

Competitive Advantage Management Strategy and Corporate Survival Ability

*Advantage
Management
Strategy*

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ABSTRACT

Companies begin strategic management by developing a clear vision and mission to guide the organization's strategy and ensure not only its survival but also its growth and competitive advantage. This process involves analyzing the internal and external environment, formulating strategies, implementing them, and evaluating and controlling them. In this study, an internal assessment was conducted using an internal advantage profile, followed by the development of an internal factor evaluation matrix. An external assessment using an environmental threats and opportunity profile was conducted, resulting in an external factor evaluation matrix. The analysis then proceeded to the matching stage, where the internal and external matrices were evaluated. A competitive profile was created through a survey, which incorporated key success factors into a competitive profile matrix. Finally, the positioning stage resulted in strategic recommendations using SWOT analysis and QSPM.

Keywords: Strategic Management, SWOT Competitive Advantage, Survival Ability, Growth Ability.

ABSTRAK

Perusahaan memulai langkah manajemen strategis dengan mengembangkan visi dan misi yang jelas untuk memandu strategi organisasi dan memastikan tidak hanya kelangsungan hidupnya tetapi juga pertumbuhan dan keunggulan kompetitifnya. Proses ini melibatkan analisis lingkungan internal dan eksternal, perumusan strategi, implementasi, serta evaluasi dan control. Dalam penelitian ini, dilakukan penilaian internal menggunakan internal advantage profile, yang dilanjutkan dengan pengembangan matriks internal factor evaluation. Penilaian eksternal menggunakan environmental threats and opportunity profile dilakukan, menghasilkan matriks external factor evaluation. Analisis kemudian dilanjutkan ke tahap pencocokan, di mana matriks internal dan eksternal dievaluasi. Sebuah profil kompetitif dibuat melalui survei, yang menggabungkan key success factors ke dalam competitive profile matrix. Terakhir, tahap posisi menghasilkan rekomendasi strategi menggunakan analisis SWOT dan QSPM.

Kata kunci: Manajemen Strategik, SWOT Keunggulan Kompetitif, Kemampuan Bertahan, Kemampuan Bertumbuh.

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INTRODUCTION

The increasing population in Indonesia and the trend of protein-based diets have contributed significantly to the increase in meat and fish consumption. Based on data obtained from the USDA and Mordor Intelligence report in 2024, sales of processed meat, sea fish, and alternative meats reached the highest figure, which was USD 150 billion. This figure far exceeds the sales of ice cream products, which only reached USD 425 million, and processed fruits and vegetables which only recorded sales of USD 45 million in 2012. In addition, a survey conducted by Mordor Intelligence projects that the Compound Annual Growth Rate (CAGR) from 2024 to 2029 will be at 7.5%. This growth shows the increasing demand for protein-based food products, both in the form of processed meat, sea fish, and alternative meats. Factors such as public awareness of the importance of protein intake, increasing consumer purchasing power, and preferences for healthier diets are also driving this trend. The growth of the protein-based food sector is expected to continue in the future, along with the increasing public need for diverse protein sources (Suryana, 2014; Sari et al., 2024). Products such as alternative meats, which offer options for consumers with specific dietary preferences, are also predicted to experience significant sales increases. This reflects the shift in consumer preferences towards more varied and sustainable diets, which are in line with population growth and urbanization in Indonesia.

The frozen food market in Indonesia is projected to experience significant growth from USD 1.93 billion in 2023 to USD 2.78 billion in 2028 at a compound annual growth rate (CAGR) of 7.5%. This growth can be attributed to the demographic changes taking place in Indonesia, particularly the increasing number of young families. Based on data from Statistics Indonesia in 2022, around 39.16% of households in Indonesia consist of 2-3 family members. These families exhibit more dynamic and flexible consumption behavior, particularly in spending on the Fast-Moving Consumer Goods (FMCG) sector. One pattern that has emerged is a shift in consumer preferences towards fast food and healthier foods. This lifestyle change, influenced by time constraints and the desire to live healthier, has increased the demand for frozen food products (Firmansyah, 2023). Frozen food, which offers ease of storage and preparation, is an ideal choice for busy families. This encourages manufacturers to continue to innovate and market practical and healthy frozen food products (Harsanto et al., 2022; Ningsih et al., 2022). This trend is expected to continue to grow along with changes in consumer preferences for foods that are easy to process and nutritious, as well as increasing awareness of a healthier lifestyle. Thus, the prospects for the frozen food market in Indonesia in the next few years are expected to continue to increase, driven by demographic changes, increasing consumer purchasing power, and the need for more practical and healthy food products.

The frozen packaged food industry in Indonesia is currently experiencing rapid growth, driven by high public demand (Irawati & Prasetyo, 2021). Competition in this sector is getting tighter with many business actors competing to capture market share. One of the companies that plays a role in this industry is PT. Eloda Mitra. Based on a survey conducted by the Kompas Market Insight Dashboard (PT. Telunjuk Kompul Indonesia) in 2023, PT. Eloda Mitra is ranked 7th out of 10 top brands in the fresh and frozen food product category with the highest market share in e-commerce. In the list, the first rank is occupied by Ferry Fish, followed by 22 Seafood, Kemfood, Cedeia, Seafood Lovers, Sesa, Bernardi, Kanzler, Freezy Fresh, and Hijrahfood. PT. Eloda Mitra's position in 7th place reflects significant competition in this industry. The company's vision and mission in facing the challenges of business competition play an important role in their strategy to maintain and improve their position in the market. To support its growth, PT. Eloda Mitra needs to continue to innovate and adjust its business strategy to remain relevant amidst changing market dynamics. This is becoming increasingly important given the rapid growth of the frozen food industry in

Indonesia and changes in consumer behavior that increasingly rely on online shopping through e-commerce. Overall, PT. Eloda Mitra's position in this competitive market reflects the potential and challenges faced by frozen food producers in Indonesia, as well as the importance of an adaptive business strategy in maintaining sustainable growth.

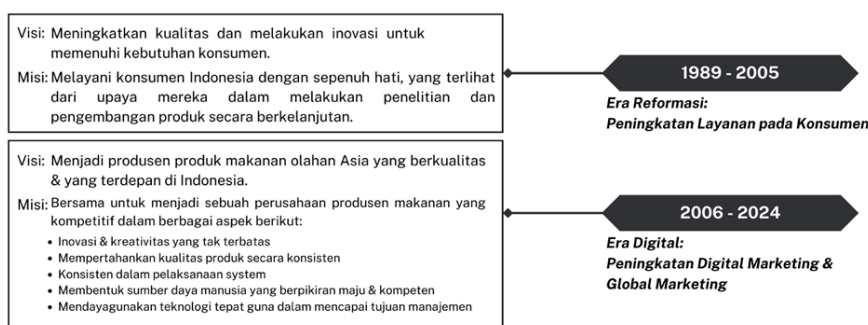


Figure 1. Vision and Mission of PT. Eloda Mitra

To achieve the vision and mission of PT. Eloda Mitra, the company must continue to implement strategic management using SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This analysis plays an important role in preparing comprehensive strategic planning and choosing a strategic formula that suits the company's needs. This process begins with a SWOT analysis that aims to identify internal and external factors that affect the company's performance. After the strategic planning is formulated, the next step is to identify and select the implementation of the strategy. This implementation includes the development of work programs and Standard Operating Procedures (SOPs) designed to support the implementation of the established strategy. At this stage, it is important to prepare clear SOPs and structured work programs so that the implementation process can run effectively. The next step is to conduct periodic monitoring and evaluation (money). The money process aims to provide direction for evaluation and control of the implementation of the strategy, so that any errors or deviations can be identified and corrected immediately. This evaluation also serves to ensure that the strategy being implemented is able to support the achievement of the company's three main capabilities, namely competitive advantage, ability to survive, and ability to grow. The implementation of SWOT analysis-based strategic management, proper strategy implementation, and systematic monitoring and evaluation are the keys for PT. Eloda Mitra to achieve its vision and maintain the company's growth and sustainability in a competitive market.

LITERATURE REVIEW

According to Aaker (2013), strategy is a means to achieve desired long-term goals. In this context, strategy is not only limited to the designed plan, but also includes actions taken to realize these goals. Basically, strategy is a potential action that requires the involvement of top management, considering that the decisions made are often large and strategic, and involve the use of significant company resources. Strategy is an action taken by an individual or organization with a clear intention to achieve previously set goals. This shows that strategy is not only theoretical or conceptual, but also practical and requires real implementation in the field. Top management plays an important role in formulating strategy because decisions taken at this level will determine the direction of the company in the long term. Decisions related to strategy are often related to the allocation of large resources, both human, financial, and material resources. Therefore, strategy can be seen as a tool used by companies to direct actions in accordance with their long-term goals. In the process, the strategy will help the company navigate the challenges and opportunities that may arise, and ensure that all available resources are utilized optimally to achieve the desired results (Sayudin, 2023; Ananda et al., 2023; Hisam, 2024).

Marketing, or marketing, in general is a series of activities and processes that aim to create, communicate, deliver, and exchange value in the form of products or services to various parties (Ramdan et al., 2023). The parties in question include customers, clients, business partners, and the general public. This activity focuses on creating an offer that has value for the recipient, where this value can be in the form of direct benefits from the product or service offered (Nugraha et al., 2021). Sunarto (2006), marketing is defined as a social process that involves individuals and groups in getting what they need or want. This happens through the creation, offering, and exchange of products or services that have value for both parties involved in the exchange. Marketing does not only focus on sales, but also on how to meet consumer needs and create long-term, mutually beneficial relationships (Santoso et al., 2024). In this context, marketing is a dynamic interaction between companies and consumers, where both parties are involved in a beneficial exchange. For companies, marketing is a way to identify consumer needs and wants, then create relevant products. On the other hand, for consumers, marketing gives them access to products or services that can meet their needs and wants. Marketing is not just about promoting products, but also about creating value that matches market expectations and needs, and building strong relationships between producers and consumers (Wibowo, 2019).

According to Mardiana & Kasim (2016), marketing strategy is a planned effort in the field of marketing with the aim of achieving maximum results. In this context, marketing strategy includes various activities designed to meet market needs and increase the company's competitiveness. This involves a deep understanding of products, services, and target audiences, as well as how these products are positioned in the market. The purpose of a marketing strategy is to create and maintain strong relationships between the company and its consumers. In addition, this strategy serves as a guide in managing marketing resources efficiently so that the company can achieve its stated goals, such as increasing sales, controlling market share, or improving brand image. Other factors that play an important role in the success of a marketing strategy are innovation and adaptation to changing trends and consumer needs. With a good marketing strategy, companies can be more effective in reaching the desired market, offering added value to customers, and achieving competitive advantage in an increasingly dynamic market (Haque-Fawzi et al., 2022; Wistiasari et al., 2023; Setiawan et al., 2024).

According to Rangkuti (2015), SWOT analysis is a method that evaluates the internal and external environment in the business world. This analysis consists of four elements: Strengths, Weaknesses, Opportunities, and Threats. SWOT compares external factors in the form of Opportunities and Threats with internal factors of Strengths and Weaknesses to develop an effective strategy (Widiyarini & Hunusalela, 2019). There are four main types of strategies in SWOT analysis. First, the SO (Strengths-Opportunities) strategy, which focuses on combining the company's strengths with existing market opportunities to achieve maximum profit. Second, the WO (Weaknesses-Opportunities) strategy, which seeks to take advantage of opportunities by overcoming internal weaknesses. Third, the WT (Weaknesses-Threats) strategy, which aims to reduce weaknesses to deal with existing external threats. Fourth, the ST (Strengths-Threats) strategy, which uses the company's strengths to protect itself from external threats. In a SWOT analysis, the company's condition is described through four quadrants. Quadrant I show that the company has the strengths and opportunities to take advantage of existing markets. Quadrant II supports a diversification strategy, namely expanding into new markets or products. Quadrant III contains a Turnaround strategy, which focuses on internal improvements to the company to overcome weaknesses. Quadrant IV supports a defensive strategy, where the company tries to maintain its position in the face of significant threats. By using a SWOT analysis, companies can develop the right strategy to optimize performance, either by taking advantage of existing strengths and opportunities or by overcoming weaknesses and avoiding threats (Alam et al., 2024; Dita et al., 2024; Perkasa et al., 2024).

METHODS

The problem-solving method in research begins with identifying and setting objectives, followed by a literature review to understand relevant theories. The next step is data collection, which includes general company data, internal and external conditions. General data includes company history, merchandise business lines, and vision and mission. Internal condition data focuses on marketing, organizational structure, management, operations, human resources, and finance. External data is divided into two categories: macro (political, economic, socio-cultural, and technological factors) and micro (threat of new entrants, level of competition, and bargaining power of suppliers and buyers). After data collection, the company's internal and external environments are identified (Hunger & Wheelen, 2003). Macro external analysis helps find opportunities for business lines, while micro analysis identifies threats. Identification of the internal environment reveals the strengths and weaknesses of the merchandise business line. The data collected is then processed through various analysis tools, such as the Strategic Advantage Profile (SAP), Environment Threats and Opportunities Profile (ETOP), and the IFE and EFE matrices. SAP is used to evaluate the company's internal factors, by stating strengths (+) and weaknesses (-) in the matrix (Rangkuti, 2015). ETOP summarizes aspects of the external environment to identify opportunities and threats. The EFE and IFE matrices analyze external and internal factors relevant to the company, focusing on economic, social, cultural, and technological aspects (Husein, 2001). The IE matrix helps position the Strategic Business Unit (SBU) in a nine-cell matrix similar to the BCG matrix, mapping revenue and profit contributions (David & David, 2017). The TOWS matrix is an important tool for developing four types of strategies: SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat). Determining key success factors in this matrix requires good judgment, with no single tool considered the best (David & David, 2017). The use of the SWOT matrix is to formulate feasible alternative strategies, not to determine the best strategy (Jasiulewicz-Kaczmarek, 2016).

RESULTS

Based on data obtained from USDA and Mordor Intelligence (2024), consumption of processed meat products, seafood, and alternative meats in Indonesia reached a significant value of USD 150 billion in 2012. This figure shows the dominance of protein-based products compared to other food categories, such as ice cream which only reached USD 425 million and processed fruits and vegetables which reached USD 45 million. The dominance of meat and fish products in the Indonesian food market reflects a shift in people's consumption patterns. In recent years, there has been a trend towards increasing consumption of high-protein foods. Many consumers are switching to this diet because it is considered healthier, and this may be influenced by various factors. One of them is the increasing public awareness of the importance of a nutritious diet for body health. In addition, the intensive nutrition campaigns carried out by various institutions also contribute to shaping consumer mindsets. Information about the benefits of protein in the daily diet is increasingly accessible, encouraging individuals to integrate more sources of protein into their diets. The increasingly rapid changes in modern lifestyles also play a role in this trend. Many people are now looking for fast but nutritious food options, which are often found in the form of processed meat products and seafood. Thus, current consumption patterns reflect people's adaptation to health needs and time efficiency in eating patterns. This shows that the food industry must continue to innovate in order to meet the growing market demand.

The frozen food market in Indonesia is showing significant growth, reflecting the growing trend among consumers. Projections suggest that the Compound Annual Growth Rate (CAGR) for the period 2024 to 2029 will reach 7.5%. This indicates a steady and sustainable growth in the industry. In 2023, the frozen food market in Indonesia is estimated to be worth USD 1.93 billion, and this figure is predicted to

increase to USD 2.78 billion by 2028. This growth is largely influenced by the changing demographics in Indonesia. Around 39.16% of households in the country consist of small families with 2 to 3 members. These young families tend to have more flexible consumption patterns and are ready to allocate more budget for practical and healthy food. In this context, frozen food becomes an attractive option, as it offers ease of preparation and good quality. Fast-paced life and the demand for practical food drive consumer preference to choose frozen food products. This food not only saves time in cooking but also provides convenience in terms of storage. With increasingly busy lifestyles, many people are looking for solutions that can meet their nutritional needs without sacrificing convenience. Therefore, the demand for high-quality frozen foods continues to increase, creating vast opportunities for manufacturers in the Indonesian market.

In an increasingly competitive business environment, PT. Eloda Mitra has succeeded in building a reputation as one of the leading frozen food manufacturers in Indonesia. In a survey conducted by the Kompas Market Insight Dashboard in 2023, the company managed to achieve 7th position in the list of 10 Top Brands for the fresh and frozen food category. This achievement shows that PT. Eloda Mitra has significant appeal and trust among consumers. The success of PT. Eloda Mitra is not only seen from the ranking it has achieved, but also from its fairly large market share in the e-commerce sector. In this digital era, where online shopping is increasingly becoming the main choice for people, a strong position in the online market gives this company the opportunity to expand its reach. With the right marketing strategy, PT. Eloda Mitra has the potential to attract more consumers and increase its sales. Although PT. Eloda Mitra is on a positive track, challenges remain. The company must compete with other major competitors who are ranked higher, such as Ferry Fish, 22 Seafood, and Kemfood. These three competitors are also known to have quality products and aggressive marketing strategies, creating competitive pressure that PT. Eloda Mitra. To remain competitive, companies need to continue to innovate in the products and services offered, as well as improve marketing and distribution strategies to remain relevant and in demand by consumers in this dynamic market. Thus, PT. Eloda Mitra must take advantage of its advantages while remaining vigilant about market developments and competitor strategies.

PT. Eloda Mitra adopts a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis-based management strategy to maintain and enhance its competitive advantage. This SWOT analysis is an important tool that helps companies understand their position and potential in a changing market. In this context, PT. Eloda Mitra has successfully identified a number of internal strengths, such as efficiency in the production process and the ability to innovate in product development. These strengths enable the company to produce high-quality frozen foods at a lower cost, thus being able to offer competitive prices. In addition to strengths, the SWOT analysis also reveals external opportunities that can be utilized by PT. Eloda Mitra. One of the significant opportunities identified is the increasing consumer demand for healthy frozen foods, which is becoming a trend among people who are increasingly concerned about health. By utilizing this opportunity, PT. Eloda Mitra can expand its market and increase its sales. However, this analysis also includes internal weaknesses that need to be addressed, such as limitations in production capacity and dependence on a few raw material suppliers. To overcome these weaknesses, the company must make improvements in its management system and diversify its sources of raw materials. On the other hand, the company must also face external threats, including increasingly tight competition from competitors and fluctuations in raw material prices that can affect profitability. Thus, through the SWOT analysis approach, PT. Eloda Mitra can formulate effective strategies to optimize strengths and opportunities, as well as overcome existing weaknesses and threats.

CONCLUSION

This study shows that the frozen food market in Indonesia is experiencing significant growth, driven by increasing public interest in protein-rich diets and demographic changes that affect consumption patterns. As one of the leading companies in the frozen food industry, PT. Eloda Mitra has great potential to expand the market and increase market share. By utilizing its internal strengths, the company can be more optimal in responding to increasing demand. However, PT. Eloda Mitra must also pay attention to the challenges of increasingly tight competition in this sector. In order to compete effectively, the application of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is very important. With this analysis, the company can identify internal strengths and weaknesses, as well as external opportunities and threats that exist in the frozen food market. The results of this analysis will help PT. Eloda Mitra formulate the right strategy to maintain and improve competitive advantage. It is important for the company to develop a systematic and planned management approach. With a clear strategy, PT. Eloda Mitra can more easily navigate the ever-changing market dynamics. Success in facing existing challenges and in taking advantage of emerging opportunities will depend heavily on consistency in strategy implementation. In addition, the company's ability to adapt to changes in the frozen food industry will also be a key factor in ensuring long-term sustainability and growth. With an effective strategy, PT. Eloda Mitra can continue to compete and grow in this dynamic frozen food market.

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