

MARKETING STRATEGY OF SUPER LEDRE AS A TRADITIONAL SNACK AND SOUVENIR OF BOJONEGORO REGENCY: CASE STUDY OF LEDRE SUPER MORO TRESNO IN PADANGAN DISTRICT, BOJONEGORO



¹Della Agfy Dwi Andriyani, ^{2*}Mubarokah, ³Mirza Andrian Syah

^{1,2,3}Department of Agribusiness, Faculty of Agriculture,
University of Pembangunan Nasional Veteran Jawa Timur - Indonesia

e-mail:

¹dellaagfydwiandriyani@gmail.com

^{2*}mubarokah@upnjatim.ac.id (corresponding author)

³mirza.a.agribis@upnjatim.ac.id

ABSTRACT

Ledre Super is a brand of traditional snacks typical of Bojonegoro Regency located in Padangan District Bojonegoro. Over time, many new ledre businesses have sprung up, and in today's modern era, many modern snacks have also sprung up, which can shift public interest and consumption. This study analyze the internal and external factors and the right strategy to increase sales volume. The methods used in this research are SOAR and QSPM. The results of the research that was done using the IE matrix based on the IFE matrix were 3.184, and the EFE matrix was 3.301. The formulation of alternative strategies using the SOAR matrix results in a market development strategy, market penetration, product development, horizontal integration, and backward integration, while the priority strategy is horizontal.

Keywords: Marketing Strategy; Traditional Snacks; Ledre

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INTRODUCTION

Bananas are one of the fruit commodities favored by the wider community, and are one of the fruits widely processed and developed into snack products. According to Arifki and Barliana (2018), banana fruit in Indonesia is often consumed daily by the community, from being eaten directly to the preparations that are in great demand, bananas also have a sweet taste so that many make it a favorite. This makes banana commodities have an active role in advancing the community's economy.

The banana commodity in Bojonegoro Regency has the highest production of other fruit commodities, according to BPS data (2023) the banana commodity in 2022 experienced a drastic increase, namely from production of 609,203 (Kw) in 2021 to 2,392,504 (Kw) in 2022. The increase in the production of banana commodities provides a great opportunity for business development of processed bananas such as traditional snacks, namely Ledre made from processed bananas. Business development from processed bananas will greatly support the increase in income and the economy of the people in Bojonegoro.

Ledre Super Moro Tresno is a business owned by Mr. Agus Ayub which has been established since 1989 and is still standing today. The development of Mr. Agus Ayub's ledre business is none other than because of his enterprising efforts to make it known to the wider community, but behind this success, there must be some problems faced, one of which is in business competition. These business problems consist of competition from other ledre brands and the many modern snacks that appear so that they can shift people's interests and consumption. According to Pariati (2021), modern snacks are currently more in demand by the wider community, this is due to several reasons, namely the quality of the product, packaging suitable for formal events, as well as the level of service and facilities provided being one of the things that can attract consumers.

Problems in business such as business competition can be a threat to business sustainability. Based on this, it is necessary to have the right marketing strategy for the Ledre Super business in order to maintain its business. The purpose of this research is to analyze the internal factors and external factors of the Ledre Super moro tresno business and analyze the right strategy to increase sales volume.

LITERATURE REVIEW AND RESEARCH FRAMEWORK

Marketing Strategy

Marketing strategy is an effort to market products, in the form of products or services, and is carried out using certain plans or tactics that aim to increase the number of sales (Fawzi et al., 2022). Marketing strategy has an important role in a business and company, because it functions to determine the economic value of a business and company, several factors that determine the price value of goods and services are production, marketing, and consumption (Fawzi et al., 2022). According to Fawzi et al., (2022), Marketing strategy has five concepts in its development, including the following :

- a. Market Segmentation, this is done because some consumers must have different needs and habits so that businesses and companies must classify markets that are heterogeneous.
- b. Market Positioning is intended to enter the entire market because no company can control the entire market, so a specific pattern is needed to gain a strong position in the market, to choose the most profitable market segment.
- c. Market Entry Strategy is a strategy that is implemented with the aim of being able to enter certain market segments, in carrying out these objectives several things

can be done, namely by buying other companies, internal development, and also collaborating with other companies.

- d. Timing Strategy, in a business, the selection of marketing time is also very important to pay attention to, where the company must make preparations in the production sector so that it can determine the right time to distribute products.
- e. Marketing Mix Strategy, in this case, the marketing mix is carried out to influence consumer responses, with several variables being product, price, place, promotion, process, people, and physical evidence.

SOAR Analysis

SOAR analysis is a more recent analysis compared to SWOT analysis (Stavros & Cole, 2013). SOAR analysis frames the development of a strategy that looks to the future of the organization and is designed by looking at strengths, aspirations, opportunities, and outcomes (Stavros & Cole, 2013). SOAR is also defined as an assessment instrument that will help individuals understand and learn strategies to improve personal, team and organizational performance (Stavros & Cole, 2013). SOAR analysis consists of four elements which according to Fuadi (2020) have the following meanings:

- a. Strength (S) is everything that can be the greatest strength and ability possessed by the company / business in the form of assets both tangible and intangible, from this strength later must be developed to support business sustainability.
- b. Opportunities (O) is one part of the external environment that must be analyzed in order to easily understand what to do in order to be utilized, the existence of opportunities will provide benefits to the organization if the organization is able to seize opportunities.
- c. Aspirations (A) is a hope or vision and mission to be achieved in order to form confidence in products, markets and anything else with the aim of achieving the expected vision.
- d. Results (R) are the results achieved by a company, by carrying out strategic planning, this is done in order to determine the extent of achievement and goals that have been mutually agreed upon.

QSPM Matrix

Quantitative Strategic Planning Matrix (QSPM) is a matrix that is useful for the decision-making stage, the contents contained in the QSPM matrix are the best alternative strategies for the company, the QSPM matrix assesses some of the best alternative strategies from the matrix in the previous stage (Sembiring & Fatihudin, 2020). The QSPM matrix consists of elements such as alternative strategies, key factors, weights, AS (Attractives Score), TAS (Total Attractive Score) and the total number of attractiveness scores (Wardhana, 2021).

METHOD

This research was conducted at the Super Moro Tresno Ledre business located in Padangan District, Bojonegoro Regency. The determination of the location was carried out by purposive sampling method (Sugiyono, 2013). This is because the location is the largest Ledre manufacturing center in the Bojonegoro district area, and is one of the traditional snack producing areas that are characteristic of Bojonegoro Regency. The research method used in this research is a descriptive method and the data analysis used uses the IFE Matrix, EFE Matrix, IE Matrix, SOAR Matrix, and QSPM Matrix.

The respondents used in this study consisted of 2 types, namely the main respondents and also supporting respondents. Determination of the main respondents using purposive sampling method, namely by looking at certain considerations. This is also stated by Sugiyono (2013) who defines the purposive sampling method as one of the methods used in qualitative research by paying attention to certain considerations of the respondents to be selected or selected based on the expertise of the respondents to obtain the information needed by the researcher. Meanwhile, the supporting respondents, namely consumers, are determined based on a linear time function where the population is not known with certainty, this follows the opinion of Umar (2002) who states that a sample based on a linear time function can be done if the population is unknown, sampling is carried out for 30 days / 1 month, so the calculation is as follows :

$$n = \frac{T - T_0}{T_1}$$
$$n = \frac{450 - 150}{6}$$
$$n = 50$$

Description:

N: Number of Samples

T: Time available for research (seen from the opening to the closing time of the store
(30 days x 15 hours/day)

T₀ : Sampling Time (5 hours/day x 30 days)

T₁: Time used by respondents to fill out questionnaires (0.2 hours/day x 30 days)

RESULTS AND DISCUSSION

IFE Matrix

The Internal Factor Analysis Matrix is a table that contains internal factor indicators, namely strength indicators and aspiration indicators contained in Mr. Agus' Ledre Super business. This IFE matrix table is also used as a calculation of the results of interviews with respondents. The results of the calculation of the IFE matrix are used as guidelines for the matching stage using the IE (Internal External) matrix.

The strength factor has 8 main key factors, some of which are assessed based on respondents supporting consumers, employees, and also business owners, some of these indicators are more affordable prices, products have various flavors, and services are swift and friendly (Hartuti & Rochdiani, 2021), while other factors such as raw materials are guaranteed safety and authenticity (Hartuti & Rochdiani, 2021), production continuity runs every day, production facilities and infrastructure are relatively easy and complete, and have potential human resources to be developed are assessed based on the main respondents, namely business owners, and employees at the Ledre Super business.

The Aspiration factor has 7 main key factors, some of which are assessed based on the assessment of the main respondents and supporting respondents, some of these indicators are the addition of new flavors and sizes, improving the quality of packaging and raw materials, and providing discount promos at certain events, other indicators such as updating the design on the packaging, updating the marketing through online media and social media (Hartuti & Rochdiani, 2021), and increasing employee salaries are assessed by the main respondents, namely business owners, and employees.

Table 1
The result of the IFE Matrix

No	Internal Factors	Weight	Rating	Rating X Weight
Indicators of Strenght				
1	Prices are more affordable to the wider community	0,11	3	0,33
2	Has various flavors	0,12	3,1	0,372
3	Packaging is more attractive and safe	0,11	2,9	0,319
4	Raw materials are guaranteed safety and authenticity	0,01	4	0,04
5	Production continuity runs every day	0,01	3,8	0,038
6	Production facilities and infrastructure are relatively easy and complete	0,01	4	0,04
7	Prompt and friendly service	0,12	3,1	0,372
8	Having human resources that are easier and have the potential to be developed	0,01	4	0,04
Indicators of Aspiration				
1	Addition of new flavors	0,12	3,3	0,396
2	Quality improvement on Ledre Super packaging	0,12	3,3	0,396
3	Design update on Ledre Super packaging	0,01	2,8	0,028
4	Improved quality of raw materials	0,12	3,3	0,396
5	Renewal of Ledre Super marketing by utilizing social media and online media	0,01	3,5	0,038
6	Promo discounts or discounts on certain events	0,11	3,1	0,341
7	Increase in employee salary	0,01	3,8	0,038
TOTAL		1,00	51,3	3,184

Source : Data Analyzed, 2023

Table 1 shows the strength factor based on the assessment of supporting respondents and main respondents on the product indicator has a variety of flavors and swift service gets the highest value of 0.372, so it can be concluded that this indicator is included in the strength indicator which has a strong attraction to attract consumers. Consumer satisfaction can be determined by many factors, not only in terms of taste but also from a large menu variant, atmosphere, good service, and the right price, which can be concluded that the more consumers feel satisfied and get what they want, then that can also be a reason for consumers to make product purchases or repeat visits (Sihombing et al., 2022). Meanwhile, the results obtained from the main respondents show that all indicators have the same number of values, namely 0.04, which means that all indicators assessed based on the main respondents have been confirmed correctly and become a strength for the business.

Based on Table 1 on the aspiration factor assessed based on supporting respondents and main respondents, it shows that 3 indicators, namely the addition of new flavors and sizes, improving the quality of packaging and improving the quality of raw materials, get the highest value of 0.396. This shows that the three indicators are the biggest expectations of consumers as well as business owners and employees, so businesses must focus on these three expectations for future business development. The results of the assessment of the main respondents show that the indicator of renewal of marketing, namely through online media and social media and increasing employee

salaries, gets the highest value of 0.038, this is because Ledre Super products that have not done online marketing so that promotions using social media need to be done in addition to reaching many consumers marketing through online is also very cost-effective, while an increasing employee salary is also the hope of the main respondents because by increasing employee salaries it will also make employees more prosperous and increase enthusiasm for employees.

EFE Matrix

The External Factor Analysis Matrix is a table that contains external factor indicators, namely opportunity indicators and outcome indicators found in Mr. Agus' Ledre Super business. This EFE matrix table is also used as a calculation of the results of interviews with respondents. The results of the calculation of the EFE matrix are used as guidelines for the matching stage using the IE (Internal External) matrix.

The Opportunity Factor has 7 main key factors. Some indicators in the opportunity factor such as strategic location, the application of a healthy lifestyle in society, and being the largest producer in the Bojonegoro area are assessed based on the main respondents and supporting respondents, while several other indicators such as the rapid development of e-commerce in Indonesia, the popularity of social media users, the high consumption of the Indonesian people (Hartuti & Rochdiani, 2021), and the support of the Bojonegoro local government are assessed based on the main respondents only, namely the business owner and also several employees.

The Result Factor has 8 main key factors, 4 of which are adding new flavors such as ginger and ginger milk, improving safety on the packaging, promoting using social media and providing attractive discounts, and creating people who have a healthy lifestyle resulting from interviews with the main respondent, namely the business owner and supporting respondents are several employees, while other indicators such as increasing sales, expanding the marketing network, changing the design composition and logo changes (Hartuti & Rochdiani, 2021), and increasing online store activities are obtained from interviews with the main respondent, namely the business owner and employees.

Table 2
Results of EFE Matrix

No	External Factors	Weight	Rating	Rating X Weight
Indicators of Opportunity				
1	The rapid development of e-commerce in Indonesia	0,01	3,6	0,036
2	The proliferation of Social media users	0,01	3,2	0,032
3	High consumption of Indonesian people	0,01	4	0,04

Table 2
Results of EFE matrix (continues)

Indicators of Opportunity				
4	Strategic location	0,13	3,3	0,43
5	Implementation of a healthy lifestyle in society	0,12	3	0,36
6	Local government support because ledre is a traditional snack typical of Bojonegoro district that must be preserved	0,01	3,8	0,038
7	Become the largest Ledre producer in the Bojonegoro region	0,12	3,1	0,372
Indicators of Results				
1	Increased sales of Ledre Super	0,02	4	0,04
2	Can expand marketing reach	0,02	4	0,04
3	Addition of new flavor variants such as ginger and ginger milk	0,13	3,2	0,416
4	Changing design composition and logo change	0,01	2,8	0,028
5	Increased safety of packaging	0,14	3,3	0,462
6	Promoting using social media and providing attractive discounts	0,14	3,4	0,476
7	Increase online store activity	0,01	2,8	0,028
8	Creating a society that has a healthy lifestyle by not consuming preservatives	0,14	3,6	0,504
TOTAL		1,00	49,9	3,301

Source : Data Analyzed, 2023

The opportunity factor assessed based on the main respondents and supporting respondents obtained results showing that the strategic location factor indicator received the highest value of 0.43, which means that this indicator is the biggest opportunity for business owners to attract consumers, this is in line with research conducted by Nurlia (2021) which states that business location has a significant influence on purchasing decisions from consumers. Meanwhile, based on the assessment of the main respondents, it shows that the biggest opportunity is in the indicator of the high consumption opportunity factor of Indonesian society with a value of 0.04, this means that these two indicators have the greatest opportunity in the sustainability of the business of Ledre Super.

The results factor assessed based on the main respondents and also supporting respondents shows that the highest value is 0.504 in the indicator of the creation of a healthy lifestyle in the community, while the results of the interview based on the main respondents show that the 2 indicators, namely being able to increase sales, and being able to expand the marketing network, are the results with the largest value of 0.04. Based on the results of the questionnaire interview, it can be concluded that consumers place great trust in producers, and hope that the products produced are not harmful, and other results expected from business owners are increased sales of Ledre Super along with expanding the marketing network.

IE Matrix

The Internal External Matrix is commonly used as a tool in assisting strategy formulation, this IE matrix consists of internal strength parameters and also the external influences faced by Ledre Super business.

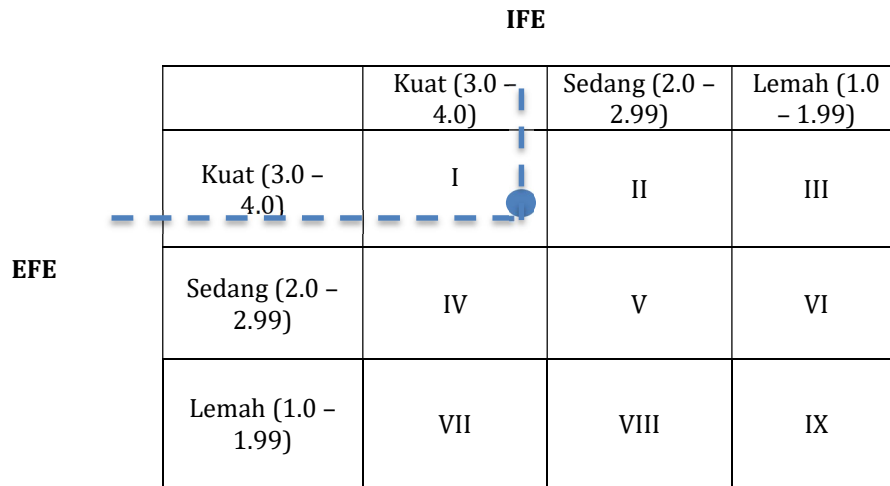


Figure 1
Matrix IE

Based on the calculation results of the IFE and EFE matrices, it is found that the IFE matrix has a total of 3,184 and the EFE matrix has a total of 3,301. This means that the Ledre Super business is included in quadrant I, namely with a value > 3.1. The position of quadrant I in the IE matrix illustrates that the business of Ledre Super includes businesses that are in the growing and developing stage (Grow and built) which means that the strategy that can be used is an intensive strategy, namely market development strategies, market penetration, product development, horizontal integration, forward integration, and backward integration.

SOAR Matrix Analysis

The SOAR matrix is a strategic analysis tool used to conduct strategic planning by a business with the aim of being able to determine business development strategies. The SOAR matrix consists of internal factors and also external factors, which in this internal factor consists of the strengths and aspirations of the company, while the external factors consist of opportunities and results. The following are the results of the SOAR matrix analysis on the super moro tresno ledre business:

Table 3
Matrix SOAR

	Strenght	Opportunity
	<ol style="list-style-type: none"> 1. Prices are more affordable to the wider community 2. Has various flavors 3. Packaging is more attractive and safe 4. Raw materials are guaranteed safety and authenticity 	<ol style="list-style-type: none"> 1. The rapid development of e-commerce in Indonesia 2. The proliferation of Social media users 3. High consumption of Indonesian people 4. Strategic location 5. Implementation of a healthy lifestyle in society

	<ol style="list-style-type: none"> 5. Production continuity runs every day 6. Production facilities and infrastructure are relatively easy and complete 7. Prompt and friendly service 8. Having human resources that are easier and have the potential to be developed 	<ol style="list-style-type: none"> 6. Local government support because ledre is a traditional snack typical of Bojonegoro district that must be preserved 7. Become the largest Ledre producer in the Bojonegoro region
<p>Aspiration</p> <ol style="list-style-type: none"> 1. Addition of new flavors 2. Quality improvement on Ledre Super packaging 3. Design update on Ledre Super packaging 4. Improved quality of raw materials 5. Renewal of Ledre Super marketing by utilizing social media and online media 6. Promo discounts or discounts on certain events 7. Increase in employee salary 	<p>SA Strategy</p> <ol style="list-style-type: none"> 1. Launching products with new flavors held at certain events by providing attractive discounts. (S1, A1, A6, S2) (Market development) 2. Increase sales promotions using online media or social media by utilizing trending marketplaces (S8, A5) (Market Development) 3. Maintain trust, comfort and good relations with suppliers, employees and consumers. (S1, S3, S4, A4, A7) (Forward integration) 4. Maintain product quality in terms of taste, aroma, and packaging safety to create consumer satisfaction. (S3, S4, A2, A4) (Horizontal Integration) 	<p>OA Strategy</p> <ol style="list-style-type: none"> 1. Conduct promotional activities for new flavor variant products in e-commerce such as shopee and social media such as Instagram. (O1, O2, O3, A1, A5) (Market Penetration) 2. Conduct promotional activities at certain events by utilizing strategic locations that are easily accessible to the wider community. (O4, A6) (Market Penetration) 3. Conducting promotional activities as well as launching new designs on Ledre Super packaging carried out at bazaar events and in collaboration with local governments. (O6, O7, A3) (Market development)
<p>Results</p> <ol style="list-style-type: none"> 1. Increased sales of Ledre Super 2. Can expand marketing reach 3. Addition of new flavor variants such as ginger and ginger milk 4. Changing design composition and logo change 5. Increased safety of packaging 6. Promoting using social media and providing attractive discounts 7. Increase online store activity 8. Creating a society that has a healthy lifestyle by not consuming preservatives 	<p>SR Strategy</p> <ol style="list-style-type: none"> 1. Increase cooperation with souvenir shops in several cities outside Bojonegoro that are still not reached. (R1,R2,S1,S5) (Horizontal Integration) 2. Improve product flavor variants by adding ginger and ginger milk flavors. (R3,S2) (Product Development) 3. Updating the packaging design and changing the Ledre Super product logo design. (R4,S3,S8) (Product Development) 4. Adding cooperation with ledre makers to maintain product inventory stability. (R1, S5, S6) (Backward Integration) 	<p>OR Strategy</p> <ol style="list-style-type: none"> 1. Provide free shipping discounts to consumers outside Bojonegoro district who purchase online. (R1,R2,R6,R7,O1,O2,O3) (Market Development) 2. Promote new flavors of ginger and ginger milk in collaboration with local government at bazaars. local government at bazaar events. (R3,O6,O7) (Market Penetration)

Source: Data Analyzed, 2023

Based on Table 3, it can be seen that several strategies can be used, this is formulated by looking at the potential of internal factors and also external factors that exist in Ledre Super. Analysis using the SOAR matrix produces 6 alternative strategies including the following :

1. Market penetration is one of the strategies found in the SOAR analysis, where this market penetration strategy consists of OA1, OA2, and OR3 strategies.
2. Market Development is one of the strategies found in the SOAR analysis, with alternative strategies being SA1, SA2, OA3, and OR1.
3. Product Development is a strategy that is also found in the SOAR analysis with alternative strategies in SR2, SR3, and SR4.
4. Horizontal Integration Horizontal Integration or Horizontal Integration is one of the strategies found in the SOAR matrix analysis with its strategy analysis in SR1, and SA4.
5. Forward Integration is one of the strategies included in the SOAR matrix analysis with its strategic analysis in SA3.
6. Backward Integration is one of the strategies included in the SOAR matrix analysis with its strategic analysis in SR4.

QSPM Matrix

The QSPM matrix or QSPM method is the last matching stage used to determine the priority strategy of the Super Moro Tresno Ledre business. The QSPM matrix in this matching stage is calculated using the AS (Attractiveness Score) value obtained from interviews with the main respondent, namely the business owner, as well as the TAS (Total Attractiveness Score) value obtained from the sum of the weight value and the AS value.

Table 4
Hasil Matrix QSPM

No	Strategy Alternative	TAS Score	Rating
1	Horizontal Integration	7,95	I
2	Forward Integration	7,87	II
3	Product Development	7,72	III
4	Market Development	7,71	IV
5	Backward Integration	7,60	V
6	Market Penetration	7,37	VI

Source : Data Analyzed, 2023

Based on the calculations on the QSPM Matrix, the results are obtained as in Table 4, Based on the results of the QSPM matrix, it shows that the most attractive alternative strategy according to the results of the assessment of the main respondents is the horizontal integration strategy with a value of 7.95 which is ranked first. The results of the analysis using the QSPM matrix can be concluded that the priority strategy that can be carried out is horizontal integration, some of the horizontal strategies that have been formulated are as follows:

1. Maintain product quality in terms of taste, aroma, and packaging safety to create consumer satisfaction.

Quality is one of the main things that consumers pay attention to in buying a product, so maintaining and maintaining the quality of the product is a priority strategy that must be carried out by the business. The quality that consumers pay attention to in food products includes taste, aroma and also the safety of the product. Based on this, providing good quality to consumers greatly affects consumer satisfaction. Marketing in culinary businesses relies on service and product quality, if the service and product quality are poor, it will be one of the reasons consumers do not want to buy the product in the future (Febrianti & Beni, 2023).

2. Increase cooperation with souvenir shops in several cities outside Bojonegoro and still not reached.

The priority strategy that needs to be done is also on cooperation with related parties, establishing cooperative relationships with various souvenir shops outside Bojonegoro provides greater business opportunities and expands marketing reach. The addition of locations to the distribution of products provides great benefits to the business in addition to expanding the marketing network can also affect the sustainability of the business of Ledre Super. This makes this strategy a priority that must be carried out by the business of Ledre Super in order to create the desired goal. Increasing cooperation will have a positive impact because it greatly affects the social and economic fields such as increasing income per year. (Cahya et al., 2021)

CONCLUSION AND SUGGESTION

Based on the research that has been done, it can be concluded that the results of the score value on the IE matrix based on the IFE (Internal Factors Evaluation) matrix with a score of 3.184 and the EFE (External Factors Evaluation) matrix with a score of 3.301 show that the Super Moro Tresno Ledre business is in the Growth and Built position which means that this business is in a growing and developing condition so that the strategy that can be applied in this condition is an incentive strategy.

The formulation of alternative strategies that have been carried out using the SOAR Matrix and QSPM matrix shows that the strategies that can be applied are market development strategies, market penetration, product development, horizontal integration, and also backward integration, with the priority strategy being the horizontal integration strategy with a total score in the QSPM matrix of 7.98. The suggestions that can be made are to add non-cash payments such as barcode scans using QRIS, the need for developments in marketing carried out, by doing online marketing the market opportunities will be wider, and more effective both in time and cost.

The suggestion for further research that will conduct a study is to develop the objectives of the research. Completeness of data from both primary and secondary sources. Pay more attention and consider the methods used so that the results given are maximized.

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