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Supply Chain Management Of Kurban Cattles In 'Tebar Hewan Kurban' Program, Dompot Dhuafa Republika

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ABSTRACT

This study aims to reformulate beef cattle supply chain management based on a case study in the Dompot Dhuafa Republika (DDR) program 'Tebar Hewan Kurban' (THK). This qualitative descriptive study is based on a survey in 15 locations for the empowerment of beef cattle farmers who are THK partners outside Java, and observations on program implementation along the supply chain in 2020. The beef cattle supply chain as a result of this study is described in the figure and compared with the supply chain of Kurban animals from previous studies. The results showed that the management of the cattle supply chain in THK's DDR program provided tangible benefits for partner farmers. The results of this study are expected to open new insights about the economic aspects of the implementation of Kurban that provide greater benefits to small farmers, without forgetting other stakeholders involved in the program. This paper contributes to filling the literature gap and empirical studies on community empowerment programs related to Kurban ritual activities that are still rarely carried out until now.

KEYWORDS: Business Sustainability; Farmer Empowerment; Kurban; Kurban Cattles; Supply Chain Management.

INTRODUCTION

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Kurban is a worship activity that is recommended for Muslims around the world, accompanying the Eid al-Adha holiday which is commemorated every 10th of Zulhijjah in the Hijri calendar (Zakariah, 2018). On that day, plus the next 3 days called Tasyrik day, Muslims slaughter the Kurban animals: cows, buffaloes, camels, goats, and sheep. Thus, the Kurban has a ritual dimension to draw closer to God. Kurban also has a social dimension because some of the meat is given to the poor.

The development of civilization makes the Kurban has a third dimension: the economic dimension. The demand for animals for Kurban is increasing, along with the awareness of Muslims in carrying out their religious beliefs. This dimension raises the importance of supply chain management, starting from the procurement of Kurban animals, marketing and after-sales services (Jatmiko & Azizon, 2018). Simchi-Levi et. al. (2019) defines supply chain management as a set of effective approaches to integrate suppliers, manufacturers, warehouses and stores so that inventory can be produced and distributed in the right quantity, to the right location, and at the right time. The entire process of planning, implementing, and controlling along the supply chain aims to meet customer needs as efficiently as possible (Martins et. al., 2019). Further stated, supply chain management includes all activities of storing and moving raw materials, work-in-process inventory, and finished goods from the point of origin, warehouse to point of consumption.

Traditionally, the supply chain of Kurban animals in Indonesia has been established, considering that ritual has been carried out by Muslims for a long time. Kurban animals are usually supplied by large investors, who also provide seedstocks and animal feed (Jatmiko & Azizon, 2018). It was further stated that before being marketed, the animals were fattened by large and small scale farmers for a certain time. Before the feast, the Kurban animals were distributed through large and small scale traders. Buyers of Kurban animals can be individuals or communities, who carry out the slaughter individually or submit them to the Kurban committee, who distribute the meat to the beneficiaries. The traditional Kurban supply chain can be shown in Figure 1.

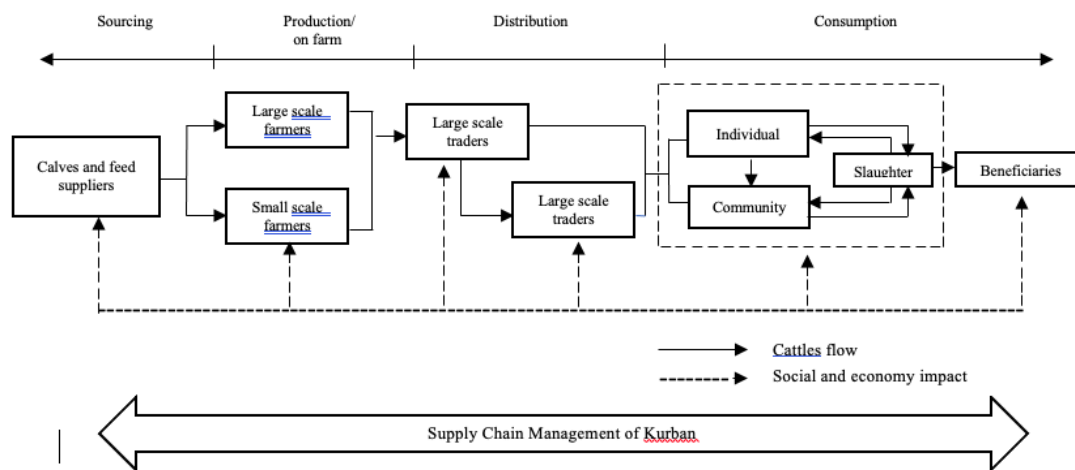


Figure 1. Model and network of the traditional Kurban supply chain

Source :Jatmiko&Azizon (2018)

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Traditional supply chain management provides great benefits to moneylenders in the upstream sector, as well as investors and wholesalers in the downstream sector (Dompot Dhuafa, 2020). Most livestock businesses in Indonesia are still subsistence, traditionally managed, with a modest production system that is managed as a part-time business, with

limited capital and management capacity (Mauludin et. al., 2017). When farmers need large funds for capital and other needs, they rely more on moneylenders because the process is very easy. For that, they have to pay high interest.

At harvest, they do not have access to markets, and only rely on middlemen. Under these conditions, large profits due to the increase in the price of Kurban animals are actually obtained by moneylenders and middlemen. On the other hand, farmers only get farm labor costs.

In fact, Kurban has become a big business. Its economic potential in Indonesia reaches IDR 20.5 trillion, which is accumulated from 2.3 million donors (IDEAS, 2020). From that data, the need are around 1.9 million for goats/sheep, and around 452 thousand for cattles/buffaloes. Assuming 20% for profit rate from trade and animal transportation, with an average price level of goat/sheep (IDR 1.9 million) and cattle/buffalo (IDR 15 million), the economic value of the 2020 Kurban is estimated at IDR 20.5 trillion. Social engineering is needed to transfer the economic value to improve the welfare of small farmers.

The distribution of Kurban meat also raises its own problems. There is a surplus in several big cities on the island of Java, where the Indonesian economy and population are concentrated. On the other hand, in remote villages in Java and outside Java, there is a deficit. IDEAS (2020) revealed that at the Kurban Feast, the Jabodetabek area had the potential to produce 47 thousand tons of meat, even though the need was only around 5 thousand tons. Contrary, the Pandeglang and Lebak districts are estimated to produce only 260 tons of meat, while their needs reach 1,500 tons. Social engineering for distribution is also needed so that the Kurban meat also reaches areas where the average consumption of meat is still low.

THK is a program initiated by DDR since 1994 with the aim of upholding the sovereignty of farmers (Noviati, 2017); Sudewo, 2017). It was further explained that THK was driven by two simple steps, (a) moving the location of the Kurban slaughter, from big cities to remote villages and (b) maximizing the distribution of Kurban meat, taking into account various aspects such as the location of farms, farmers, the location of the slaughter and the domicile of the potential beneficiaries. THK, therefore, aims to (a) provide greater profits to farmers, while increasing the scale of their business and level of welfare, (b) distributing Kurban meat to beneficiaries more equitably. Social engineering to modify existing traditional trade and supply chain management systems is carried out to accommodate this noble goal. The purpose of this paper is to describe changes in supply chain management that have been carried out, THK DDR's efforts to solve existing problems and analyze their impact on the welfare of farmers.

Conceptually, supply chain management studies cover a broad field, starting from the provision of raw materials, production processes, post-production handling to distribution, to products used by consumers. Supply chain management (SCM) is defined as the integration of key business processes from end users through genuine suppliers who provide products, services, and information that add value to customers and other stakeholders (Desai & Rai, 2016). Dias & Ierapetritou (2017) stated that the task of supply chain management is to integrate various organizational units along the supply chain by coordinating material, information, and financial flows to meet customer demands so that overall competitiveness increases. Supply chain management activities involve the transformation of natural resources, raw materials, and components into finished products that are delivered to final customers (Kain & Verma, 2018). Furthermore, it is stated that the network of organizations involved in supply chain management is connected from upstream to downstream, in various processes and activities that generate added value in the form of

products and or services to end consumers. Supply chain management provides products, services, and information effectively to add value to customers, thereby becoming a source of competitive advantage for companies from various industries (Oelze et. al., 2018).

The efficiency and effectiveness of supply chain management is a determinant of competitive advantage for companies (Febriani et. al., 2017). One of the fundamental aspects of supply chain management is performance with continuous improvement. To create effective performance management, a measurement system is needed that is able to evaluate supply chain performance holistically (Pujawan & Mahendrawathi, 2017). Agroindustrial supply chain management involves several stakeholders who are integrated with each other from upstream to downstream in a sustainable manner so that it requires good identification, performance measurement, and evaluation (Asrol et. al., 2018). Performance measurement includes (1) monitoring and controlling, (2) communication along the supply chain, (3) identification of the organization against competitors and the goals to be achieved, and (4) making improvements to increase competitiveness (Pujawan & Mahendrawathi, 2017). To get good performance, organizations must have (1) good supply chain flexibility, (2) mutually supportive and integrated partnerships, and (3) responsive to market demands and consumer preferences (Saptana & Ilham, 2017).

METHOD

Framework

Referring to the Nutrition Adequacy Rate Permenkes (2019), the total protein that Indonesians must consume is 65 grams/capita/day, of which 25 percent of the fulfillment comes from animal protein from meat, milk and eggs. It was also stated that currently the norm has been exceeded, with consumption of 21.8 grams/capita/day. However, Indonesia has a large gap in meat consumption. The average data on beef consumption by province in the 2014-2018 range is only 0.4011 kg/capita/year (Ministry of Agriculture, 2019). Among 34 provinces in Indonesia, only 8 provinces whose consumption exceeds the national average. DKI Jakarta is the province with the highest consumption of 1.3225 kg/capita/year, while Maluku is the province with the lowest consumption, which is 0.1054 kg/capita/year.

Every year, the potential for accumulation of Kurban meat in Indonesia tends to increase. When it started in 1994, THK could only collect 644 sheep/goats and 8 cattles (Oktaviani, 2020). It was further stated that in 1996, THK income increased to 1,339 sheep/goats and 33 cattles. In 2020, THK managed to collect 42,126 Kurban animals equivalent to sheep/goats (cattles and buffaloes were counted as equal to 7 sheep/goats) (Dompot Dhuafa, 2020).

IDEAS (2020) estimates that the economic potential of Kurban in Indonesia in 2019 is around IDR 28.4 trillion, or equivalent to 181 thousand tons of meat. As a comparison, in 2018, Indonesia imported 207 thousand tons of beef, or equivalent to USD 708 million, or around Rp 10.1 trillion. By reorganizing supply chain management, the accumulation of meat can be utilized to improve the nutritional status and health of the community, as well as narrow the gap.

Based on the IDEAS (2019), the areas of surplus for Kurban meat are Jakarta, Bandung and Surabaya, while the deficit areas include poverty areas in West Java (Bogor Regency, Cianjur Regency, Garut Regency, Cirebon Regency, Sukabumi Regency, Bandung Regency, Tasikmalaya Regency), Central Java (Grobogan Regency, Cilacap Regency, Brebes Regency) and East Java (Jember Regency, Regency, Malang, Probolinggo Regency). In addition, areas

outside Java are characterized by chronic poverty because they are backward, isolated and isolated.

Supply chain management includes the entire process of coordinating and integrating the flow of money and goods from all business actors, who involved along the supply chain. According to Ilham et. al. (2015), the application of supply chain management must pay attention to six main points: (1) generating added value; (2) the role of each party along the supply chain; (3) the party determining the price; (4) equality among all parties along the supply chain; (5) fair distribution of added value; and (6) the key determinants in the supply chain.

Tebar Hewan Kurban (THK) was initiated by DDR to achieve the sovereignty of farmers, so that their welfare is the main goal. With the market continuing to expand, THK can take on a strategic role by managing the supply chain management for the marketing of Kurban animals, which guarantees profits for farmers, without neglecting the interests of other stakeholders. In addition, THK can also take on a strategic role for equitable distribution of Kurban meat. In supply chain management, poverty in Java requires proper identification of mustahik, while outside Java requires the ability to open remote and isolated access (IDEAS, 2019).

The Scope of Research

The Kurban animal supply chain in the THK program includes DDR institutions, partner farmers/farmer groups, consumers, marketing partners for Kurban animals, distribution partners for Kurban meat, and beneficiaries. THK supply chain management includes the activities of the parties involved, including their functions in (1) aspects of program planning, (2) on-farm, (3) procurement and sale of Kurban animals, (4) slaughtering, and (5) distribution of Kurban meat.

Location, Respondents and Research Time

This descriptive qualitative research was carried out using a field survey method, in 15 locations to empower farmers as THK partners outside Java, namely Sumatra, Kalimantan, Nusa Tenggara, Maluku and Papua. Respondents in this study were representatives of all stakeholders involved from program planning activities, on-farm, procurement and marketing of Kurban animals, slaughtering and distribution of Kurban meat. The respondents were selected based on purposive random sampling, consisting of farmers/farmer groups, consumers, marketing partners for Kurban animals, distribution partners for Kurban animals, and beneficiaries. Field observations throughout the implementation of the 2020 THK program were also carried out to confirm and strengthen the research results.

Primary data collection was carried out through interviews with the snowball technique to obtain the required information regarding the roles and functions of each stakeholder along the supply chain. Secondary data as findings from observations in the field, which also functions as comparison data and research triangulation, then inventoried to support the exposure of research results. Focus Group Discussion (FGD) was conducted with several stakeholders along the supply chain as a validation of various findings in the study.

Analysis Method

Primary data is the result of interviews with respondents who have authority in their respective institutions, which are related to the roles and functions of stakeholders in supply chain management of the THK, as well as the profit and or benefits obtained as part of

supply chain management. The questions are open-ended, which allows for more in-depth interview. At the end of the interview we also asked about the possibility that their institution will participate again in the THK program next year.

Secondary data is the result of observations of researchers in the field, since the preparation process, daily activities of farmers, slaughtering and distribution of Kurban meat. All data are inventoried, then selected according to research needs, which are based on two analyzes carried out for writing research results:

(1) business feasibility analysis, to ensure that all stakeholders involved along the supply chain get adequate profit and/or benefits

(2) supply chain management performance analysis is carried out by (a) identification of stakeholders involved along the supply chain; (b) identification of the level of application of management principles along the supply chain and (c) identification of the level of satisfaction of stakeholders along the supply chain, with four indicators, namely timeliness, quantity, quality, continuity, and location.

RESULTS AND DISCUSSION

Business Feasibility Analysis

The first step in the supply chain restructuring process in the THK program is to conduct a business feasibility analysis. This analysis is carried out by DDR as the program owner and is based on experience in previous years. DDR also determines the criteria for cattles as the standard for Kurban animals, including (a) male sex, (b) weight range of 250 - 300 kg, (c) age over two years old or has changed teeth, and (d) not physically disabled. The calculation result of the basic price of cattle at the farmer level is IDR 10,750,000, with details as shown in Table 1. This price is only used as a benchmark price, not the actual price given to partner farmers, considering that the distribution of THK covers all of Indonesia, from Sabang to Merauke, except in Java, which has different prices according to each region.

In addition to selling cattles for 7 collective donors, THK also sells 1/7 cattles to accommodate prospective individual donors, whose slaughter is consolidated with others. The selling price of a cattle is set at IDR 12,975,000 and 1/7 cattle at IDR 1,854,000. The difference between the selling price and the base price, which is IDR 3,050,000 is gross profit, which will be distributed to the stakeholders involved along the supply chain. This is consistent with the findings of Rusdiana et. al. (2016), which states that the beef cattle business has a profitable economic value. Based on this, the THK program is feasible to implement, while still providing the largest profit contribution for partners farmers.

Table 1.
Analysis of
farming
for THK
2020

No.	Expenditures items	Quantity	Unit	Volume	Unit	Unit Price (IDR)	Frequency (month)	Total (IDR)
1	Livestock	1.000	cattle	1	period	6.400.000	1	6.400.000.000
2	Forage	1.000	cattle	480	kg/month	300	6	864.000.000
3	Concentrated feed	1.000	cattle	60	kg/month	2.900	6	1.044.000.000
4	Vitamins and drugs	1.000	cattle	1	package	20.000	6	120.000.000
5	Feed sacks	2.000	sheet	2	package	2.000	1	8.000.000
6	Labor cost	40	person (1:25)	1	package	150.000	6	900.000.000
								Variable cost for 1.000 cattles 9.516.000.000
7	Farming (fix) cost	40	package			100.000	6	24.000.000
								Total cost (Variable dan Fix) 9.540.000.000
								Risk 4% 381.600.000
								9.921.600.000
								Investment cost 9.921.600/1.000 9.921.600

		Rounding
		9.925.00
		0
8	Selling price	
	a. Cattle	12.975.00
	b. 1/7 Cattle	1.854.00
		0

Source: Dompot Dhuafa (2020)

Supply Chain Management

DDR has a lot of experiences in managing THK programs since 1994. This helps the THK DDR 2020 work team in mapping the supply chain and identifying stakeholders to be involved in the program. The results of these activities are presented in Figure 2. Almost all stakeholders have collaborated on the same program in previous years. To understand each other's roles and functions, coordination between stakeholders is needed.

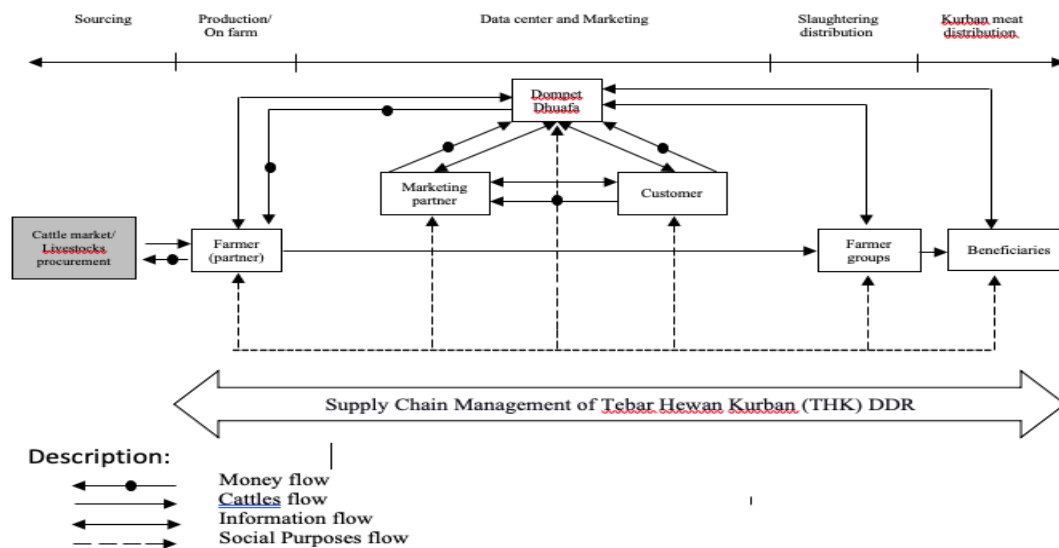


Figure 2. Supply Chain Management of THK DDR

Supply chain management is a concept that contains a goods management system related to the flow of products, information, and money (Vistasusiyanti et. al., 2017). In THK DDR supply chain management, the product management systems are as follows:

1. Cash flow

Money from donors flows directly to DDR, or through marketing partners, and is channeled to partner farmers. In the initial process, there is a capital fund of 10 percent from DDR to partner farmers

2. Flow of goods (Cattle)

In the THK program, donors do not receive the Kurban animals that they buy. Kurban animals purchased by donors are sent to farmer groups, to be slaughtered on the Kurbanfeast, and the meat is distributed to beneficiaries. Donors will receive documentation of the slaughter of Kurban animals at the end of the program

3. Flow of Information

Information flows reciprocally along the supply chain, with DDR as the organizer

4. Social benefits

The THK program also has a fourth stream, namely social benefits. Each stakeholder involved along the supply chain gets economic benefits, as well as social benefits.

In addition to the flow of funds, goods, and information according to Vistasusiyanti et al. (2017), there is another flow in THK supply chain management, namely the flow of social benefits.

THK DDR Supply Chain management workflow

THK Partner Farmers

Partner farmers are the backbone, as well as the subject of the THK DDR program. During the program management for a long time, DDR has had partner farmers who are competent, as well as trustworthy. This is important, because in the THK DDR program, donors do not receive the Kurban animals that they buy directly. The donors transferred funds for the purchase of Kurban animals and entrusted the process of slaughtering and distributing Kurban meat to DDR, through the THK Partner Farmer Group. After the slaughtering and distribution process is complete, the donors will receive some photos as evidence.

Each partner farmer, as well as its partner farmergroup, always renews the contract for the procurement of Kurban animals with DDR. The contract contains the requirements for the quality of the Kurban animal, including (a) male, (b) weight range of 250-300 kg, (c) over two years or at least having changed teeth, and (d) not physically disabled. In addition, the contract also includes the number of Kurban animals ordered, the agreed price and the payment procedure. The contract for each partner farmer and his partner farmergroup is not always the same, depending on the distribution area. However, the main consideration of this program is to provide more profits for partner farmers and partner farmer groups.

Partner farmers receive a down payment of 10 percent of the contract value, as a DDR commitment. The down payment is considered very helpful for partner farmers to purchase the livestock. However, some partner farmers suggested that the value of the down payment could be increased to help them in terms of capital.

To maintain the quality of services to its stakeholders, DDR conducts quality monitoring and control before and during program implementation. After implementing the program, DDR conducts an evaluation. The results of monitoring, quality control and evaluation are the basis for DDR management to provide recommendations for program sustainability.

Partner farmers who achieve the target will receive a contract extension as a reward. For them, the quota for the next year is also added. In the other hand, partner farmers who

cheated were terminated, and replaced with others. To anticipate the increasing demand for Kurban animals, DDR regularly adds partner farmers, including from the youth. The prospect of profit as a partner farmer, triggers the interest of young people to be a farmer.

Domet Dhuafa Republika (DDR)

DDR is the most responsible body in THK supply chain management. Control activities start from the preparation period at the partner farmers level, to the distribution of Kurban meat to the beneficiaries. DDR regulates the flow of communication between the stakeholders, and carries out monitoring and coordination, including the roles and functions of each stakeholder along the supply chain.

Marketing Partners

DDR conducts marketing activities directly to consumers through its channels. In addition, DDR also cooperates with a number of marketing partners. During the 2020 pandemic, DDR collaborates with digital marketing platforms such as Tokopedia, Bukalapak, Shopee and so on. Each marketing partner signs a contract with clear rights and obligations. All partners are satisfied with the cooperation, and they hope to be involved in similar programs in the future.

Donors

In THK supply chain management, donors also get various conveniences. They can transact without having to leave home, on THKs digital marketing channels. THK DDR offers relatively cheap and affordable prices, when compared to similar programs from other institutions. During a pandemic, where crowds are strictly avoided, THK's business model is simple and very helpful.

DDR's experience in managing the THK program has guaranteed the trust of donors. The sincerity of the donors was rewarded by sending photos of the Kurban slaughter to their respective addresses. For DDR, accountability in reporting is a very important activity, and has been shown to increase the trust of donors. Based on observations, the number of Kurban animals slaughtered in the THK program tends to increase every year. This shows the increasing public trust in this program.

THK Partner Farmer Groups

On the day of the Kurban Feast, partner farmers send Kurban animals to the partner farmer Group. The slaughter of Kurban animals is carried out by the partner farmer group, based on requests from DDR. The slaughter location has been identified as a poverty concentration area, so there is no surplus of Kurban meat. Previously, the partner farmer group identified potential beneficiaries in their area, recorded their names and addresses, and submitted them to DDR management. After being slaughtered, the meat is distributed to the beneficiaries, by delivering it to their respective homes, to prevent crowds.

The partner farmer group also signed a contract with a clear contract by DDR. They are happy to be involved in the THK program as partners in the distribution of Kurban meat and hope to be involved again in future programs. With this collaboration, the partner farmer group gets financial profits. They can also increase their capacity, both personally (group members) and organizationally.

In the distribution of meat, DDR also pays attention to the honor of the beneficiaries. Crowded queues of beneficiaries are things that must be avoided. By identifying the

beneficiaries before the day of the slaughter, crowds can be prevented. After the slaughter, the officers will deliver the meat to the beneficiary's homes.

Supply Chain Management Performance

Based on the findings, supply chain management in the THK program is better than the traditional model. Partner farmers get more profit from their activities. Donors can also get suitable Kurban animals at cheap prices, because THK supply chain management indirectly cuts off marketing channels. Supply chain management also provides profit and benefits to marketing partners. The profit of each stakeholder along the supply chain are not disclosed for reasons of organizational confidentiality. However, based on the results of interviews, stakeholders claim to have received profit and benefits, and they were satisfied.

DDR also gets benefits as well as profit from the THK program. The THK program is growing and spreading benefits throughout the country. Financial benefits can be used to enlarge the program or initiate other social programs. The identification of IDEAS (2020) related to areas of surplus and deficit of Kurban meat, greatly assists THK DDR in reducing inequality, so that Kurban meat can be spread evenly.

CONCLUSION

Based on the findings and further analysis, the formulation of cattle supply chain management in Tebar Hewan Kurban (THK) Dompot Dhuafa Republika (DDR) is better than the traditional model. Profits are distributed along the supply chain, and are considered more equitably at the level of partner farmers, in order to ensure the sustainability of the program and the sustainability of the farm. In addition to the flow of funds, goods and information, there is another flow in THK supply chain management, namely the flow of social benefits.

Another finding, the potential profit from farming attracts young people to become farmers. THK's supply chain management helps distribute meat to beneficiaries in poor areas. Indirectly, the DDR THK program also helps increase protein consumption among the poor in Indonesia.

Although supply chain management in the THK DDR program is better than the traditional one, there are still things that need to be improved, for example in terms of capital for partner farmers. The down payment given is not enough to break the relationship between farmers and moneylenders. In the future, it is necessary to start with capital assistance, for example by involving investors.

THK supply chain management is very likely to be duplicated by other institutions that have similar activities. Several institutions can form a consortium, so that profits are distributed to small farmers, and the benefits of slaughtering Kurban animals can be more evenly distributed to beneficiaries. THK DDR supply chain management must continue to be improved to provide maximum benefits to stakeholders, so that program sustainability can be maintained. Overall, this supply chain management guarantees business continuity, because the interest of young people to become farmers is starting to increase.

The pandemic situation does not allow researchers to carry out total exploration in supply chain management. This supply chain management formulation is also based on a single case study, which may limit the results. Further research is needed with similar cases in other countries. institutions that carry out similar activities, so that research results can be more representative of the population.

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