



Typical Pasarwajo Gule Marketing Strategy as Covered Cabium in the New Normal Period

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Abstract

This study aims to formulate a marketing strategy that can be applied by the Pasarwajo typical gule snack products industry during the new normal period. This research is a case study design of Gule Wa Muri Household Industry located in Takimpo Village, Pasarwajo District, Buton Regency, Southeast Sulawesi, Indonesia. Data collection was carried out through observations, interviews and documentation studies. Data was analyzed descriptively and strategy formulation used SWOT and QSPM analysis. The results showed that the strength factor in the Gule Wa Muri house industry is greater than the weakness factor, and the opportunity factor is greater than the threat factor. The IE matrix shows that Gule Wa Muri's domestic industry is in cell V, indicating that this company is in a position of growth stability. The analysis results on the Cartesian SWOT Diagram show the position of the company in Quadrant I, which means that Home industries tend to be profitable, and various alternative strategies can be created to take advantage of the strengths and take advantage existing opportunities. The strategy suggested on the basis of the results of this analysis is to open marketing channels using information systems, to increase the purchasing power of consumers by providing quality products and affordable prices, and to expand businesses by recruiting workers and increasing business capital through the government's business capital assistance program.

Keywords: Marketing strategy, cassava (kaopi), gule snacks, new normal

A. Introduction

The agribusiness marketing strategy has an important role that can improve the economy in Indonesia because one of the subsystems of agribusiness is the agricultural produce marketing subsystem. In agribusiness marketing activities, there are four main elements of the marketing mix, namely: product, price, distribution channel and promotion. The role of marketing strategy includes all efforts to ensure compatibility between a company and its environment in order to find a solution to the problem of determining two main considerations, namely first, the activity in which the company currently finds itself. and the type of business he may enter in the future. Second, the selected business can be successfully managed in a competitive environment based on product, price, promotion and distribution prospects to serve the target market. (Syam, 2019). The marketing mix implemented by the company is product. If the company is not sensitive to what is needed by consumers, then it can It is certain that the company will lose many opportunities to attract consumers and the product offered will be in vain. So the results of the desired strategy are: competitiveness (the ability to compete with other companies) is quite high

achieved (Hitt, et al., 2001) in (Helviani, 2021). In marketing their products, traders can apply a marketing mix that can be controlled to achieve marketing goals in meeting its target audience. The marketing mix (marketing mix) examines some elements that should be considered for a successful trader in marketing the product (Sa'Pangan & Helviani, 2016).

Pasarwajo sub-district is an area of Buton Regency which has a variety of diversity, one of which is regional delicacies whose basic ingredients are made from cassava. Cassava is an agricultural product that plays an important role in achieving food security in Indonesia due to cassava's role as the staple food after rice, maize, sago, cassava, etc. The Pasarwajo community, especially the household industry, in addition to using cassava as a staple food, is also processed into regional delicacies such as gule snacks.

Gule is a light meal whose basic ingredients are made from cassava. For a long time, the peculiarity of this gule is that the basic ingredients are made from local materials, they are durable, and in addition it has become a habit for the people of Buton Regency, especially the people of the sub-district from Pasarwajo, when they want to leave the area to make gule as souvenirs for family and relatives who are abroad. However, the existence of the Covid-19 epidemic has an impact on the sustainability of each economic actor. The impact of the Covid-19 pandemic is a downturn in business and the economy. Businessmen find it difficult to market their products, especially the brands that were built before are no longer recognized as the government has imposed large scale social restrictions (PSBB) and social distancing to reduce the growth rate positive cases. Marketers and entrepreneurs must therefore find alternative solutions to be able to market their products or services to consumers (Fadly, H & Sutarna, 2020).

Marketing problems during the pandemic have diminished both for individuals, households, macro, micro businesses and even the economies of countries around the world. The current pandemic has hit the micro, small and medium enterprise (MSME) sector hard. Based on data compiled by the Ministry of Cooperatives and SMEs, up to mid-April around 37,000 MSME players were reporting the downturn they were experiencing. Under these conditions, MSMEs need to develop a strategy to survive and continue running their business in the midst of a pandemic. Moreover, to enter the new normal, business people must be able to adapt to the current situation. While business people are required to prepare marketing strategies to welcome the new normal life.

The determination of the marketing strategy will play an important role in the development of sales achieved by companies in the domestic industry. While this research is very useful for companies in the sugar industry to help choose the right marketing strategy to welcome the new normal, so that they can address the issues that exist in the sugar industry in Buton Regency. The purpose of this research was to identify the internal factors and external factors that influenced the marketing of Gule in Buton Regency during the new normal period, as well as find out the marketing strategy of Gule in Buton Regency during the New Normal Period.

B. Methodology

Research design

The approach of this research is the "case study" approach in the sense that the research is focused on the exploration or examination of a problematic object to be studied. Case studies are a type of qualitative approach that examines or explores a particular case. This case study design was chosen because the researcher tried to explore what problems are the external and internal factors of Gule Wa Muri house industry and determine the right marketing strategy based on the results external and internal conditions to be implemented by business owners.

Population and Research Sample

Respondents to this study were divided into two, namely internal informants and external informants. Inside informants are Gule business owners from the domestic industry who are

considered capable of providing information or data that can be used in this study. The external informants for this study were determined by the snowball sampling technique.

Snowball sampling is a technique of determining a small number of samples and then enlarging them. The determination of this sample is based on previous sample searches (Siyato, 2015). External informants for this study were obtained from gule owners in the domestic industry. External informants are traders, consumers and related government parties, namely Buton Regency's Office of Co-operatives and UKM.

Data Analysis Techniques

Data analysis is an effort or a means of managing data into information so that the characteristics of the data can be understood and useful in solving problems, especially problems related to research. The analysis used in this study, namely the analysis of the IFE and EFE matrix, the SWOT matrix and the QSPM matrix.

1. Matrix analysis IFE and EFE. Internal Factors Evaluation (IFE) matrix, namely the identification and evaluation of internal factors of the company on both sides (strengths and weaknesses) of the function and existence of the company (Rangkuti, 2016).
2. SWOT Analysis. SWOT analysis is a systematic identification of various factors to formulate business strategy. This analysis is based on a logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats (Rangkuti, 2016).
3. Quantitative Strategic Planning Matrix (QSPM). QSPM analysis is an analytical tool used to decide which strategy to use based on various attractive strategic alternatives as objects. QSPM calculations are based on internal external matrix inputs and weights, as well as alternative strategies at the matching step. QSPM is an analytical technique that objectively assesses the relative attractiveness of several alternative strategy options from SWOT analysis, using QSPM strategies that can be examined sequentially and simultaneously, and there is no limit to the number of strategies that can be assessed simultaneously (Ariani et al., 2021).

C. Findings and Discussion

Internal and External Factors Influencing the Commercialization of Gule Wa Muri Home Industry in the New Normal Period

The Covid-19 pandemic has caused changes in the marketing system for agri-food products. Restricting the activities of people outside the home has implications for the need for a marketing strategy that can be implemented by the Pasarwajo Gule Khas snacks industry in the new normal period. The following are internal and external factors in the original Pasarwajo Gule Khas snacks industry during the new normal period.

1. Internal factors. Internal factors are done to identify the strengths and weaknesses that exist in this gule entrepreneur as input and consideration in determining the marketing strategy. Factors that become the strengths and weaknesses of the Gule house industry Wa Muri are as follows:

Force Aspect Analysis

- Gule long-lasting snack products. Product is anything that can be offered to a market for attention, acquisition, use or consumption. The main advantage of this gule snack is that it has a durable product quality. With lasting product quality, Buton Regency people in general often make gule snacks as souvenirs when they want to leave the area. Processed cassava products can last a long time if the water content of these products is low, such as cassava chips and are included in gule snacks. This is in line with research conducted by Nursiti (2017) that the shelf life of cassava chips reaches 2 months 15 days for the original flavor, 3 months 26 days for the savory flavor variant and 3 months 19 days for the BBQ variant. From the results of this explanation, it can be seen that products made from

processed cassava can last a long time, including gule snacks which also have low water content. Thus, the quality of these products may affect consumers' interest in making purchases.

- The price of Gule snacks is more affordable than other packaged snacks.



Gule



Jipang

Figure 1. Comparison of gule and jipang snacks

Price is the amount of money that must be paid by consumers for a product or service. In addition to the durable quality of the gule, the price of the offered gule snacks is also relatively cheap in the market. According to the results of the interview, the price of gule offered by the producers is relatively cheap in the market compared to other snacks. For example compared to jipang snacks. This was reinforced by the results of a field survey on November 1, 2021, the price of jipang snacks in the market was more expensive than gule snacks of Rp. 5000/-pack and weighing 110 grams and for gule snacks weighing 70 grams.

- Availability of raw materials. The availability of cassava feedstock in Buton Regency is quite large as many farmers grow cassava and cassava is one of the staple foods after rice and maize. Based on 2018 BPS data from Southeast Sulawesi, the availability of cassava feedstock in Buton regency is higher than that of regencies and towns in Southeast Sulawesi, amounting to 57,304 tons in 2018 (BPS, 2018). Based on the data and the results of the interviews, it can be seen that the availability of raw materials for cassava (kaopi) is easy to obtain, whether taken from the garden itself or purchased at the market. With the availability of this raw material supply, it can increase the production quantity for trade players whose basic ingredients are made from cassava, especially for sugar cane snack trade players.

Analysis of weak points

- Feeling of pessimism in business development. Developing a business should be done by every entrepreneur to expand the scale of the business in which he is involved. However, the pessimism of business actors can affect business development. In this study, the pessimism of the owner of this company is pessimistic about the increase in the number of workers and the increase in the capital of the company.

The workforce owned by Wa Muri is a family workforce both in the aspects of production, marketing, etc. The workforce is Mrs. Wa Muri, husband and 2 children. The current manpower is not sufficient to produce in large quantities, because over time there is always an increase in the number of orders for gule snacks, this can be seen from the increasing number of orders every day. The maintenance results, if the number of gule snack orders is large and he is unable to prepare them all, the rest of the orders are given to his neighbors who also produce gule snacks to meet the number of customer orders. Capital is very important in the continuity of a business to survive and grow a business. Wa Muri's business capital when opening this business was to use personal funds without capital assistance from other parties until now.

From the results of the interview, it can be seen that Wa Muri does not want to increase the number of workers, does not want to increase the capital, and he thinks the current amount of production is enough. Even though it is our hope as business players to always develop the business by using the existing potential to increase income, so it is necessary to increase the amount of production by increasing the number of workers and also capital.

- The marketing system is dominated by only one marketing channel. The marketing system in this study is dominated by only one marketing channel. Through the results of these interviews we can see that there are two marketing channels, namely the first producer to the retailer, the second producer direct to the consumer. However, this marketing channel has not been maximized and is only dominated by producer to retailer marketing channels and on the second channel it is very rare except at certain times like after Eid. For this reason, it is necessary to maximize existing marketing channels and open new marketing channels.
 - Lack of management in business management. Business management is an activity that regulates all business activities to achieve expected goals. This gule snack entrepreneur is a senior citizen, and the labor he has is family labor. The disadvantage of this labor force is that they do not fully assist in the process of production, marketing and even accounting, since everyone has a busy schedule, so the management of this business is often provided by Wa Muri himself. For example, like her husband who is still working and also her children who are still in school, so the management in the process of production, marketing and business accounting still has problems.
2. External factors. External factors are taken into account to identify opportunities and threats that exist in this gule entrepreneur as input and consideration in determining marketing strategies. house of Gule Wa Muri are as follows:

Analysis of opportunity aspects

- The existence of an UMKM development policy by the government. Based on the results of these interviews, it can be seen that there is a government program related to business capital support for each MSME business actor. This will be good news for MSME players to raise capital in developing a business.
- Development of information systems to support the expansion of marketing channels. UKM business players, especially Gule Wa Muri domestic industry, have added to their system of marketing channels to gain wider market share.
- There is an increase in demand for Gule Snacks. Apart from the development of information systems to support the expansion of marketing, the next opportunity factor is the demand for gule snacks which continues to increase from time to time. Initially, as part of running his business, Wa Muri distributed 50 to 70 packets of gule snacks at a retailer he owned. However, currently, the home industry owner of this gule has five retailers, and each retailer can order 50-120 packs per 3 days and besides that, many consumers come directly to their homes to order. The increase in demand is supported by other driving forces such as long-lasting gule snacks and more affordable prices compared to other snacks.

Analysis of threat aspects

- Implementation of health protocols in the pandemic system affecting the sales system. Government is one of the institutions that make or implement policies that can affect various aspects of life. Government policies that have an impact on business players are the Implementation of Large Scale Social Restrictions (PSBB) and the Enforcement of Restrictions on Community Activities (PPKM). The implementation form of this policy is to break the chain of Covid-19, but on the other hand the application of this policy has a negative impact on small business players, especially the Gule Wa Muri Home Industry . With the implementation of this policy, the domestic industry of Gule Wa Muri has experienced a decline in income due to lack of people visiting the market and limited access to transportation, one of which is sea transportation, so many people in Buton Regency do not travel. outside the area due to the special characteristics of this gule snack, namely as souvenirs.

- There will be a change in consumer appetite preferences for Gule snacks. It is possible that a shift in consumer taste preferences towards gule snacks will occur due to the presence of competing products that use more appealing packaging and flavors. Based on the results of these interviews, it can be seen that it is possible that there is a preference in consumer tastes for gule snacks, due to the unattractive packaging and taste. It becomes a threat if the commercial actor does not react correctly. For this reason, product innovation is needed for both packaging and flavor variants.

Marketing Strategy Analysis of Gule Wa Muri Home Industry in the New Normal Period

1. IFE matrix and EFE matrix

Based on the analysis of the internal and external environment, it can be identified the factors that influence the success or failure of the sugar industry. The strengths and weaknesses factors were obtained from the analysis of the internal environment, while the opportunities and threats factors were obtained from the analysis of the external environment. These factors are then summarized in the IFE matrix (internal factors) and EFE matrix (external factors) to determine which factors have a large or small influence on the sugar marketing activities in the Gule Wa Muri domestic industry in Kab. Buton.

The highlights of this research are long-lasting gule snacks, the price of gule snacks is more affordable than other snacks, and the availability of raw materials. Aspects of weakness, namely a feeling of pessimism in the development of a business, the marketing system is dominated by only one marketing channel and a lack of management in business management.

Table 1. Matrix IFE Gule Snack Marketing at Home Industry Gule in Buton Regency

No	Internal factors	Weight	Rating	Mark Weight x Rating
	Strength			
1	Snacks <i>yellow</i> long lasting	0,24	3,67	0,88
2	Snack prices <i>yellow</i> more affordable compared to other snacks	0,22	3,42	0,77
3	Availability of raw materials	0,3	3,11	0,64
	Total			2,29
	Weakness			
1	Deep pessimism develop business	0,1	1,47	0,15
2	The marketing system is simply dominated by a marketing channel	0,11	1,67	0,18
3	Lack of management on business management	0,12	1,89	0,23
	Total	1,00		0,56
	Overall Total			2,85

Matrix assessment *Internal Evaluation Factors (IFE)* is structured to determine the strengths and weaknesses factors that have a weighting value that has a major influence on marketing strategy. Based on Table 1 it can be seen that the internal position *Home Industry Gule Wa Muri* in Kab. Buton shows the overall value of the weight times the rating of 2.85. This value indicates that the power possessed *Home Industry Gule* have been able to overcome weaknesses. A force that has a major influence on marketing gule is a gule snack durable, namely with a weight value of 0.24. While the lack of management in business management is a weakness that has a large influence with a weight value of 0.12.

Marketing opportunities gule is the government's UMKM development policy, development of information systems to support marketing expansion, increased demand for gule snacks. Meanwhile, the threat is the implementation of health protocols in a pandemic system that will affect the sales system, there will be a shift in consumer preference for gule snacks, and an increase in demand for gule snacks.

Table 2. Matrix EFE Gule Marketing On Home Industry Gule Wa Muri

No	External Factors	Weight	Rating	Mark Weight x Rating
Opportunity				
1	There is a UMKM development policy by the government	0,22	2,89	0,64
2	Development of information systems in support of expansion marketing	0,27	3,5	0,93
3	There is an increase in demand for gule snacks	0,26	3,36	0,86
Total				2,43
Threat				
1	Implementation of health protocols in a pandemic system that affects the sales system	0,11	1,5	0,17
2	There will be a shift in consumer preference for gule snacks	0,14	1,86	0,27
Total		1.00		0,44
Scroll Overall				2,87

Refere Table 2 it can be seen that *Home Industry Gule Wa Muri* in Kab. Buton has also responded to opportunities and can overcome threats well. This is indicated by the weighted value of 2,87. The industry's biggest opportunity gule this is the development of information systems in support of marketing expansion that is equal to 0,27. Meanwhile, the implementation of the health protocol in the pandemic system which has an effect on the sales system has a large influence with a weight value of 0,17.

Based on the weighting results of internal and external factors, it can be concluded that the total score obtained from the reduction of the total strengths and weaknesses factors as the X axis is 1.73, while the external factor score is the result of subtracting the opportunity and threat factors as the Y axis, which is 2,00.

Based on internal and external factor scoring, quadrant positions can be identified *Home Industry Gule Wa Muri* in Buton Regency is in quadrant I, where this position is a very profitable position for the industry because the industry can create alternative strategies that use force to take advantage of existing opportunities. Companies that are in Quadrant I in the Grand Strategy Matrix are in a very good position. If the company concentrates on the current market, then market penetration and market development are the right choices, whereas if it concentrates on the products it currently has, then a product development strategy is the right strategy.

2. Matrix *IE* (*Internal external*)

Matrix *Internal external* (*IE*) is a combination of matrices IFE and EFE which shows the position of the company from the nine cells, namely the first cell to the ninth cell. Matrix *IE* will show the combination of the total weight values of the matrix IFE and EFE . Matrix *IE* consists of the X axis which is the total score matrix IFE and the Y axis which is the total score matrix EFE. From these cells, the company's current position can be identified (Maulida et al., 2021). Based on weighted values total weighted average IFE on the y axis of 2.85 and the total weighted value EFE on the y axis of 2.87 can be known position *Home Industry Gule Wa Muri* di Kabupaten Buton.

Based on analysis *IE (Internal-External Matrix)* it can be seen that the meeting point between matrix analysis *WE* and matrix analysis *WHICH* is in cell V position. The position in cell V can be described as a strategic business unit in condition *hold and maintain*. The strategy that can be in this condition is *market penetration strategy* (market penetration strategy) and *strategy product development strategy* (product development strategy) (Maulida & Djuanda, 2021). The market penetration strategy seeks to increase market share for existing products and services in the market through vigorous marketing. Meanwhile, product development strategies seek to increase sales through improvements or modifications to current products or services.

3. Matrix *SWOT*

To formulate alternative strategies needed in marketing gule snacks on *Home Industry Wa Muri* used matrix analysis *SWOT*. Matrix *SWOT* are concrete steps to clearly describe how external opportunities and threats can be combined with internal strengths and weaknesses to produce a business development strategy formulation. Matrix *SWOT* also the result of the development of the Matrix *IE (Internal external)* as an alternative strategy can be formulated matrix analysis model *SWOT*.

Matrix *SWOT* resulted in four alternative strategies, namely the *S-O strategy (Strength-Opportunity)* is a strategy that uses power to take advantage of opportunities. *W-O strategy (Weakness-Opportunity)* is a strategy that maximizes opportunities to minimize weaknesses. *S-T strategy (Strength-Threat)* is a strategy that uses strength to minimize threats. *W-T Strategy (Weakness-Threat)* is a defensive strategy and seeks to minimize weaknesses and deal with threats.

Strategy *S.O* is a strategy that utilizes all aspects of strength to get the maximum opportunities, including:

- Increasing consumer purchasing power by providing quality products and affordable prices
- Open marketing channels by utilizing information systems
- Increase the amount of production by utilizing venture capital assistance from the government

Strategy *W.O* is a strategy that is implemented based on the utilization of opportunities to minimize weaknesses, including:

- Developing a business by recruiting workers and increasing business capital through the business capital assistance program from the government
- Utilizing information media to intensify marketing

Strategy *S.T* is a strategy that uses strength to overcome threats, namely: carry out product innovations, marketing systems during a pandemic by observing a shift in consumer taste preferences for gule snacks.

Strategy *W.T* is a defensive strategy and seeks to minimize weaknesses and deal with threats, including the following:

- Developing marketing channels because of the pandemic conditions that can affect the sales system
- Undertake business management improvements

4. Matrix *QSPM (Quantitative Strategic Planning Matriks)*

Matrix *QSPM* aims to establish relative attractiveness (*relative attractiveness*) of several alternative strategies generated by the matrix *SWOT*. Matrix *SWOT* produce eight alternatives for marketing progress on *Home Industry Gule Wa Muri* in Buton Regency at the time *new normal*. The eight alternative strategies are arranged in a matrix *QSPM* and strategy selection is based on the views of researchers. Factors that have attractiveness from each internal factor and external factor are given with indicators one (not attractive) to four (very attractive).

Table 3. Matrix Strategy Priority Order QSPM On Home Industry Gule Wa Muri

Order	Strategy	BAG value
1	Open marketing channels by utilizing information systems	6.11
2	Increase consumer purchasing power by providing quality products and affordable prices	5.86
3	Developing business by recruiting workers and increasing business capital through business capital assistance programs from the government	5.79
4	Utilizing information media to intensify marketing	5.78
5	Carry out product innovation by observing a shift in consumer taste preferences	5.47
6	Developing marketing channels because of the pandemic conditions that affect the sales system	5.19
7	Increase the amount of production by utilizing venture capital assistance from the government	4.94
8	Doing business management management improvements	4.93

Based on Table 3, the strategy selection is based on analysis *QSPM*. There are three best strategy alternatives that can be applied in marketing *yellowonHome Industry Gule Wa Muri* in Buton Regency, namely the first strategy is to open marketing channels by utilizing information systems with TAS values (*Total Attractiveness Score*) of 6.11. Both strategies increase consumer purchasing power by providing quality products and affordable prices. The three strategies for developing a business are by recruiting workers and increasing business capital through the business capital assistance program from the government. The results of this study are relevant to research conducted by (Hodijah et al., 2018) regarding the Lampung tofu marketing strategy which produces six alternative marketing strategies that can be applied, one of which is to maintain and improve product quality. Similar research was also conducted by (Zulkarnaen, H & Sutopo, 2013) regarding the marketing strategy of small and medium businesses for snacks which found nine alternative marketing strategies that could be applied, one of which was by intensifying promotional efforts by utilizing electronic media facilities.

D. Conclusion

Based on the results of the analysis and discussion in this study, the following conclusions can be drawn:

1. Internal marketing factors in the Gule Wa Muri home industry have three aspects of strength and three aspects of weakness. The force aspect that has a big influence on gule marketing is the sustainability of gule snacks and the threat aspect that has a big influence is the lack of business management. While the external marketing factors in the Gule Wa Muri home industry, have three opportunity aspects and two threat aspects. The biggest opportunity for the gule industry is the development of an information system to support marketing expansion and the biggest threat is the implementation of health protocols in a pandemic system that affects the health system sale.
2. Strategies that can be implemented by Gule Wa Muri Home Industry Based on the research findings, there are eight alternative marketing strategies to improve and increase marketing in Gule Wa Muri Home Industry Wa Muri. However, the evaluation of the eight alternative strategies determined that there was the best strategy that could be implemented by the domestic industry from Gule Wa Muri to Buton Regency, namely the opening of marketing channels using information system.

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