



**International Journal of Education, Social Studies,
And Management (IJESSM)**

e-ISSN : 2775-4154

Volume 3, Issue 1, February 2023

The International Journal of Education, Social Studies, and Management (IJESSM) is published 3 times a year (**February, Juny, November**).

Focus : Education, Social, Economy, Management, And Culture.

LINK : <http://lppipublishing.com/index.php/ijessm>

Marketing Strategy To Improve The Competitiveness Of A Chocolate Drink Business In Surabaya

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ABSTRACT

This study aims to find out how the marketing strategy is using SWOT Analysis in Chocolate Beverage Product Businesses to increase Competitiveness. This study uses a descriptive qualitative approach and SWOT analysis to take advantage of opportunities, maximize strengths, reduce weaknesses, and avoid threats. The results of this SWOT analysis indicate that the chocolate beverage business is implementing a Strength Opportunity (SO) strategy, this is a strategy for chocolate beverage businesses to take advantage of strengths and opportunities to run their business. Therefore, chocolate beverage business to meet the tastes and needs of the community, it is necessary to maintain and improve chocolate beverage products that have a variety and distinctive tastes. To attract more loyal customers, there is creativity in using technology to market products online, to expand the product marketing network for the chocolate drink business.

Marketing Strategy, Competitiveness, SWOT, Chocolate Drink

ARTICLE INFO

Article history:

Received

10 January 2023

Revised

20 January 2023


Accepted

04 February 2023

Keywords

Doi

Corresponding

Author 

[10.52121/ijessm.v3i1.135](https://doi.org/10.52121/ijessm.v3i1.135)

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INTRODUCTION

Indonesia is already in the era of globalization or the digital era. In this era, people find it easier to access what they want. That way, many new competitors appear to market their products. Companies must be very clever in managing marketing strategies to fight and compete with other products. A marketing strategy to sell and introduce a product or service to the public must use tactics or plans that are mature, indirectly this can increase sales.

Increasing competitiveness requires techniques to compete with superior competitors, companies must be more able to highlight or demonstrate product advantages and product uses for consumers, provide information about the benefits of consuming products, adjust market prices and purchasing power,

and communicate the true value of products that have been produced. offered, stomake consumers know about the product they will buy.

In increasing competitiveness in the amide competition, companies must be able to create their own uniproducs, online marketing must also run stably or increase, always keep abreast of trends, innovate and continue to innovate to attract more consumers, treat consumers well, and always learn about corporate governance. Competitiveness is also influenced by the amount of product demand, the amount of production, distribution, brand, finance, technology, or the amount of human resource management that has a strong position in the market.

By using the SWOT analysis technique for planning, it is expected that companies can more easily understand the strengths, weaknesses, opportunities and th, and reats they are facing. SWOT is used in monitoring and testing the market environment inside and outside. SWOT analysis internal fof actors, namely, strengths and weaknesses, these factors are usually related to location, equipment, employees, target market, funding, brands, employee programs or softwa,re systems. Furthermore, the external factors of the SWOT analysis are opportunities (opportunities) and threats (threats), these factors are generally related to the environment, political regulations, market trends, demography, economic trends, and relationships between partners and distributors.

This SWOT analysis is useful for the chocolate beverage business to evaluate the strengths, weaknesses, opportunities and threa,ts encountered. Through this analysis, it is hoped that the chocolate beverage business will know what needs to be done or done first according to the level of importance. For now, the chocolate beverage business still has deficiencies in terms of marketing and not m, notuct flavors, lack of discounts or price discounts, and high distribution costs. By using a Using a SWOT analysis, the authors hope that chocolate-based beverage businesses can develop and evaluate to correct es. By evaluating and adding product innovation, it is hoped that the chocolate beverage business can compete with existing competitors.

Marketing Strategy

Today's modern life, the business world will experience rapid development, including various activities in the commercial sector, these activities are basically for profit. Marketing strategy is the most important element in determining market share. Companies can determine the most appropriate marketing strategy to get the best profits in the short and long term. A good marketing strategy will encourage many consumers to buy these goods or services (Mayasari in Muhammadin, 2021).

Based on Safa'at (2021) marketing strategy is where companies try to increase market share by increasing marketing efforts through market penetration which includes adding salespeople, increasing advertising, promotion and publication budgets through social media to introduce these products in new areas.

Philip Kotler (2004) defines a marketing strategy as a marketing idea that is used to achieve marketing goals. The strategy includes specific strategies for the marketing mix, marketing spending levels, target markets, and positioning. Marketing strategy is also a basic tool for achieving business goals by developing a sustainable competitive advantage through the markets they enter and the marketing programs used to reach their target market (Tjiptono 2008).

According to Wibowo, et al (2015) strategy development is the beginning of achieving what has been set. A marketing strategy can describe a series of activities to achieve certain goals. Of course, a set of activities that are the result of policy rules that apply over a certain period of periodg strategies are made to achieve and communicate a sustainable competitive advantage over competing companies by understanding the needs and activities of consumers. A good marketing strategy must be able to explain by communicating the value proposition of the product or service regarding whether it is appropriate or not to be marketed (Barone in Muhammadin, 2021). Without a marketing strategy, the organization may deviate from the visionitsd goals of the organization.

According to (Ratnawati, et al in Taufik 1) there are three methods used in making a marketing strategy, namely a market segmentation strategy that divides the market into groups with different characteristics. Furthermore, the target market determination strategy is an activity to determine the target market after the market segmentation process is complete. The market positioning strategy in this strategy the company needs to have a way to attract the attention of consumers to the interest in the products produced.

Marketing strategy is a long-term, forward-looking approach and the overall game plan of any business or organization with the fundamental goal of achieving a competitive advantage linked to understanding consumer needs and wants. Marketing strategy is a strategy that includes everything from how to position the business itself, to creative, strategic partners, media relations, and channels and tactics. A competitive marketing strategy focuses on how a business should allocate its marketing resources to facilitate the achievement and maintenance of excellence, a competitive I've position in the market (Varadarajan and Manjit in Muhammadin, 2021).

Marketing strategy is influenced by micro and macro factors, namely as follows:

1. Macro factors, namely economic, socio-cultural and demography, politics and government policies, technology and competitors (Sampurno in Dwityasari and Pangestuti 2017).
2. Micro factors or the company's internal environment according to (Pearce and Robinson in Dwityasari and Pangestuti 2017) in the marketing section, which includes:
 - The position of the product in the product life cycle
 - Ability to gather information about the market
 - Market share, product mix, and expansion capabilities
 - Distribution channels, sales effectiveness, and knowledge of consumer needs.
 - Creativity, efficiency and effectiveness of advertising and sales promotion
 - Pricing strategy
 - Development of new products and markets

A marketing strategy can work well if it meets effectiveness and efficiency in marketing, namely:

1. Effectiveness is a measure of a company's success in achieving company goals
2. Efficiency is the ratio of output to input or the amount produced to the amount used.

Based on some of the information above, it can be concluded that marketing strategy is a marketing idea with a clear direction, and marketing strategy is also influenced by micro and macro factors that influence the development of an idea.

Competitiveness

Competitiveness is the ability to maintain sales value. This ability is determined by the factor of supply of goods needed in a timely and competitive prices. This is influenced by two important factors, namely flexibility and product differentiation management. Flexibility and product differentiation can be achieved with the ability to innovate and effectiveness in the marketing system.

According to (Organization for Economic Co-operation and Development (OECD) in Sedyastuti, 2018), competitiveness is the ability to generate relatively high and sustainable sources of income and employment across companies, industries, regions or countries to combat international competition. Because industrial competitiveness is a phenomenon at the micro-enterprise level, all

industrial sectors are studied as a basis for measurement prior before industrial development policies.

Competitiveness can be defined as the ability to maintain market share. This expertise is primarily determined by timely delivery and competitive pricing factors. Gradually, timely delivery and competitive prices were influenced by two main factors: flexibility (ability to adapt to consumer demands) and product differentiation management. Likewise, as long as the marketing system is innovative and effective, companies can achieve flexibility and product differentiation. competitiveness has a significant impact on increasing business productivity and increasing market access. This will increase the company's sales and profitability (Rahmana Rahman, 2009)

In the information globalization era, new competitors are present not only physically in the geographical environment, but also locally, or nationally. Competitors from other countries will also become new competitors. This is caused by information technology that has removed the boundaries with theofernet. In the era of globalization, there is a tendency to use information technology applications to carry out cross-border transactions (Indrajit in Rerung, 2018).

Competition is at the core of the successor failure of firms (Porter, 1995:5). Operational competitiveness is an operation function that actively responds not only to the inside but also to the outside, and actively responds to the target market (Muhardi, 2007:39). According to (Porter and Putri in Taufik 2021) competitiveness can be interpreted as a company's ability to deal with the various environments it faces. Competitiveness is determined by the competitive advantage of a company and largely depends on the relative amount of resources it has or is known as competia tive advantage.

Competitiveness according to (Porter in Sahabuddin, 2016) that business competitiveness is more determined by changes in the industrial environment. Fierce competition in an induy consists of five competitiveness forces: competitive forces (threat of new entrants, threat of alternative products, bargaining power of suppliers, bargaining power of buyers, and competition between political or legal, socio-cultural, technological and gl,obal) and industrial environment (threat of competitors new products, supplier power, purchasing power, alternative products, and intense competition).

According to (Porter in Taufik 2021) competitiveness is defined as the ability or advantage used to compete in certain markets. This competitiveness is the result of continuous development in all areas of the organization, especially in the field of production. Competitiveness, especially in terms of products, is

very important for the company. Because this competitiveness can encourage companies to survive in an increasingly competitive business world.

Competitive benefits or advantages in an increasingly competitive and dynamic market environment, it is no longer possible for all companies to avoid competition, but it is important to face this level of competition as fully as possible. As much as possible here can be interpreted as an optimal and sustainable effort to produce a product that is even more in the future (Muhardi 2007:53).

Competitiveness is the ability of companies, regions, industries, between regions, or countries to obtain relatively high and related factors of income and employment factors in facing international competition. Basically the level of competitiveness of a country in international trade is determined by two factors, namely competitive advantage and comparative advantage. Competitive advantage is a factor that can be created or developed, while comparative advantage is a factor that has natural characteristics (Tambunan in Ragimun 2012).

From some of the information above, it can be concluded that competitiveness is the ability to compete with a company to maintain business in the face of various environmental threats that are being faced.

SWOT

SWOT is an abbreviation of a company's internal Strengths, as well as the environmental Opportunities and Threats it faces (Pearce and Robinson in Dwityasari and Pangestuti 2017). According to Galavan (2014), SWOT analysis is an analysis for the sake of obtaining useful or effective strategies that are implemented in the current market conditions, opportunities and threats are used to determine the external environment then strengths and weaknesses are obtained through internal/company analysis.

SWOT is used to assess the strengths and weaknesses of a company's resources, as well as external opportunities or opportunities and challenges faced (Jogiyanto, 2005:46). Rangkuti (1997) explains, SWOT analysis is a systematic identification of various factors to develop a business strategy. This analysis is based on logic that maximizes strengths and opportunities while minimizing weaknesses and threats. The strategic decision-making process is always associated with the development of the company's mission, goals, strategies and policies.

SWOT analysis is an assessment/assessment of the results of identifying a situation, in order to determine whether a condition is grouped as a strength, weakness, opportunity or threat. Strength (Strength) is the internal situation of the organization in the form of capacity/competence/resources owned by the

organization, which can be used as an alternative to deal with opportunities and threats. Weaknesses are internal organizational situations where organizational competence is difficult to use to deal with opportunities and threats. Opportunity is a potentially profitable external situation. Threats are external situations that have the potential to create difficulties. Therefore, strategic planning needs to analyze strategic factors in the current situation. The most common situation analysis model is the SWOT analysis.

According to Suryatama (2014: 29) SWOT analysis is a strategic planning method used to assess Strengths, Weaknesses, Opportunities, and Threats in business speculation or a project. Then it can be applied by examining and selecting various things that influence the analysis and the four factors.

Internal analysis includes:

1. Analysis of strengths (Strengths), is a situation or condition that is the strength of a company or an organization. Strength is an internal factor that helps a company or organization achieve its goals. Supporting factors can be in the form of technology, resources, knowledge, marketing strengths, and a unique customer base or financial resources, image, market benefits, and other benefits that can be achieved through good relations between buyers and suppliers.
2. Analysis of Weaknesses or Weaknesses, are activities that are not functioning properly or are resources that are needed by the business but are not owned by the company. Weaknesses can be easier to find than strengths, but there are several reasons why weaknesses are not given the right solution because the existing strengths have not been maximized. Weaknesses are internal factors that prevent the company from achieving its goals. Constraints can be in the form of incomplete equipment, lack of funds, management skills, marketing skills, and company image.

External analysis includes:

1. Opportunity analysis is a positive factor that arises from the environment and provides business opportunities for companies to gain profits. Opportunities are external factors that help a company achieve its goals. External factors that support the achievement of goals can be in the form of changes in strategy, changes in technology, economic developments and developments in supplier-buyer relations.
2. Analysis of threats (Threats are negative factors from the environment that hinder the development and operations of a company. This threat is always ignored, because many want to try to go against the grain. But, in fact, a lot of these companies fell before they developed or grew. Threats

are external factors that prevent or hinder the organization in achieving its goals. External factors that hinder the business can be the entry of new competitors, slowing market growth, increased bargaining power between key suppliers and buyers, technological changes and new policies.

From the several definitions above, it can be interpreted that SWOT is a tool used by companies in analyzing internal and external factors. It can also be used to determine the strengths, weaknesses, opportunities and threats that a company has.

RESEARCH METHODE

This study utilizes qualitative research methods. Where a research that is engaged in obtaining more in-depth information, and is open about all responses and not just a yes or no answer is the meaning of qualitative research. This research forces people to convey their thoughts about a discussion without giving them guidelines or directions for them to say what they should say (Perreault and McCarthy 2006:176).

This study uses descriptive analysis to find out the processes and meanings highlighted in it based on facts that are in accordance with actual events. The researcher is the main tool of research, and even as action planner, data collection, data analysis, and pioneer of research results, qualitative research requires the presence of researchers in this field. This research method has the aim of describing a marketing strategy to increase competitiveness in the chocolate beverage business. This is because qualitative research can recognize that the relationship between variables is more interactive and it is difficult to distinguish between independent and dependent variables. From this it can be concluded that qualitative descriptive research is a method that describes phenomena through descriptions in the form of sentences and language using the scientific method.

The results of the study use the primary data base. The data base was obtained by interviewing the subject/resource person directly. To obtain the necessary data, researchers have three criteria in selecting sources, namely:

1. The informant has consumed chocolate beverage products.
2. The resource person has subscribed to the Chocolate Drink Business.
3. The informant is an employee or consumer of a chocolate beverage business.

That way, based on the problems contained in this study, the informants will be the owner, manager/HRD, employees (production division), and 5 (five) consumers of the chocolate beverage business. So, the total number of sources needed in this study is 8 sources.

RESULT AND DISCUSSION

The chocolate drink business was founded in 2019, to be more precise, this business has been running for 3 years. Chocolate beverage business is a brand that sells various kinds of drinks and has spread in various regions. The chocolate beverage business promises to provide the best chocolate products by providing maximum and professional service for all consumers or customers. The raw materials used in the processing of cocoa powder do not use preservatives. The raw materials used are natural without any mixture of ingredients. By using the best ingredients and the right presentation process, the chocolate beverage business has succeeded in presenting premium products with delicious tastes that can be enjoyed by all chocolate lovers around the world. The chocolate beverage business has also been registered by BPOM and MUI so it is safe for consumption.

Internal Environment Analysis

1. Strength (Strength):

a. Intense chocolate taste

Chocolate drink products have a thick chocolate taste. Many consumers say that the taste of chocolate itself is not inferior to other flavors, so that consumers like it

b. Accept resellers (Franchise)

Chocolate Drink also provides affordable franchise packages to open up opportunities for consumers who want to open their own business to increase their income and also accept resellers.

c. Too many or abundant toppings

Chocolate drinks in giving toppings are not stingy or half-hearted. All variants are given abundant toppings and can also be according to consumer demand.

d. Receive orders

Also accepts orders for weddings, campus events, schools, office events, birthdays, and others.

2. Weaknesses

a. Less variety of flavors

In terms of chocolate drink flavors, it is still relatively lacking in variety. Because the only flavor variants that are still owned are original, mix (for topping variants), and milk.

b. Lack of discounts/discounts

So far, chocolate drinks in the procurement of discounts or price discounts are rarely done.

c. Shipping costs are too expensive

When purchasing in large quantities, consumers object because the shipping costs are too expensive, thus making consumers think twice about the delivery process.

External Environment Analysis

1. Opportunity

a. There are various flavors according to the market

The flavor variants owned by chocolate drinks still have a market, but there must be new taste innovations that are a combination of the chocolate flavor itself.

b. The market for children to adults is still wide open

Children really like sweet and chocolate-based foods/drinks, not only that, adults can also enjoy this chocolate drink.

c. The existing topping variants can still be developed

Chocolate drinks have many topping variants so consumers can choose what toppings they want and like.

d. Facilitating events to expand the market

By facilitating by becoming a sponsor at every campus, school, and other event, you can make chocolate drinks known to many people.

2. Threat (Threat)

a. Many businesses are similar

In the current era, there are more and more chocolate beverage businesses that have been established, moreover, there are chocolate beverage businesses that were established earlier, coupled with the existence of businesses that are still growing. New and superior can be a threat to the chocolate beverage business.

b. Difficult to buy raw materials

Locations for purchasing raw materials that are far away and expensive shipping costs are a threat to the chocolate beverage business, especially with the price of raw materials which continues to increase every year.

c. Lack of marketing strategy

The strategy used by the chocolate drink is still far behind and still not optimal. Coupled with competitors who are superior in the field of marketing strategy, this can threaten the marketing of chocolate beverage products.

Based on the results of the internal and external analysis above, the results of strengths, weaknesses, opportunities and threats have been found. The following is the SWOT matrix from the results of the research above:

Table 1.
SWOT Analysis

<p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p>	<p style="text-align: center;">Strength (S) :</p> <ol style="list-style-type: none"> 1. It has a thick chocolate taste. 2. Provide franchise and reseller packages 3. Too many or abundant toppings. 4. Accepting orders for weddings, campus events, schools, office events, birthdays, etc. other. 	<p style="text-align: center;">Weakness (W) :</p> <ol style="list-style-type: none"> 1. Variants of taste are still relatively lacking. 2. Lack of procurement of discounts / price cuts 3. Shipping costs are too expensive / distribution costs
<p style="text-align: center;">Opportunity (O) :</p> <ol style="list-style-type: none"> 1. The existing flavors are still on the market 2. The market for children to adults is still wide open 3. Existing topping variants can still be developed 4. Facilitating events to expand the market 	<p style="text-align: center;">SO Strategy :</p> <ol style="list-style-type: none"> 1. Prioritizing consumer demand by providing lots or abundant toppings according to consumer wishes. 2. Receiving orders and sponsoring various events (facilitating events) 3. A thick chocolate flavor by creating a variety of different flavors 	<p style="text-align: center;">WO Strategy :</p> <ol style="list-style-type: none"> 1. Creating more variants according to consumer suggestions or wishes 2. Increase discounts and discounts to attract consumers of all ages, from children to adults
<p style="text-align: center;">Threat (T) :</p> <ol style="list-style-type: none"> 1. There are many chocolate drink businesses that have been established earlier or are still new and superior 2. Locations for purchasing raw materials are far away and shipping costs are expensive 3. The strategy used is still far behind and not optimal 	<p style="text-align: center;">ST Strategy :</p> <ol style="list-style-type: none"> 1. Prioritizing customer loyalty by providing the best service so as not to be outdone by existing businesses. 2. Prioritizing product quality in terms of taste even though it is difficult to get raw materials due to remote locations 	<p style="text-align: center;">WT Strategy :</p> <ol style="list-style-type: none"> 1. Consider the location of purchasing raw materials so that shipping / postage costs are not too expensive 2. Increase discounts to attract more consumers 3. Create a wider variety of flavors to overcome competition with an existing business

CONCLUSION

In this case the chocolate beverage business can capture what factors influence the development of this business. There are four elements that are known by the chocolate beverage business, namely the strengths, weaknesses, opportunities and threats they have, these are listed in the SWOT matrix table above.

Some suggestions:

1. Adding flavor variants must be realized immediately so as not to lose consumer interest and not make consumers bored
2. More discounts and discounts to attract consumers
3. Improved the marketing strategy, be more active on social media and collaborate with influencers/food bloggers so that the product is better known to many people.
4. Look for other raw material suppliers, if the material is empty, you can switch to another supplier. And looking for suppliers with locations closer to the location of the chocolate drink business.
5. Look for alternative shipping so that consumers don't mind shipping costs when buying powder

ACKNOWLEDGEMENT

Thank you to all of the founders of chocolate drink for contributing in this research article. To the dearest colleagues in STIE Mahardhika Surabaya for the gratitude and special contribution to make this research article has been finally written wisely.

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