

Analysis of Marketing Strategy for Coconut Brown Sugar Business as a Home Industry in Asahan Regency

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Abstract: Coconut brown sugar has a role in the food industry, both at the home industry level to large-scale industry. The coconut brown sugar business, which is included in the household scale industry, is not immune from the constraints that occur in this business. These obstacles include marketing problems which sometimes result in unsold brown sugar products. However, this problem of unsold products rarely occurs. When many people are having celebrations, the demand for brown sugar will increase which results in producers sometimes have to refuse orders for brown sugar that are too much and exceed the amount of production each day. To make a business grow and have minimal problems, a strategy is needed to achieve a goal in the business. The purpose of this research is to analyze the marketing strategy carried out in the coconut brown sugar business in Binjai Serbangan Village. The research method used is descriptive qualitative with analysis techniques using the IFE matrix, EFE matrix, IE matrix, SWOT matrix, and QSPM matrix. Qualitative Strategic Planning Matrix is one of the most appropriate tools for making the necessary and effective priorities in preparing strategic plans. Based on the research conducted, it was found that the coconut brown sugar business is in the V quadrant "maintain and maintain", namely the strategy of market penetration, product development and market development, with a total IFE score of 2.87 and a total EFE score of 2.82. And in the QSPM matrix,

Abstrak: Gula merah kelapa mempunyai peran dalam industri makanan, baik dalam tingkat industri rumah tangga sampai industri skala besar. Usaha gula merah kelapa yang termasuk dalam industri skala rumah tangga ini tak luput dari kendala yang terjadi di dalam usaha tersebut. Kendala tersebut di antaranya yaitu masalah pemasaran yang terkadang mengakibatkan produk gula merah tidak terjual. Namun kendala produk tidak terjual ini jarang sekali terjadi. Tujuan dilakukannya penelitian ini yaitu untuk menganalisis strategi pemasaran yang dilakukan pada usaha gula merah kelapa di Desa Binjai Serbangan. Metode penelitian yang digunakan yaitu deskriptif kualitatif dengan teknik analisis menggunakan matriks IFE, matriks EFE, matriks IE, matriks SWOT, dan matriks QSPM. Dengan dilakukannya penelitian ini diharapkan dapat mengurangi segala kemungkinan atas kendala yang terdapat dalam industri gula merah kelapa ini. Berdasarkan penelitian yang dilakukan diperoleh bahwa usaha gula merah kelapa ini berada dalam kuadran V "pertahankan dan pelihara", yaitu dengan strategi penetrasi pasar, pengembangan produk dan pengembangan pasar, dengan total nilai IFE sebesar 2,87 dan total nilai EFE sebesar 2,82. Pada matriks QSPM diperoleh strategi yang utama harus dilakukan yaitu memperluas jaringan pemasaran dengan melakukan kerjasama dengan pemilik usaha lain atau pemilik warung-warung rumah makan yang menggunakan gula merah dalam usahanya dengan nilai TAS sebesar 1,12.



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INTRODUCTION

Coconut brown sugar is a type of sugar made from coconut sap, which is the liquid produced from coconut flowers. Indonesia's natural climate, which has a tropical climate, means that many coconut plants grow and develop in Indonesia. One of the areas in Asahan Regency that is developing the coconut brown sugar agro-industry is Binjai Serbangan Village, Air Joman District. The coconut palm sugar industry in the village is still a household scale industry using workers from within the family. The household-scale coconut brown sugar industry in Binjai Serbangan Village has existed since 2006 until now. Even though it is still traditional in both the production and marketing processes, the coconut brown sugar industry is still able to survive amidst competition from other products to this day. Brown sugar is one option that can complement sugar needs in Indonesia. Brown sugar is produced using raw materials from palm tree groups such as palm trees, coconuts and oil palms. The quality of the sap produced by coconut plants is quite good and not much different from the sap produced by sugar palm plants.

The sap produced by the coconut plant is produced twice a day to be processed into coconut brown sugar. Coconut brown sugar produced in Asahan Regency, specifically in Binjai Serbangan Village, has an average weight of 250 grams per seed. The average production of coconut brown sugar per day reaches 10 kilograms of coconut brown sugar. The selling price for coconut brown sugar is around IDR 17,000 per kilogram and can change at any time. In general, this coconut brown sugar business can generate sales of Rp. 5,100,000/month. This coconut brown sugar has a texture that is not too hard, is brownish yellow in color and has a fragrant aroma. Making brown coconut sugar is done as an alternative for processing coconut when the price of copra is declining and unstable. In an effort to optimize this role,

Setting up a business cannot be separated from the obstacles that will occur in that business. The coconut brown sugar business, which is included in the household scale industry, is also not free from obstacles that occur in this business. One of the obstacles that occurs in the coconut brown sugar business is that the product is sometimes not sold, causing the brown sugar to pile up. Coconut brown sugar that is not sold and accumulates for too long after the production period will reduce its quality, because the texture that was initially dry and hard will become soft and wet. If the quality of the coconut brown sugar is no longer good, the wet coconut brown sugar will be re-processed. Currently, producers only market to one agent and the local community. However, this problem of unsold products rarely occurs. Especially when lots of people are going to hold celebrations such as weddings, circumcisions and so on, the demand for coconut brown sugar really increases. As Ramadan approaches and when Ramadan arrives, demand will increase so that sometimes producers are overwhelmed with orders that exceed production quantities. This often results in producers sometimes having to reject orders for brown sugar that are too large and exceed the daily production amount. Consumers who need products in large quantities will place orders several weeks in advance so that the product meets the number of orders. Apart from products that are sometimes not sold, the most frequently encountered problem is the presence of beetles which often suck the sap which results in reduced sap tapping water. This is certainly a problem for coconut brown sugar producers. Because with reduced tapping water from coconut sap, the production of coconut palm sugar will decrease. It is this beetle attack on coconut sap that is considered to be a problem in producing coconut brown sugar.

People don't only know one type of brown sugar. There are three types of brown sugar

that are known to the public, especially the people of Binjai Serbangan Village, Air Joman District, namely palm brown sugar, coconut brown sugar, and palm brown sugar. The selling price of each brown sugar is different. Palm brown sugar has a selling price of around Rp. 22,000 per kilogram, coconut brown sugar Rp. 17,000 per kilogram, and palm brown sugar Rp. 14,000 per kilogram. Based on the three types of brown sugar, coconut brown sugar is more often consumed by consumers. With the same product and quality that is not much different, So people, especially housewives who take their economy into account, will definitely buy products whose prices are cheaper but the quality is not much different from products whose prices are more expensive. With a cheap price, it will attract the attention of consumers to buy the products being sold. If cheap prices are a benchmark for people to buy a product produced by producers for their consumption, then people will definitely choose palm brown sugar which is cheaper than palm brown sugar and coconut brown sugar. However, why do people prefer to consume coconut brown sugar compared to palm brown sugar? Based on this description,

In setting up a business, to make the business grow and have minimal problems, a strategy is needed so that the business can be run effectively. Strategy in a business needs to be carried out to achieve a goal in the business. In this modern era, marketing in a business can be done using the help of social media. Because currently technology or science and technology really influences all aspects of life. In other words, science and technology is important for human life today. Even though science and technology can be used to increase productivity and marketing, not all business owners can do this, because they don't understand science and technology. Therefore, it is necessary to provide guidance to owners of small industrial businesses regarding marketing and the use of science and technology as a marketing tool so that

they can make their businesses more efficient, able to develop themselves, and increase income. The use of science and technology as a marketing tool in a business can be obtained and learned from people closest to you who understand science and technology, such as colleagues, children, family, and so on.

The importance of a marketing strategy in a business/company is so that the business can plan what kind of products are in demand among consumers. Strategy formulation leads to increased profits and superior performance. This research used SWOT and QSPM analysis to determine the business strategy. SWOT analysis is used to obtain various business strategies in terms of strengths, weaknesses, opportunities and threats in a business. Meanwhile, the Quantitative Strategic Planning Matrix (QSPM) is an appropriate tool to use in creating an effective strategic plan. QSPM analysis is carried out to identify the necessary management strategies which were previously obtained in the SWOT analysis. QSPM analysis is determined to prioritize factors that influence strategic planning. The purpose of QSPM analysis is to determine the best strategy to be implemented in the business being run. Objectively, the Quantitative Strategic Planning Matrix (QSPM) is a tool for evaluating strategies. Meanwhile, conceptually, QSPM analysis determines the attractiveness of various strategies that are built based on internal and external factors that are important for success (David & David, 2017). The benefit obtained from using QSPM analysis is that a series of strategies can be observed sequentially or simultaneously. QSPM can encourage strategists to involve relevant external and internal factors into the decision process.

METHODS

Data Types and Sources

This research is a case study of a coconut brown sugar business located in Binjai Serbangan Village, Air Joman District,

Asahan Regency. The research used in this research is descriptive qualitative research. Descriptive qualitative research takes the form of research using a case study method or approach. This research focuses intensively on one particular object which is studied as a case. Case study data can be obtained from all parties concerned, in other words, this study was collected from various sources (Nawawi, 2003:1).

Data collection was carried out using the survey method. The data collected in this research is in the form of primary data and secondary data. Primary data is data obtained directly from the source by conducting direct interviews with coconut brown sugar producers in Binjai Serbangan Village, Air Joman District, Asahan Regency. Meanwhile, secondary data is data obtained from all literature related to research.

Analysis Method

To determine the business description, this research uses the Quantitative Strategic Planning Matrix (QSPM) method to analyze business portfolios. Through the QSPM method, the framework for preparing a business portfolio can include internal and external factors that have been analyzed, especially the marketing strategies that are running in a business. Apart from QSPM, the measurements carried out in this research also used the SWOT matrix (strengths, weaknesses, opportunities and threats). The SWOT matrix is a decision making tool to determine the strategy to use based on logic to maximize strengths and opportunities in a business and minimize weaknesses and threats to a business.

In determining the QSPM matrix, weighting and scoring to assess internal and external factors are very necessary in determining the final scoring position. The IFE matrix is used to measure the level of internal strengths and weaknesses of a business and can determine internal strategies to improve quality and improve management administration. The EFE matrix helps managers to organize external strategic factors into generally accepted categories.

RESULTS AND DISCUSSION

IFE (Internal Factor Evaluation) Matrix Analysis

The IFE (Internal Factor Evaluation) matrix is used to analyze internal factors that can influence the continuity of a business. The IFE matrix is also used to assess and weight the internal factors obtained in the form of strengths and weaknesses in a business. The factors that are strengths in this coconut brown sugar business are that the main raw materials are easy to obtain, availability of labor, making brown sugar as a livelihood, and good product quality. Factors that are weaknesses in the coconut brown sugar business are: simple production technology, not having an extensive marketing network, and plantation land that is not too large. The results of the IFE Matrix analysis of the coconut brown sugar business can be seen in Table 1 of the IFE Matrix Scores below.

Table.1 IFE Matrix Score (Internal Factor Evaluation)

Internal factors	Description of Internal Factors	Weight	Rating	Score
Strength	1 The main raw material for making coconut brown sugar is very easy to obtain	0.21	3.8	0.8
	2 Availability of labor	0.17	3,2	0.5
	3 Making brown sugar as a livelihood	0.20	3.6	0.7
	4 Good product quality	0.19	3,4	0.6
Weakness	1 Simple production technology	0.08	1.4	0.1
	2 Doesn't have a wide marketing	0.09	1.6	0.1

network yet				
3 The plantation land is not large enough	0.06	1,2	0.07	
Total IFE Matrix	1		2.87	

Based on the table above, the factor that is the main strength in the coconut brown sugar business is the main raw material for making coconut brown sugar which is very easy to obtain, resulting in a score of 0.8 with a weight of 0.21 and a rating of 3.8. Meanwhile, the factor that is the biggest weakness in the coconut brown sugar business is the plantation land which is not large enough with a score of 0.07 with a weight of 0.06 and a rating of 1.2.

Overall the total average score from the IFE Matrix is 2.87. The total score indicates that the internal condition of coconut brown sugar is in the medium position (2.0 – 2.99). So it can be said that this coconut brown sugar business occupies a moderate internal position based on its strengths and weaknesses.

EFE Matrix Analysis (External Factor Evaluation)

The EFE (External Factor Evaluation) matrix is used to assess and weight external factors in the form of opportunities and threats to a business. The EFE matrix analysis is carried out using the same calculations as the IFE matrix, namely by calculating the weights and giving a rating to each factor. The factors that create opportunities in the coconut brown sugar business are: high demand for coconut brown sugar, the brown sugar business is still rare, and there are not many competitors in the surrounding area. Factors that pose a threat to the coconut brown sugar business are: competition from other regions, the quality of the sap which is sometimes not good, and limited market access. The results of the EFE Matrix analysis of the coconut brown sugar business can be seen in Table 2 of the EFE Matrix Scores below.

Table.2 EFE (External Factor Evaluation) Matrix Score

Faktor Eksternal	Keterangan Faktor Eksternal	Bobot	Rating	Skor
Peluang	1 Permintaan tinggi Usaha gula merah kelapa yang masih jarang	0,23	3,6	0,82
	2 Pesaing didaerah sekitar belum banyak	0,21	3,2	0,67
	3	0,22	3,4	0,74
Ancaman	1 Persaingan dari daerah lain	0,09	1,4	0,12
	2 Terbatasnya akses pasar Terkadang ada banyak tawon/kumbang yang menghisap nira sehingga kuantitas nira berkurang	0,12	1,8	0,21
	3	0,13	2,0	0,26
Total Matrik EFE		1		2,82

Based on Table 2 above, the factor that is the biggest opportunity in the coconut brown sugar business is high consumer demand which has a score of 0.82 with a weight of 0.23 and a rating of 3.6. Meanwhile, the factor that threatens the spread of the coconut brown sugar business is wasp/beetle attacks on sap which has the same score, namely 0.26 with a weight of 0.13 and a rating of 2.0.

Overall the total average score from the EFE Matrix is 2.82. The total score indicates that the external condition of coconut brown sugar is in the medium position (2.0 – 2.99). So it can be said that this coconut brown sugar business occupies the same external position as the internal position, namely being in a medium position based on the opportunities and threats it has.

IE Matrix (Internal External)

This IE matrix is useful for positioning a company or business into a matrix consisting of 9 cells. This matrix is a mapping of the total scores of the IFE matrix and the EFE matrix that have been produced. The horizontal axis on the IE matrix shows the total IFE score while the vertical axis shows the total EFE score. The purpose of using this IE matrix is to obtain a more detailed business strategy. This matrix is grouped into three main strategies, namely:

- (1) *Grow and Build*(Growth and Development) are in cells I, II or IV. A suitable strategy is intensive

(market development and product development).

(2) *Hold and Maintain* (Preserve and Maintain) covers cells III, V, or cell VII. The general strategies used are market penetration, product development and market development.

(3) *Harvest and Divest* (Harvest or Divestment) covers cells VI, VIII, or IX. The strategies used are divestment, conglomerate diversification strategy, and liquidation strategy.

To find out the results of the analysis on the IE Matrix for the coconut brown sugar business, see Table 3. Results of the IE Matrix Analysis below.

Table.3 Results of IE Matrix Analysis (Internal External)

Score	Strong	Currently	Weak
EFE Matrix	3.00-4.00	2.00-2.99	1.00-1.99

Score IFE Matrix	I	II	III
Tall 3.00-4.00			
Currently 2.00-2.99	IV	V (2.82-2.87)	VI
Low 1.00-1.99	VII	VIII	IX

Based on the IE matrix image above, it can be seen that the coconut brown sugar business is in quadrant V, with a total IFE value of 2.87 and a total EFE value of 2.82. If a company is in quadrant V then the company can be managed with a "defend and maintain" strategy, namely with a strategy of market penetration, product development and market development.

SWOT Matrix

The SWOT matrix is used to formulate alternative marketing strategies based on information obtained at the input stage, namely the factors in the IFE matrix and EFE matrix, then analyzed using the SWOT matrix which is reviewed from 4 aspects, namely strengths, weaknesses, opportunities and threats. Thus producing alternative marketing strategies based on 4 strategy categories, namely SO, ST, WO, WT.

SO Strategy (strengths and opportunities)

SO strategy is a strategy that utilizes the strengths of an agency or business to take advantage of existing opportunities. One strategy that can be made based on your strengths and opportunities is to increase the quantity of coconut brown sugar and expand your business by opening up employment opportunities.

WO strategy (weaknesses and opportunities)

WO strategy is a strategy that aims to improve weaknesses by exploiting external opportunities. One strategy that can be created based on weaknesses that takes advantage of existing opportunities is by expanding the marketing network by collaborating with other business owners or restaurant stall owners who use brown sugar in their business and can also expand the coconut plantation land that will be tapped for sap.

ST Strategy (strengths and threats)

ST strategy is a strategy that uses agency strengths to avoid or reduce the impact of external threats. One strategy that can be created based on existing strengths and threats is by introducing products to people in other areas with the help of social media.

WT strategy (weaknesses and threats)
 The WT strategy is a strategy aimed at reducing internal weaknesses and avoiding external threats. One strategy that can be created based on existing weaknesses and threats is by expanding the marketing network by carrying out product promotions or product marketing via social media to expand market share.

business and can also expand the coconut plantation land that will be tapped for sap.

Table.4 Results of SWOT Matrix Analysis

	Strength (S)	Weaknesses (W)
Internal factors	The main raw material for making coconut brown sugar is very easy to obtain	Simple production technology
External Factors	Availability of labor	Doesn't have a wide marketing network yet
	Making brown sugar as a livelihood	The plantation land is not large enough
	Good product quality	
Chance (O)	SO	WO
High demand	Increase the quantity of coconut brown sugar and business is still rare	Expanding the marketing network by collaborating with other business owners or restaurant stall owners who use brown sugar in their

Threat (T)	ST	W.T
Competition from other regions	Introducing products to people in other areas with the help of social media	Expanding the marketing network by carrying out product promotions or product marketing via social media to expand market share
Limited market access		
Sometimes there are many wasps/beetles that suck the sap so that the quantity of the sap decreases		

QSPM Matrix (Quantitative Strategic Planning Matrix)

The QSPM matrix or Quantitative Strategic Planning Matrix is a matrix used to analyze various alternative strategies available to obtain priority strategies. Alternative strategies analyzed at this stage are strategies that have been generated in the formulation through previous analysis by combining internal and external factors. With the QSPM matrix, management can sort various existing strategies to form a priority scale in implementing strategies.

Alternative strategies are obtained from the SWOT matrix which produces several alternative strategies through analysis of internal and external factors of a company or

an ongoing business. After obtaining alternative strategies, scores and weightings are given in order to calculate the Attractiveness Score (AS) which is the Attractiveness Value and the Total Attractiveness Score (TAS) which is the Total Attractiveness Value.

Selecting an appropriate strategy that can be implemented using QSPM analysis is by focusing on aspects of the internal strength of a company or a business being run. Apart from that, choosing this strategy also takes into account the utilization of the company's external opportunities. Selecting an appropriate strategy that can be implemented by a company or business is the final stage carried out in the QSPM analysis.

Table. 5 QSPM Matrices (Quantitative Strategic Planning Matrix)

Alternative Strategy	Weight	Attractiveness Score (US)	Total Attractiveness Score (TAS)	Rating
Increase the quantity of coconut brown sugar and expand the business by opening up employment opportunities	0.25	4	1.00	II
Expanding the marketing network by collaborating with other	0.28	4	1.12	I

business owners or restaurant stall owners who use brown sugar in their business and can also expand the coconut plantation land that will be tapped for sap.				
Introducing products to people in other areas with the help of social media	0.24	3	0.72	III
Expanding the marketing network by promoting products or marketing products via social media to expand market share	0.23	3	0.69	IV
Total	1		3.53	

Based on the assessment results from the QSPM matrix, a sequence of TAS scores is

obtained from highest to lowest. From this sequence, the most important strategy can be determined to improve the marketing of the coconut brown sugar business. From the QSPM analysis, the strategy that is a priority for this coconut brown sugar business producer to implement in developing his business is the first to expand the marketing network by collaborating with other business owners or restaurant stall owners who use brown sugar in their business and can by expanding the coconut plantation land that will be tapped for sap, then secondly by increasing the quantity of coconut brown sugar and expanding the business by opening up employment opportunities,

Basically, strategy is a concept that includes planning and decision making to achieve the goals of a business/enterprise that is being run based on transcendental values (halal and haram rules). Marketing in Islam is a business process in which the process applies Islamic values in accordance with sharia principles. Marketing in Islam is carried out based on Islamic principles which prioritize the values of justice and honesty. Islam prohibits its followers from exploiting other people by cheating to get something. But Islam allows someone to use good strategies to obtain a goal they want to achieve. Rasulullah SAW has exemplified this by carrying out trading activities that adhere to truth, honesty and an attitude of trust.

In Islamic marketing, business is accompanied by sincerity solely to seek the approval of Allah SWT, then the form of transaction, God willing, will become a value of worship before Allah SWT. The success of implementing Islamic marketing certainly cannot be separated from various factors which become barometers in assessing whether Islamic marketing is in accordance with Islamic values or not. The benchmarks for marketing in Islam are the characteristics of Islamic marketing. There are 4 characteristics of the marketing concept in Islam, namely:

Godhead (rabbaniyah)

Marketing in Islam must uphold divine values that are fair, meaning that every marketing step, activity and operational activity must be based on the concept of Islamic law and view

divine laws as the most ideal, perfect and appropriate laws in order to prevent deviation.

Ethical (akhlaqiyah)

Marketing in Islam is a marketing concept that prioritizes and promotes moral and ethical values regardless of religion because this is universal. A marketer must have good ethics in dealing with prospective buyers so that buyers will feel comfortable and interested in buying the products offered.

Realistic (al-waqi'iyah)

Marketing in Islam must be realistic in accordance with reality without any elements of lies. This means that a marketer must be honest in all transactions carried out and his operations must be in accordance with reality.

Humanistic (insaniyyah)

Marketing activities in Islam must be guided by the lord of all people, namely the Prophet Muhammad. Rasulullah saw was a business pioneer whose implementation always prioritized the principles of honesty and fair transactions. There are several characteristics that made Rasulullah saw successful in running his business, namely:

Siddiq (honest or true)

In trading, Rasulullah SAW was always known as a trader who was honest and truthful in communicating the products he sold.

Trustworthy (trustworthy)

When he was a trader, Rasulullah SAW always returned the property rights to his superiors, whether in the form of sales proceeds or the remainder of the goods he sold. The nature of this trust emphasizes the very essence of responsibility in relationships with human beings who are always sure that someone is always supervising them in the implementation of their duties.

Fathanah (intelligent)

In this case, Rasulullah SAW was able to understand, appreciate and recognize his business duties and responsibilities well. This trait will foster creativity and the ability to carry out various kinds of innovations that are always useful.

Tabligh (communicative)

As a trader, Rasulullah SAW was able to convey, invite and at the same time provide an example to other parties to carry out the

provisions of Islamic teachings in every economic activity carried out following the truth based on the Al-Qur'an and hadith.

Based on the description above, a marketing strategy that has been considered must be carried out based on the principles of honesty and openness, like what the Prophet did when he was trading. Because marketing in Islam is a reflection of what the Prophet did. The aim of Islamic marketing is to run a business accompanied by sincerity and blessings solely to seek the pleasure of Allah SWT. Based on this goal, the behavior of business people who tend to pursue the world will change into a character who loves the world and the hereafter.

CONCLUSION

Implementing a strategy is very important for a business or enterprise in achieving the goals it wants to achieve. With strategic management, business activities will be more focused in adapting to increasingly advanced business developments. To formulate a marketing strategy for the coconut brown sugar business, there are several stages, namely analyzing internal and external factors through the IFE and EFE matrices, then formulating alternative strategies based on the IE matrix and SWOT matrix, and quantifying existing strategy choices through the QSPM matrix.

The results showed that the total IFE matrix score was 2.87 and the total EFE matrix score was 2.82. So this position positions the business in cell V of the IE matrix, which means it is in a hold and maintain condition. The strategies commonly used are market penetration and product development. And the results of the QSPM matrix analysis show that the strategy of expanding the marketing network by collaborating with other business owners or restaurant stall owners who use brown sugar in their business and can expand the coconut plantation land that will be tapped for sap is the main strategy that must be implemented because has the highest TAS

value compared to other strategies with a Total Attractiveness Score of 1.12.

The marketing strategy obtained based on the SWOT Matrix and QSPM Matrix analysis must be carried out based on the Islamic marketing process where the marketing process applies Islamic values in accordance with sharia principles. Marketing in Islam is also carried out based on Islamic principles which prioritize the values of justice and honesty without committing fraudulent acts in marketing for the sake of a goal to be achieved.

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