdapat tiga rumusan masalah dalam penelitian ini, yaitu: (1) Bagaimana strategi bisnis Bakso Lahar; (2) Bagaimana strategi rantai nilai berbasis masalah pada Bakso Lahar; (3). Bagaimana strategi rantai nilai berbasis masalah dalam mewujudkan kesejahteraan pemilik dan karyawan di Bakso Lahar. Jenis penelitian ini adalah kualitatif dengan pendekatan fenomenologi dan normatif. Data primer dalam penelitian ini diperoleh dari pemilik usaha, manajer keuangan, pemasaran, produksi, karyawan dan konsumen. Data sekunder berupa buku, jurnal atau dokumentasi yang berkaitan dengan Bakso Lahar. Metode pengumpulan data melalui observasi, wawancara dan dokumentasi. Pengujian keabsahan data menggunakan triangulasi dan transferabilitas. Hasil penelitian menunjukkan bahwa: (1) Strategi bisnis Bakso Lahar yang diterapkan dari segi modal usaha menggunakan sistem syirkah, budaya kerja yang Islami, memberikan pelayanan yang terbaik kepada konsumen dan menggunakan strategi pemasaran digital. (2) Strategi rantai nilai Bakso Lahar berbasis masalah yaitu diferensiasi berupa prinsip tayib dan halal serta fokus pada keluarga muslim. (3) Kesejahteraan yang dirasakan oleh pemilik usaha dan karyawan dari aktivitas rantai nilai berbasis masalah menghasilkan manfaat berupa keuntungan dan keberkahan dari sisi ekonomi, sosial, dan spiritual. Implikasi dari temuan penelitian ini meliputi dua hal, yaitu implikasi teoritis dan implikasi praktis. (1) Implikasi teoritis rantai nilai Bakso Lahar sudah sesuai dengan prinsip manfaat, namun akan lebih baik lagi jika tetap mengoptimalkan rantai nilai lainnya sebagai bagian dari strategi bisnis, tidak hanya pada diferensiasi dan fokus tetapi juga pada upaya mencapai cost leadership agar semua konsumen dapat merasakan manfaat berupa harga produk yang murah. (2) Implikasi praktis, sebaiknya pemilik Bakso Lahar lebih berupaya untuk meningkatkan kinerja karyawan dengan cara memberikan pelatihan-pelatihan yang dapat meningkatkan keterampilan dan juga memberikan status yang jelas kepada karyawan sebagai karyawan kontrak atau karyawan tetap agar karyawan menjadi lebih loyal terhadap perusahaan.

INTRODUCTION

Shifting business competition models from comparative advantage to competitive advantage in response to rising standards in the global market. This is important because business competition currently occurs not only at the local or national level, but also at the global level. In this context, quality, cost, product promotion and smooth operations are important factors that influence a company's competitiveness. In Indonesia, micro, small and medium enterprises (MSMEs) play an important role in the economy, but they often face various problems such as difficulties in managing the business, limited capital, marketing problems and access to market information. Therefore, to remain competitive in an increasingly competitive business environment, companies need to develop appropriate strategic steps. One approach used is to apply the *maslahah*-based Value Chain concept, where business strategies are based on Islamic principles to achieve sustainable economic success and community welfare. In this context, the article takes the successful example of Bakso Lahar as proof that the application of Islamic values in business strategy can provide competitive advantage and success in a competitive market.

A number of studies have been carried out regarding the value chain and Islamic values in the context of various sectors in Indonesia. This research involves scientific papers such as theses, books and related research journals. For example, Ali Tafriji Biswan and Emir Fahreza Zarnedi's research investigates the value chain in public sector audits, highlighting the advantages and disadvantages of applying the concept. Pratiwi Subianto explores public awareness of halal food, while Arna Asna Anisa examines the influence of *kopontren* in the halal value chain ecosystem at Islamic boarding schools. Other research, such as that conducted by Harnadi, analyzes value chain management based on sharia principles in the food business in Indonesia, and research by Agustian Suseno, Jauhari Arifin, Sutrisno highlights value chain management analysis in micro, small and medium enterprises in Indonesia.¹

Apart from that, there is research that focuses on marketing strategies, such as that conducted by Ridho Azlam Ambo Asse who analyzed online marketing strategies via Facebook to increase sales of a meatball shop. Meanwhile, research by Dimas Hendika Wibowo, Zainul Arifin, and Sunarti examined the marketing strategies used by Batik Diajeng Solo to increase its competitiveness. There is also in-depth research on the influence of Islamic values on business success, such as that carried out by Hasnah Rimiati and Munjiati Munawaroh.

Euis Amalia reviews the transformation of Islamic economic values in realizing distributive justice for strengthening small and micro businesses in Indonesia. This research concludes that economic restructuring by prioritizing the benefit of society is an important aspect that is in line with Islamic economic values. The implementation of zakat instruments as a means of income redistribution and a sharia transaction system has become an operational mechanism for strengthening small and micro businesses in Indonesia.² Thus, these studies provide in-depth insight into how the value chain concept and Islamic values can be applied in the business and economic context in Indonesia.

¹Amalia, Reski. "The Existence of *Falah*-Based Added Value in Realizing Customer Satisfaction at Flamboyant Eating in Kabupaten Bone". Thesis. Sharia Economics Study Program at UIN Alauddin Postgraduate. 2021. Pg. 21.

²Annisa, Arna Asna. "Kopontren and the Halal Value Chain Ecosystem". Journal of Islamic Economics. Vol. 5.No. 01. 2019.Pg. 13.

RESEARCH METHODS

This research is a type of qualitative research that uses a phenomenological approach. The data sources used are divided into two, namely primary data and secondary data.³Primary data was obtained directly from research subjects, which included business owners, marketing managers, production managers, staff or employees, and consumers of Bakso Lahar. Meanwhile, secondary data was obtained from sources such as books, journals and documentation related to Bakso Lahar. Data collection methods used include observation, interviews and documentation.⁴Data analysis is carried out interactively and continuously until the data reaches saturation point. Stages in data analysis include data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Lahar Meatball Business Strategy

The results of this research reveal that Bakso Lahar implements a mature business strategy to face intense business competition and a dynamic environment. Business strategy is considered key in achieving competitive advantage and business success, with careful planning that includes the expected targets. This approach is in line with the views of various experts such as Supriadi, Kaplan and Norton, who emphasize the importance of strategy in creating sustainable value for stakeholders. One strategy implemented is in terms of business capital. Bakso Lahar started its business by considering strategic stages, creating a distinctive taste of meatballs as product differentiation, and using the owner's personal funds without taking out bank loans to follow sharia principles. With sharia principles as a guide, this business uses a syirkah working system to enable Muslims to invest.

Apart from that, Bakso Lahar also creates an Islamic work environment for employees by paying attention to Islamic values. This includes encouraging employees to perform religious duties properly, such as carrying out congregational prayers at mosques, as well as providing facilities such as prayer rooms and separate office spaces between male and female employees. This Islamic work culture creates a good and comfortable work environment for employees, which is expected to improve the quality of service to consumers and overall employee performance.⁵

Bakso Lahar has implemented a variety of mature marketing strategies to maintain and increase market share in the culinary industry. By focusing on families, especially mothers, Bakso Lahar presents Islamic values in every aspect of its marketing, in line with developing market trends. Initially, Bakso Lahar targeted the market broadly, but over time, its marketing strategy began to focus on Islamic families, in accordance with the differentiation principles applied. The marketing team is also actively looking for promotional opportunities, including utilizing digital platforms such as Instagram, Facebook, websites and TikTok, which are managed in an Islamic manner. Integrated marketing communications is a strategic choice, with an emphasis on digital marketing and content tailored to market needs. The integrity of the marketing team is maintained through careful management and careful use of technology. Best service to customers is also a main

³Moleong, Lexi J. *Qualitative Research Methodology*. Bandung: PT Teen Rosdakarya Offset. 2007. Pg. 42.

⁴Sugiyono. *Qualitative Research Methods*. Bandung: Alfabeta. 2017. Page 35.

⁵Irmawati, Aida. The Role of Human Resource Development (HRD) in Increasing Employee Productivity at PT. Yanasurya Bhaktipersada. *Journal of Administrative Applications*. Vol. 18.No. 2 Desember 2015. Pg. 15.

focus, with employees trained to provide friendly, polite and responsive service to complaints. Bakso Lahar also emphasizes its responsibility for the products it sells, ensuring the halal and freshness of the products and providing quick responses to customer complaints. Thus, an integrated and quality marketing and service strategy has become the pillar of Bakso Lahar's success in the culinary industry.

Bakso Lahar has succeeded in implementing a mature business strategy by paying attention to important aspects such as product differentiation, use of capital in accordance with sharia principles, and development of an Islamic work culture. This has helped the business achieve success and competitive advantage amidst intense business competition.

Value Chain Analysis of Lava Meatballs

This research investigates the application of the value chain concept and good values in halal business, with a focus on Bakso Lahar as a case study. The value chain concept, proposed by Porter, provides a framework to explain how an organization manages resources and manages costs effectively, as well as creating added value for consumers. The value chain is divided into main activities (inbound logistics, operations, outbound logistics, marketing and sales, service) and supporting activities (infrastructure, human resource management, technology development, procurement). Apart from that, this research also considers the values of goodness in a business context, where goodness includes aspects of benefit to human life and Islamic principles that guide good actions. This concept of goodness is applied in every aspect of Bakso Lahar's operations, starting from selecting halal raw materials to serving consumers.

One of the aspects studied is logistics activities, where Bakso Lahar pays attention to the quality of raw materials and halal product processing. Even though this increases operational costs, the company still prioritizes product quality and halalness. In operational activities, Bakso Lahar emphasizes the use of technology to improve production efficiency and ensure product reliability. The marketing strategy for Bakso Lahar is based on the values of honesty and responsibility for the products being marketed. Through digital marketing, companies not only promote their products but also convey Islamic messages to consumers. In terms of service, Bakso Lahar has high service standards and pays close attention to consumer needs. Supporting activities such as HR management are also the focus of research, where Bakso Lahar provides training to employees and provides rewards as a form of appreciation for their performance. The use of technology is also applied in financial management and company administration to increase efficiency and accuracy.

In the context of good values, Bakso Lahar tries to run its business in accordance with Islamic principles and make a positive contribution to society. Maintained product quality, good service and responsibility towards employees are manifestations of the company's commitment to good values. Overall, this research shows that the application of the value chain concept and good values has a positive impact on Bakso Lahar's business performance. By paying attention to quality, halal and goodness in every aspect of its operations, the company has succeeded in maintaining its competitiveness in the market and providing benefits to stakeholders as a whole.

Through the integration of good values in its business strategy, Bakso Lahar has not only become an economic entity but also an agent of social change that has a positive impact on its community. This research provides an in-depth understanding of the importance of

integrating good values in business, especially in the context of halal business in this era of globalization.

Maslahah-Based Value Chain Analysis Strategy

According to Nurul, strategies in the value chain are divided into three types of strategies, namely competitive advantage strategies, differentiation strategies and cost advantage strategies. Because value chain analysis activities are a strategy used by companies to understand competitive advantage, from the results of analysis of Bakso Lahar's value chain activities, it can be found that the dominant business activities that produce more value for the company are found in operational and marketing activities so that these two activities can be used as a company's effort to face business competition. The differentiation applied by Bakso Lahar is deeply embedded in the minds of the public because of its differentiating value from the principles of Islamic law. From the presentation of the two consumers, it can be concluded that Bakso Lahar is trying to build a positive image in the eyes of the public by trying to create products that are *tayib* and *halal* and this is what was developed as a differentiating value from other businesses. The process of creating *halal* and *tayib* products has direct implications for improving product quality, thereby making the price per serving of Bakso Lahar products more expensive. However, this is not an obstacle for Bakso Lahar consumers because according to them, quality is prioritized over price. If analyzed based on the entire series of value chain activities, we can obtain business activities that have low costs or cost leadership in marketing activities.

So from the results of the research conducted it can be seen that Warung Bakso Lahar uses a differentiation strategy that further improves product quality so that these efforts result in Bakso Lahar not being in a cost leadership strategy position but rather in differentiation value. This is because Warung Bakso Lahar has quite high operational costs, resulting in high sales prices per item. The results of this analysis are in line with research conducted by Wisdaningrum that companies must be able to understand their position in the value chain, then determine whether their competitive strategy is low cost or differentiation to compete with their competitors. The Islamic values that are attempted to be applied in running this business are used as differentiation values between the business run by Bakso Lahar and other culinary businesses.

Maslahah-Based Value Chain Analysis Strategy in Creating Prosperity

Welfare in Islam does not only include fulfilling material needs, but also spiritual and moral welfare. Production in Islam is not solely to meet market demand, but also to increase the value of goods according to human needs and create benefits for consumers. This principle implies that production in Islam is not only to seek maximum profit, but also to create added value that is beneficial for the welfare of this world and the hereafter.

In the context of Islamic economics, economic welfare cannot be separated from general welfare which includes moral, educational, religious and other aspects. Production that produces valuable goods and uses resources optimally is part of efforts to achieve economic prosperity in Islam.⁶

The concept of economic prosperity in Islam also includes the creation of jobs for

⁶Widodo, Heri. "Value Chain Analysis to Achieve Cost Leadership Strategy in Increasing Cost Efficiency (Study at Company "X" in Sidoarjo)". *BISMA Business and Management Journal*. Vol. 1. No. 1. (2008). Pg 17.

fellow Muslims and society in general. Bakso Lahar is a real example of implementing Islamic economic values by creating jobs and paying attention to employee welfare. However, the COVID-19 pandemic presents new challenges for Bakso Lahar and other culinary businesses. Despite experiencing a decline in income and financial difficulties, Bakso Lahar is still trying to survive by acquiring several branches to become other, more promising businesses.

Bakso Lahar also reflects flexibility in running its business by paying attention to the values of goodness and employee welfare. This approach helps companies to recover from difficult times and refocus on efforts to achieve common goals that are not only limited to material profits, but also to the pleasure of Allah SWT.

In facing significant changes in the business environment, Bakso Lahar implements a masalah-based value chain strategy by creating an Islamic business culture and producing tayib and halal goods. This not only affects consumers, but also the overall well-being of employees. The welfare of employees in Bakso Lahar is not only related to material aspects, but also to a comfortable working environment, good social relations, clear directions, and ease in carrying out religious services. This is in accordance with the concept of well-being in Islam which includes physical and spiritual happiness. Overall, Bakso Lahar is a real example of how business can be run by paying attention to Islamic economic values and making a positive contribution to general welfare, both in terms of creating jobs and implementing good values in its operations.

CONCLUSION

Bakso Lahar implements a business strategy that includes the use of business capital through the syirkah system to avoid usury. They also strive to maintain an Islamic work culture and create a business environment that promotes Islamic values. This effort aims to improve employee performance, provide the best service to consumers, and market products using digital marketing strategies as a form of da'wah to the community. Every activity in the Bakso Lahar value chain is based on Islamic values, both main and supporting activities. Value chain analysis shows that there are advantages to each activity, especially in production and marketing activities which produce halal and tayib products and have an Islamic culture. Masalah-based value chain strategies, such as differentiation and focus, help Bakso Lahar to gain profit margins and blessings. The welfare obtained from masalah-based value chain activities covers various aspects. Business owners gain economic benefits in the form of profits, blessings and business development, as well as harmonious social relationships with employees and the ability to carry out social activities. Spiritually, the owner feels closer and blessed by Allah SWT. Employees also gain economic, social and spiritual prosperity, including a better life financially, good social relationships, and ease in carrying out religious services which makes them feel safe and at peace in their souls.

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