



Original Article

Marketing Strategy to Improve Land Sales in Sei Mangkei Special Economic Area (Case Study at PT Kawasan Industri Nusantara)

Hans Giovanni Ginting^{1✉}, Prihatin Lumbanraja², Sugiharto³

^{1,2,3} Management, Universitas Sumatera Utara

Correspondence Author: hansemmanuel7@gmail.com✉

Abstract:

Developments in the line of business must be carried out in conjunction with a good marketing strategy. As the marketing strategy that has been employed has not been optimal, PT Kawasan Industri Nusantara (KINRA) aims to increase land sales in KEK (Special Economic Zone) Sei Mangkei. This descriptive research is conducted qualitatively, where some of the qualitative data obtained is subsequently converted into quantitative data using a measurement scale of weights and ratings commonly used in SWOT analysis. The research object is determined through observation, interviews to determine the issue related to the implemented marketing strategies, along with documentation and relevant literature to support the research problems. Furthermore, SWOT analysis is used in this research to improve and enhance the marketing strategy that has been done. The research concludes that the company still implements conservative marketing strategies and has not utilized digital marketing methods, such as billboard advertising and social media advertising, among others. The strategy suitable for establishing the competitive strategy of PT Kawasan Industri Nusantara (KINRA) is the stable growth strategy. This means that in the future developments, PT Kawasan Industri Nusantara (KINRA) can implement a Role Growth strategy, but it should be executed gradually based on a priority scale. To develop its marketing strategy, PT KINRA must take an important step, namely: in the short term, the company is required to recruit more marketing employees. In addition, the company also requires to develop a website as an effective promotional tool to introduce the company's services to public.

Keywords: SWOT Analysis, Competitiveness, Marketing Strategy, Sei Mangkei Special Economic Zone



<https://jurnal.usk.ac.id/riwayat>

Introduction

The increasingly rapid business competition requires companies to be able to compete in the business world with the aim of achieving the targets that have been set so that the company becomes superior compared to competitors. Therefore, PT. Kawasan Industri Nusantara must be able to develop accurate business strategies, one of which is

by determining a marketing strategy. To increase sales, in addition to the adequate land location, PT. Kawasan Industri Nusantara (KINRA) must also have the right promotional strategy to increase company sales, especially sales on the Sei Mangkai SEZ land. According to [\(Alma, 2019\)](#), promotion is a type of communication that provides a convincing explanation to potential consumers about goods and services. Promotion is an activity or action taken by a company to offer products or services to customers [\(Zhdanova et al., 2019; Bondarenko & Vyshnivska, 2023\)](#). The marketing sector in a company plays a very important role in achieving large sales targets, because by achieving a number of desired sales targets, it means that the performance of the marketing department in introducing the product has been running properly. According to [Tjiptono & Diana \(2020\)](#), marketing is the process of creating, distributing, promoting, and pricing goods, services and ideas to facilitate satisfying exchange relationships with customers and to build and maintain positive relationships with stakeholders in a dynamic environment.

Marketing strategy is very important and it is the main point for the ongoing activities in the company [\(Olson et al., 2021\)](#). According to [Kotler \(2012\)](#), marketing strategy is the logic of marketing where the company hopes to create value for customers and can achieve profitable relationships with customers. Marketing strategy prioritizes consumer orientation by providing the highest satisfaction and focusing on the appearance of the institution that only prioritizes increasing sales [\(Andaleeb et al., 2016; Vaikunthavasan et al., 2019\)](#). With active and good planning, it will be able to anticipate future developments, even factors outside the business environment can be mastered or predicted in advance. Therefore, a mechanism is needed that can coordinate marketing programs so that they are in line and integrated synergistically [\(Nakata et al., 2011; Hughes et al., 2012; Gonzalez et al., 2014; Setiawan & Hanfan, 2017\)](#). This mechanism is called a marketing strategy.

The marketing mix is one of the marketing strategies to convey information widely, introduce a product of goods and services, stimulate consumers to give and even create personal preferences for the image of a product [\(Berthon et al., 2012\)](#). The marketing mix is a set of marketing tools used by companies to continuously achieve their marketing goals in the target market [\(Philip & Keller, 2019\)](#). In the business that is being run, after determining what product will be offered to customers, then the location of the product sales is determined [\(Huang et al., 2019\)](#). According to [Philip & Armstrong \(2014\)](#), Location is a place where business activities are carried out, namely various company activities to make the products produced or sold affordable and available to the target market. The goal is that what we will offer can reach consumers. Location is a very important indicator in influencing increased sales which aims to see market opportunities that can provide maximum profit. PT. Kawasan Industri Nusantara (KINRA) is the manager of land located in the Sei Mangkei Special Economic Zone (KEK). Based on interviews with land tenants, Sei Mangkei has a strategic location and has a selling value that is close to the port, plantations, and the central location of Sei Mangkei can utilize land infrastructure on the island of Sumatra.

Promotion plays an important role in the marketing process of a product, through promotional activities carried out, companies can convey information about the advantages and special features of the products offered to influence consumer attitudes and behavior so that they can find out and buy the product which is expected to increase sales at PT. Kawasan Industri Nusantara (KINRA). In order for the land offered in the Sei Mangkei Special Economic Zone to be successful, PT. Kawasan Industri Nusantara

(KINRA) needs development ideas to combine advantages, quality or quality and fulfillment between needs and desires, so that the organization will get the ideal target offer and increase sales.

Based on interviews with several investors of PT. Kawasan Industri Nusantara (KINRA), stated that the promotional and marketing activities carried out by PT. Kawasan Industri Nusantara (KINRA) to market land sales in the Sei Mangkei Special Economic Zone are considered less than optimal, as seen from the lack of promotional activities such as visits to prospective investors, contacting prospective investors via e-mail and telephone, and the lack of promotional activities through social media such as YouTube, Facebook and Instagram.

To develop and increase sales at PT. Kawasan Industri Nusantara (KINRA) then a marketing strategy is needed for optimal results, Marketing strategy is the main method or approach used by the company in carrying out marketing activities. Before formulating a strategy, the company needs to consider carefully and comprehensively based on important information generated through internal environmental analysis consisting of Strengths and Weaknesses, as well as external environmental analysis consisting of opportunities and threats or better known as SWOT analysis. According to [Isniati & Fajriansyah \(2019\)](#), SWOT analysis factors are divided into two, namely external factors and internal factors. External factors are environmental factors outside the company, both directly and indirectly. These external factors can have a positive or negative impact on the company. This means that some provide opportunities and vice versa, some provide threats. Internal factors are the environment that is from within the company itself, factors that indicate the strengths or weaknesses of the company itself. As an industry engaged in the provision of industrial land, PT. Kawasan Industri Nusantara (KINRA) must be able to know about the business world that has developed today so that the company is able to see existing opportunities and know customer demand. Therefore, PT. The Nusantara Industrial Estate (KINRA) must establish an accurate marketing strategy so that the established marketing strategy can be developed and be able to survive in the industrial market competition.

Methods

This study uses a descriptive method with a case study approach supported by a survey ([Seixas et al., 2017](#)). This method was chosen to provide an in-depth description of the actual conditions at PT Kawasan Industri Nusantara located in the Sei Mangkei Special Economic Zone, as well as to formulate its development strategy. The case study approach allows researchers to study phenomena comprehensively in a real context, especially in understanding the company's internal dynamics and the external challenges faced ([Barratt et al., 2011](#); [De Massis & Kotlar, 2014](#)). The nature of this research is descriptive-explanatory, which not only describes existing conditions, but also explains the relationship between factors that influence each other in the strategic decision-making process ([Ferguson et al., 2013](#); [Wohlin & Aurum, 2015](#); [Jimenez et al., 2018](#); [Razavian et al., 2019](#)).

In implementing this research, a number of data collection techniques were used to obtain comprehensive information. The first technique is direct observation conducted in the company environment. This observation helps researchers understand operational conditions, physical facilities, and interactions between parties in the industrial area. The second technique is in-depth interviews conducted with several key informants, including work unit leaders, business development managers, and parties

representing the local government ([von Luebke, 2009](#); [Rahayu et al., 2020](#); [Mamokhere, 2022](#)). This interview is semi-structured, so that it still allows for exploration of things outside the main questions.

Furthermore, researchers also used survey techniques in the form of distributing questionnaires to a number of employees and stakeholders who have direct or indirect involvement in the company's operations. The questionnaire was compiled using a Likert scale to measure respondents' perceptions of various internal and external factors that influence the development of industrial areas. In addition, a documentation study was also conducted to examine official documents such as the company's annual report, strategic plan, internal policies, and government regulations related to the management of industrial areas and Special Economic Zones.

The collected data is then analyzed in stages. First, a qualitative descriptive analysis is conducted to interpret data from interviews, observations, and documentation. This analysis helps in identifying key issues, internal strengths, weaknesses, and external challenges faced by the company. The next stage is to conduct an IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) analysis ([Budiman et al., 2018](#); [Nurrahmat & Sunindyo, 2019](#)). Through this analysis, each internal and external factor is given a weight and value based on its level of importance and influence. The results of this calculation are used as a basis for compiling a SWOT matrix.

SWOT analysis is used to integrate all findings from IFAS and EFAS ([Juliana et al., 2020](#); [Ichwanto et al., 2022](#)). Through this analysis, a development strategy is formulated by considering four main possible strategies, namely: SO strategy (using strengths to take advantage of opportunities), WO strategy (minimizing weaknesses by taking advantage of opportunities), ST strategy (using strengths to overcome threats), and WT strategy (avoiding weaknesses and reducing the impact of threats). This approach allows the company to take the right strategic steps in facing competition and optimizing the potential of the industrial area sustainably.

With this methodological approach, it is hoped that the research results can provide a real contribution in the preparation of PT Kawasan Industri Nusantara's development strategy, both in the short and long term.

Results

SWOT Analysis with SWOT Matrix at PT. Kawasan Industri Nusantara (KINRA)

SWOT analysis allows companies to identify factors that influence both positive and negative from within and from outside the company ([Bernroider, 2002](#); [Quezada et al., 2019](#); [Phadermrod et al., 2019](#)). The key role of SWOT is to help develop a full awareness of all factors that can affect strategic planning and decision making, a goal that can be applied to almost all aspects of the industry. The results of the SWOT Matrix of PT. Kawasan Industri Nusantara (KINRA) below which has been added with the marketing mix.

Table 1. Results of SWOT Analysis at PT Kawasan Industri Nusantara

Strength (S)		Weakness (W)	
1.	Land certified with HPL (Land Management Rights)	1.	No market target has been determined
2.	Strategic location	2.	The market approach is still

	of SEZ Sei Mangkei	conservative and manual
		3. Limited number of personnel in the Marketing Division
		4. Inadequate security systems and facilities
Opportunity (O)	(SO)	(WO)
1. SEZ Sei Mangkei becomes a Green Industrial Cluster	1. Implementing Search Engine Optimization to increase the visibility of PT Kawasan Industri Nusantara and Automated Search Engine Tracking to capture profiles and parties seeking information about PT KINRA (viewers) and transforming the data into a list of potential customers.	1. Implementing a Customer Relationship Management (CRM) system to identify customers that allow for identification of potential customers, and to monitor real-time interactions with customers. The CRM function will be useful for marketing functions in helping to identify markets, marketing strategies and processes and marketing functions, developing communication and relationships with and converting opportunities into sales.
2. Develop flexible and varied promotional programs		
3. Cooperation initiatives with the private sector	2. Utilizing Artificial Intelligence technology to filter data sets related to the list of potential customers (viewers) based on specific requirements specified. This allows PT KINRA to be able to approach potential customers with more precision and on target.	2. Installation of closed gates at every entrance and exit to the area equipped with sophisticated security technology such as drone surveillance, Closed Circuit Television (CCTV), robot monitoring and so on.
Threat (T)	(ST)	(WT)
1. Social media owned by competitors is better and more active	1. Adopting the HRIS (Human Resource Information System) system	1. Implementing an Enterprise Resource Planning (ERP) system to manage various aspects of the company's operations and resources aimed at
2. Incomplete infrastructure in SEZ Sei Mangkei	2. Implementing a real-time land development system	

3. The quality of service from competitors is better	(development progress and financial flow) for quality and timely land development	PT KINRA's business efficiency
		2. Improving service policies, especially in the Sei Mangkei Special Economic Zone, for example by imposing guest entry and exit fees and ID cards for workers
		3. Adding personnel to the Marketing Division and preparing long-term training plans to increase the competence of each personnel

Source: Data Processed by Researchers 2024

Using the analysis of internal and external factors as explained above, four strategies can be identified that are summarized in the SWOT matrix that can be used as considerations by the company to be implemented. These strategies are strengths opportunity (SO), strengths threats (ST), weakness opportunity (WO) and weakness threats (WT) strategies. Based on the information in Table 4.4 of the SWOT matrix, it is known that the right strategy to be implemented by PT. KINRA is as follows:

a. Strength Opportunity (SO) Strategy

The SO strategy is a company determining a strategy based on a combination of strengths and opportunities that can utilize strengths to use opportunities as best as possible. In this case, PT. Kawasan Industri Nusantara (KINRA) tries to use its strengths to take advantage of its opportunities. The following are recommended strategies that can be considered for implementation by PT. Kawasan Industri Nusantara (KINRA), including: 1) Implementing Search Engine Optimization to increase the visibility of PT Kawasan Industri Nusantara and Automated Search Engine Tracking to capture profiles and parties seeking information about PT KINRA (viewers) and transforming the data into a list of potential customers; 2) Utilizing Artificial Intelligence technology to filter data sets related to the list of potential customers (viewers) based on specific requirements specified. This allows PT KINRA to be able to approach potential customers with more precision and on target.

b. Strategy Strength Threats (ST)

The company can utilize strengths in terms of management, marketing systems and financial capabilities to overcome threats. The following are recommended strategies that can be considered for implementation by PT. Kawasan Industri Nusantara (KINRA), including: 1) Adopting the Human Resource Information System (HRIS) to reduce manual work and integrate information; 2) Implementing a real-time land development monitoring system (development progress and financial flow) for quality and timely completion of land development.

c. Weakness Opportunity (WO) Strategy

The company makes a strategy on how to minimize weaknesses that always appear in the company by utilizing profitable opportunities. PT. Kawasan Industri Nusantara

(KINRA) must utilize opportunities to cover the weaknesses it has. The following are recommended strategies that can be considered for implementation by PT. Kawasan Industri Nusantara (KINRA), including: 1) Implementing a Customer Relationship Management (CRM) system to identify customers that allows for customer identification, attracting potential customers, and monitoring real-time interactions with customers. The CRM function will be useful for marketing functions in helping to identify markets, marketing strategies and processes and marketing functions, developing communication and relationships with customers, to converting opportunities into sales; 2) Installation of closed gates at every entrance and exit to the area equipped with sophisticated security technology such as drone surveillance, Closed Circuit Television (CCTV), robot monitoring and so on.

d. Weakness Threats (WT) Strategy

The company must minimize existing weaknesses and avoid threats that occur at any time ([Al-Haidous et al., 2021](#)). The following are recommended strategies that can be considered for implementation by PT. Kawasan Industri Nusantara (KINRA), including: 1) Implementing an Enterprise Resource Planning (ERP) system to manage various aspects of the company's operations and resources aimed at PT KINRA's business efficiency; 2) Improving service policies, especially in the Sei Mangkei Special Economic Zone, for example by imposing guest entry and exit fees and ID cards for workers; 3) Adding personnel to the Marketing Division and preparing long-term training plans to increase the competence of each personnel.

Marketing Mix

Marketing mix is four components in marketing consisting of 4P, namely product, price, place and promotion ([Istiqomah, 2016](#)) [Yuliantine et al., 2018](#); [Hayuningtyas, 2020](#)). From the results of this study, it can be seen that PT Kawasan Industri Nusantara uses marketing mix components in its promotion process, including:

a. Product (Product)

In this study, the product offered is industrial land with an area of 1,933.80 Ha. The land is divided into 3 zones, namely: 1) Industrial Zone (70%), 2) Logistics Zone (15%), 3) Tourism Zone (15%).

b. Price (Price)

In its application, PT Kawasan Industri Nusantara applies competitive land prices. For comparison of prices and land rentals offered or provided by the Sei Mangkei SEZ, PT KINRA has competitive rates compared to other areas. For example, the land rental price in the Galang Batang SEZ per year reaches IDR 77,000/m² per year or IDR 2,310,000/m² per 30 years. Meanwhile, the land rental price offered by SEZ Sei Mangkei is three times cheaper, which is around IDR 625,000 - IDR 810,000 / m² per 30 years. (Source: Consultant PT Deloitte Consulting)

c. Place (Distribution)

From the results of research in the field, the land provided by PT Kawasan Industri Nusantara is located at Jalan Kelapa Sawit No. 1, Simalungun Regency. For logistics activities in SEZ Sei Mangkei is equipped with a toll road and railway line with a distance from SEZ Sei Mangkei - Kuala Tanjung Port is 40 KM. The advantage of the location of the land in SEZ Sei Mangkei is that it is equipped with connectivity using trains to Kuala Tanjung Port and Belawan Port.

d. Promotion (Promotion)

The promotion carried out by PT Kawasan Industri Nusantara uses Youtube media to disseminate product information owned by PT Kawasan Industri Nusantara.

Segmenting, Targeting and Positioning

In marketing a product, there are three main components that must be implemented as part of a company's promotional strategy. The three components are segmenting, targeting and positioning (STP). The STP in this study are:

a. Segmenting

Segmenting is the act of classifying the market into groups with various categories, so that these conditions allow for different product needs or separate marketing combinations ([Hassan et al., 2003](#)). In this case, PT Kawasan Industri Nusantara is included in geographic segmentation, this is because based on the location of PT Kawasan Industri Nusantara, it is close to the raw materials used by PT Kawasan Industri Nusantara, namely palm oil.

b. Targeting

The second component is targeting or determining the target market that PT Kawasan Industri Nusantara wants to achieve. The target market is understood as a group chosen by a business to be used as a prospective customer by targeting and segmenting. There are four strategies that can be chosen in targeting, including undifferentiated targeting strategy, differentiated targeting strategy, concentrated targeting strategy and custom targeting strategy. In this case, PT Kawasan Industri Nusantara is included in the concentrated targeting strategy where this strategy is a company that only focuses on offering certain types of products in one segment that is considered to have market opportunities. In this case, PT Kawasan Industri Nusantara only concentrates on one product.

c. Positioning

Positioning is an effort to position a product in facing competition ([Attia & Hooley, 2007](#)). Efforts made by PT Kawasan Industri Nusantara to face competitors are still lacking because PT Kawasan Industri Nusantara in promoting its products still only relies on Youtube media, while its competitors have used various media such as Instagram and websites. In developing a strategy, PT Kawasan Industri Nusantara needs to promote its products by holding big events, this is to introduce PT Kawasan Industri Nusantara to the public and increase awareness.

Alternative Strategies

Alternative development strategies at PT Kawasan Industri Nusantara are:

a. SO (Strength Opportunity) Strategy

- 1) Implementing Search Engine Optimization to increase the visibility of PT Kawasan Industri Nusantara and Automated Search Engine Tracking to capture profiles and parties seeking information about PT KINRA (viewers) and transforming data into a list of potential customers.
- 2) Utilizing Artificial Intelligence technology to filter data sets related to lists of potential customers (viewers) based on specific requirements specified. This allows PT KINRA to be able to approach potential customers more precisely and on target.

b. WO (Weaknesses Opportunity) Strategy

- 1) Implementing a Customer Relationship Management (CRM) system to

identify customers that allows for customer identification, attracting potential customers, and monitoring real-time interactions with customers. The CRM function will be useful for the marketing function in helping to identify markets, marketing strategies and processes and marketing functions, developing communication and relationships with customers, to converting opportunities into sales

- 2) Installation of closed gates at every entrance and exit of the area equipped with sophisticated security technology such as drone surveillance, Closed Circuit Television (CCTV), robot monitoring and so on

c. ST Strategy (Strength Threat)

- 1) Adopting the Human Resource Information System (HRIS) to reduce manual work and integrate information
- 2) Implementing a real-time land development monitoring system (development progress and cash flow) for quality and timely completion of land development.

d. WT Strategy (Weaknesses Threat)

- 1) Implementing an Enterprise Resource Planning (ERP) system to manage various aspects of the company's operations and resources aimed at PT KINRA's business efficiency
- 2) Improving service policies, especially in the Sei Mangkei Special Economic Zone, for example by imposing guest entry and exit fees and ID cards for workers.
- 3) Adding personnel to the Marketing Division and preparing long-term training plans to increase the competence of each personnel.

In this case, based on the results of collecting the quadrant questionnaires in this study, quadrant I (2:2) is the most dominant of the 4 quadrants.

Conclusion

Based on the results of research conducted at PT Kawasan Industri Nusantara (PT KINRA), it can be concluded that although the company has designed clear objectives and marketing strategies that refer to the marketing mix concept, sales realization has not been fully achieved. This can be seen from the declining sales level from year to year. One of the main causes of this condition is the less than optimal implementation of promotions carried out by the company. The promotions used are still simple and have not touched various marketing channels optimally, especially in the context of offline promotions or increasing digital marketing activities. In terms of marketing strategy, PT KINRA has implemented marketing mix elements such as product, price, place, and promotion. However, the main obstacle lies in the place aspect, where the location of the Sei Mangkei Special Economic Zone is considered less strategic because it is far from the port, thus affecting the smoothness of logistics and distribution. In addition, promotional activities are still limited to online media and have not touched on direct promotions such as distributing pamphlets, holding industrial exhibitions, or collaborating with conventional media. In fact, the company also rarely updates social media content and does not display testimonials or evidence of investor satisfaction as a form of strengthening the company's positive image. In order to face existing problems and utilize existing opportunities and strengths, several alternative strategies are formulated based on SWOT analysis.

The strategies are divided into four main categories, namely: 1) SO Strategy (Strengths-Opportunities) This strategy aims to utilize the company's internal strengths to achieve available external opportunities. In this case, the company is advised to implement Search Engine Optimization (SEO) so that the company's website is easier to find by potential investors through search engines. In addition, the use of artificial intelligence technology can be used to analyze market trends, investor behavior, and industrial area needs more accurately. 2) WO Strategy (Weaknesses-Opportunities) This strategy focuses on utilizing external opportunities to overcome the company's internal weaknesses. One concrete step that can be taken is to implement a Customer Relationship Management (CRM) system to improve relationships with customers and potential investors. In addition, to improve the security and attractiveness of the area, the company can install high-tech security systems such as surveillance drones, CCTV, and monitoring robots at every entrance and exit of the industrial area. 3) ST (Strengths-Threats) Strategy This strategy aims to use the company's strengths to anticipate and deal with potential threats from the external environment. PT KINRA can adopt the Human Resource Information System (HRIS) to improve the efficiency and effectiveness of human resource management. In addition, the implementation of a real-time land development monitoring system can help provide the latest information to investors and ensure transparency and accountability in the area development process. 4) WT (Weaknesses-Threats) Strategy This strategy is aimed at minimizing internal weaknesses and avoiding the impact of external threats. One strategic solution is to implement Enterprise Resource Planning (ERP) to integrate various operational functions of the company so that they are more efficient and adaptive to changes in the business environment. In addition, improving service policies in the area such as the implementation of employee ID cards, guest access control systems, and adding personnel to the Marketing Division and ongoing training are also important to improve the company's professionalism and competitiveness. Overall, these strategies are expected to strengthen the position of PT Kawasan Industri Nusantara in facing industry challenges, increasing investor interest, and supporting sustainable industrial area growth.

Suggestion

The results of this study provide several suggestions, namely: 1) PT Kawasan Industri Nusantara is expected to be more active in marketing land through social media so that it is better known by the public and make offline promotions such as putting up pamphlets on city corners; 2) PT Kawasan Industri Nusantara is expected to need to make testimonials to measure customer satisfaction. This is done so that people can see how investors respond and respond, so that investors will be interested; 3) PT Kawasan Industri Nusantara is expected to continue to improve its marketing mix strategy so that PT Kawasan Industri Nusantara land sales can always increase.

References

- Al-Haidous, S., Al-Breiki, M., Bicer, Y., & Al-Ansari, T. (2021). Evaluating LNG Supply Chain Resilience Using SWOT Analysis: The Case of Qatar. *Energies*, 15(1), 79. <https://doi.org/10.3390/en15010079>
- Alma, B. (2019). *Manajemen Pemasaran Dan Pemasaran Jasa*. CV Alfabeta.
- Andaleeb, S. S., Rashid, M., & Rahman, Q. A. (2016). A model of customer-centric banking practices for corporate clients in Bangladesh. *International Journal of Bank Marketing*, 34(4), 458–475. <https://doi.org/10.1108/IJBM-10-2014-0156>

- Attia, S. T., & Hooley, G. (2007). The role of resources in achieving target competitive positions. *Journal of Strategic Marketing*, 15(2–3), 91–119. <https://doi.org/10.1080/09652540701321058>
- Azis, A., & Kusnafizal, T. (2024). Information and Communication Technology in the Learning Process. *JTP-Jurnal Teknologi Pendidikan*, 26(1), 158–170.
- Barratt, M., Choi, T. Y., & Li, M. (2011). Qualitative case studies in operations management: Trends, research outcomes, and future research implications. *Journal of Operations Management*, 29(4), 329–342. <https://doi.org/10.1016/j.jom.2010.06.002>
- Bernroider, E. (2002). Factors in SWOT Analysis Applied to Micro, Small-to-Medium, and Large Software Enterprises: *European Management Journal*, 20(5), 562–573. [https://doi.org/10.1016/S0263-2373\(02\)00095-6](https://doi.org/10.1016/S0263-2373(02)00095-6)
- Berthon, P. R., Pitt, L. F., Plangger, K., & Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. *Business Horizons*, 55(3), 261–271. <https://doi.org/10.1016/j.bushor.2012.01.007>
- Bondarenko, V., & Vyshnivska, B. (2023). PROMOTIONAL MARKETING AS A METHOD OF INCREASING SALES. *Three Seas Economic Journal*, 4(2), 21–28. <https://doi.org/10.30525/2661-5150/2023-2-3>
- Budiman, I., Tarigan, U. P. P., Mardhatillah, A., Sembiring, A. C., & Teddy, W. (2018). Developing business strategies using SWOT analysis in a color crackers industry. *Journal of Physics: Conference Series*, 1007, 012023. <https://doi.org/10.1088/1742-6596/1007/1/012023>
- De Massis, A., & Kotlar, J. (2014). The case study method in family business research: Guidelines for qualitative scholarship. *Journal of Family Business Strategy*, 5(1), 15–29. <https://doi.org/10.1016/j.jfbs.2014.01.007>
- Fauzan, R., Harsono, K., Meisandy, R. P., Barokah, M., & Muhaimin, M. I. (2024). Optimising Human Resource Management as an Effort to Improve Employee Performance through Digital Attendance. *Riwayat: Educational Journal of History and Humanities*, 7(1), 16–25.
- Ferguson, B. C., Brown, R. R., & Deletic, A. (2013). Diagnosing transformative change in urban water systems: Theories and frameworks. *Global Environmental Change*, 23(1), 264–280. <https://doi.org/10.1016/j.gloenvcha.2012.07.008>
- Gonzalez, G. R., Claro, D. P., & Palmatier, R. W. (2014). Synergistic Effects of Relationship Managers' Social Networks on Sales Performance. *Journal of Marketing*, 78(1), 76–94. <https://doi.org/10.1509/jm.11.0431>
- Hassan, S. S., Craft, S., & Kortam, W. (2003). Understanding the new bases for global market segmentation. *Journal of Consumer Marketing*, 20(5), 446–462. <https://doi.org/10.1108/07363760310489670>
- Hayuningtyas, P. (2020). THE IMPACT OF MARKETING MIX ON CUNSUMER SATISFACTION AND CUSTOMER LOYALTY ON AQUA PRODUCTS. *Ekspektra: Jurnal Bisnis Dan Manajemen*, 4(2), 83–103. <https://doi.org/10.25139/ekt.v4i2.3132>
- Huang, T., Bergman, D., & Gopal, R. (2019). Predictive and Prescriptive Analytics for Location Selection of Add-on Retail Products. *Production and Operations Management*, 28(7), 1858–1877. <https://doi.org/10.1111/poms.13018>
- Hughes, D. E., Le Bon, J., & Malshe, A. (2012). The Marketing–Sales Interface at the Interface: Creating Market-Based Capabilities through Organizational Synergy. *Journal of Personal Selling & Sales Management*, 32(1), 57–72. <https://doi.org/10.2753/PSS0885-3134320106>
- Ichwanto, M. A., Ansyorie, M. M. Al, Weifen, D., Setyo, A., Musyafak, N., & Hartantyo, S. D. (2022). *Strategic management using internal factor analysis (IFA), external factor analysis (EFA), and the SPACE matrix at Udan Awu vocational high school in preparing graduates ready to work.* 030005. <https://doi.org/10.1063/5.0093931>

- Isniati, & Fajriansyah, M. R. (2019). *Manajemen Strategik: Intisari Konsep dan Teori*. ANDI.
- Istiqomah, Y. N. A. (2016). The Influence of Marketing Mix (Product, Price, Place, and Promotion) and Service on Customer's Decision of Using BSM Saving Products. *Global Review of Islamic Economics and Business*, 3(2), 073. <https://doi.org/10.14421/grieb.2015.032-01>
- Jimenez, G., Hernandez, L., Hernandez, H., Cabas, L., & Ferreira, J. (2018). *Evaluation of Quality Management for Strategic Decision Making in Companies in the Plastic Sector of the Colombian Caribbean Region Using the TQM Diagnostic Report and Data Analysis* (pp. 273–281). https://doi.org/10.1007/978-3-319-92285-0_38
- Juliana, J., Monoarfa, H., & Jarianti, R. (2020). Sharia Property Business Development Strategy: IFAS and EFAS Matrix Model. *AFEBI Islamic Finance and Economic Review*, 5(01), 24–42. <https://doi.org/10.47312/aifer.v5i01.333>
- Kotler, P. (2012). *Manajemen Pemasaran Edisi 13, Bahasa Indonesia Jilid 1 dan 3 Cetakan*. Rajawali.
- Mamokhere, J. (2022). Leaving no one behind in a participative integrated development planning process in South Africa. *International Journal of Research in Business and Social Science* (2147- 4478), 11(10), 277–291. <https://doi.org/10.20525/ijrbs.v11i10.2238>
- Nakata, C., Zhu, Z., & Izberk-Bilgin, E. (2011). Integrating marketing and information services functions: a complementarity and competence perspective. *Journal of the Academy of Marketing Science*, 39(5), 700–716. <https://doi.org/10.1007/s11747-010-0236-z>
- Nurrahmat, M. H., & Sunindyo, W. D. (2019). Determining External Factors Analysis Summary (EFAS) Metric for Company External Factors Using Online News Titles. *2019 5th International Conference on Science and Technology (ICST)*, 1–6. <https://doi.org/10.1109/ICST47872.2019.9166211>
- Olson, E. M., Olson, K. M., Czaplewski, A. J., & Key, T. M. (2021). Business strategy and the management of digital marketing. *Business Horizons*, 64(2), 285–293. <https://doi.org/10.1016/j.bushor.2020.12.004>
- Phadermrod, B., Crowder, R. M., & Wills, G. B. (2019). Importance-Performance Analysis based SWOT analysis. *International Journal of Information Management*, 44, 194–203. <https://doi.org/10.1016/j.ijinfomgt.2016.03.009>
- Philip, K., & Armstrong, G. (2014). *Prinsip-prinsip Pemasaran. Edisi 12. Jilid 1* (12th ed.). Erlangga.
- Philip, K., & Keller, K. L. (2019). *Manajemen pemasaran, edisi 13* (13th ed.). PT. Indeks.
- Quezada, L. E., Reinao, E. A., Palominos, P. I., & Oddershede, A. M. (2019). Measuring Performance Using SWOT Analysis and Balanced Scorecard. *Procedia Manufacturing*, 39, 786–793. <https://doi.org/10.1016/j.promfg.2020.01.430>
- Rahayu, S., Yudi, & Rahayu. (2020). Internal auditors role indicators and their support of good governance. *Cogent Business & Management*, 7(1), 1751020. <https://doi.org/10.1080/23311975.2020.1751020>
- Razavian, M., Paech, B., & Tang, A. (2019). Empirical research for software architecture decision making: An analysis. *Journal of Systems and Software*, 149, 360–381. <https://doi.org/10.1016/j.jss.2018.12.003>
- Seixas, B. V., Smith, N., & Mitton, C. (2017). The Qualitative Descriptive Approach in International Comparative Studies: Using Online Qualitative Surveys. *International Journal of Health Policy and Management*, 7(9), 778–781. <https://doi.org/10.15171/ijhpm.2017.142>
- Setiawan, A. I., & Hanfan, A. (2017). ELABORATING THE ROLE OF NETWORK SYNERGY CAPACITY AS A SUPPLIER'S ALTERNATIVE TERMINAL FOR ACHIEVING MARKETING PERFORMANCE. *International Journal of Business and Society*, 18(2), 245–262. <https://doi.org/10.33736/ijbs.481.2017>

- Tjiptono, F., & Diana, A. (2020). *Pemasaran*. ANDI.
- Vaikunthavasan, S., Jebarajakirthy, C., & Shankar, A. (2019). How to Make Higher Education Institutions Innovative: An Application of Market Orientation Practices. *Journal of Nonprofit & Public Sector Marketing*, 31(3), 274–302. <https://doi.org/10.1080/10495142.2018.1526741>
- von Luebke, C. (2009). The political economy of local governance: findings from an Indonesian field study. *Bulletin of Indonesian Economic Studies*, 45(2), 201–230. <https://doi.org/10.1080/00074910903040310>
- Wohlin, C., & Aurum, A. (2015). Towards a decision-making structure for selecting a research design in empirical software engineering. *Empirical Software Engineering*, 20(6), 1427–1455. <https://doi.org/10.1007/s10664-014-9319-7>
- Wulandari, D. (2024). The Effectiveness of Youtube Channel as Learning Media at Conversation Class. *Riwayat: Educational Journal of History and Humanities*, 7(1), 67–69.
- Yuliantine, T., Indasah, I., & Siyoto, S. (2018). Analysis of Marketing Mix Characteristics of Marketing Factor 7P (Product, Price, Place, Promotion, People, Process, Physical Building) to Patient Satisfaction of Inpatient Patient Hospital Muhammadiyah Ahmad Dahlan Kediri City. *JOURNAL FOR QUALITY IN PUBLIC HEALTH*, 1(2), 50–57. <https://doi.org/10.30994/jqph.v1i2.17>
- Zhdanova, O. V., Krivorotova, N. F., Marakhovskaya, G. S., Popova, Z. A., & Ryabov, V. N. (2019). *Using Modern Information Technologies in Product Promotion* (pp. 593–601). https://doi.org/10.1007/978-3-319-90835-9_69