



Research Paper

Marketing Strategy for Digital-Based Bread Products to Increase Sales (Case Study of the Gembong Ratu Bread Business, Gowa Regency, South Sulawesi Province)

Marhawati Najib¹, Muh Dimas Jaya Diningrat², Muhammad Rakib³

^{1,2,3}(Faculty of Economics, Universitas Negeri Makassar)

Corresponding Author: Marhawati Najib

ABSTRACT: The growth of the culinary industry, especially bread, is increasingly widespread. Roti Gembong Ratu is one of the bread/bakery brands that offers bread in various flavors and types. The outlet of this business is located in Gowa Regency. With a large number of bakery industries, competitors are starting to emerge, from small-scale businesses to large-scale businesses. Therefore, every bakery industry is required to know the right strategy for introducing the products they produce. This research aims to determine the marketing strategy carried out by the Gembong Ratu Roti Business to increase sales through digital platforms. This research is descriptive research using a qualitative approach. The informant was determined deliberately, namely the owner of the Roti Gembong Ratu business. Data collection procedures used in research include observation, interviews, and documentation. The data obtained was analyzed using SWOT analysis. Based on the research results, it shows that the strategy implemented by the Gembong Ratu Roti Business in Gowa is in quadrant one, namely Aggressive (growth-oriented strategy), which is a very profitable situation with implementation through Marketing Strategy. The S-O (Strength-Opportunity) strategy that can be used is to maintain consumer loyalty by maximizing digital use, having legality and ownership rights so that the queen of kingpin bread entrepreneurs can use the services of celebgrams to carry out promotions so that sales can increase, (2) S-T (Strength-Threat) Strategy) that can be used is to retain customers by improving product quality to be able to compete with other similar businesses, creating various variations of bread products to anticipate changes in consumer preferences, and even maintaining production continuity. even though the price of the raw materials is expensive because Gembong Ratu bread already has regular customers and has value in the eyes of consumers. (3) The W-O (Weakness-Opportunity) strategy is to look for strategic locations to expand marketing reach, apart from that the use of digital media is very necessary to attract people's buying interest in Gembong Ratu bread. (4) The W-T (Weakness-Threat) strategy is to expand marketing by increasing digital use so as not to compete with other similar businesses.

KEYWORDS: Gembong Ratu Bread, Strategy Product, Marketing, Digital

Received 08 Jan., 2024; Revised 18 Jan., 2024; Accepted 20 Jan., 2024 © The author(s) 2024.

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I. INTRODUCTION

The growth of the culinary industry, especially bread, is increasingly widespread. Serving various types of bread offers a variety of interesting flavors and shapes. Along with this, the busyness of people in the city has made bread one of the foods for breakfast and other snacks, because bread is practical and filling. Not only in big cities but even in regional areas and villages have felt the popularity of bread as one of the people's favorite foods of choice [1]. Looking at the developments and business facts that are occurring, the growth of the bread-making industry is currently trying to keep up with the needs of society. Many entrepreneurs from the franchise business level to small and micro businesses in the culinary and bakery sector have emerged providing product services to the public.

Based on data from the South Sulawesi Province Department of Cooperatives and MSMEs, in 2019 there were more than 940 thousand business units recorded, then to around 1.2 million in 2020, and the number increased again to 1.5 million business units in 2021. A total of 33% is a bread and cake-based business. However, the problem is that business actors are minimally technologically literate. In 2019, as many as 5% of

MSMEs in Indonesia went digital. So, to face the technology-based industrial revolution 4.0 era, development is needed to absorb the 95% of MSMEs that have not yet gone digital.

Business actors must think about how to introduce their products to consumers and form their understanding of the product so that they will then try and buy [2]. Product marketing in every company is one of the keys to maximizing the company's goals in generating profits. Without marketing, the business you run will not develop rapidly. Apart from that, attracting consumer buying interest and building consumer interest is also one of the keys to maximizing company goals [3]. So one way is to use marketing communication strategies. Through marketing communication strategies, companies can see the extent to which targets are being met so that they can see developments in the number of consumers who are interested in the products offered and find out the increase in sales [4].

Gembong Ratu Bread is a bread/bakery brand that offers bread in various flavors and types. The outlet of this business is located in Taeng Village, Pallangga District, Gowa Regency. Gembong bread is a popular snack in the city of Kutai Kartanegara, East Kalimantan. Initially, the founder of the Roti Gembong business migrated to East Kalimantan, Tenggarong, where this Roti Gembong originated, which made the owner interested in learning to make Roti Gembong and set up a business in his hometown, Gowa Regency, in 2020, naming his business Roti Gembong Ratu. This company initially produced bread with 7 variations, namely chocolate, coconut, srikaya, red bean, milk chocolate, milk mocha, and pineapple flavors. Roti Gembong Ratu is trying to attract consumer interest in Gowa and Makassar Regencies by innovating by adding strawberry and blueberry flavor variants. With many bakery industries, competitors are starting to emerge, from small-scale businesses to large-scale businesses. Consumer behavior has always been a hot marketing topic because knowing how and why consumers act in certain ways making purchasing decisions helps companies improve their marketing strategies and become more successful in the marketplace [5]. Thus, the challenge faced by all marketers today is how to influence consumer purchasing behavior in favor of their products or services. In this case, every bakery industry is required to know the right strategy for introducing the products they produce. If the marketing strategy is designed well, the company can achieve its goals.

Technological advances offer opportunities for business people to evaluate data and use this information to increase their productivity [6]. The development of information technology causes changes in our daily culture. Electronic media has become one of the mainstay media for communication and businesses that utilize the internet. The practical use of various online tools for business people leads to new opportunities [7]. Businesses use the internet as a marketing tool for financial success and to help drive communications with visibility and online sales channels and social media advertising is a powerful way to reach various markets for business expansion [8]. Even though there are still many business people who don't know about the internet, because business pressure is increasingly moving towards media, many business people are starting to use it, along with the increasing use of the internet, both using computers or notebooks, as well as accessing the internet via cellphones [9].

Previous research on marketing strategies has been widely carried out in the culinary/bread snack sector. Research [10]; [11]; [12]; [13]; [14]; [15]; [16]. Marketing strategy is one of the things that is very important in running a business, both new business opportunities and businesses that have been started for a long time, both small businesses and businesses that have developed, even though they all need a strategy. Each business actor has his way of developing his business [17], as is done in the Gembong Ratu bread business. Consumer marketing in the future will largely be conducted in digital settings, particularly social media and mobile [18].

Marketing using electronic media can be said to be a promising business today. It is now felt that digital media that produces Internet media can be a marketing solution that is limitless and can be accessed by other people from wherever they are. Information technology has now become a medium that people use to carry out activities such as transactions, communication, and discussions, and as a forum for providing information. With the help of Information Technology, conveying information and marketing activities is easier to carry out, without being limited by time or place [19]. The marketing strategy carried out by the Gembong Ratu bakery business is researched by [20] and [21] which states that digital marketing is an effective strategy to attract consumers. However, the marketing of Gembong Ratu Bread is still far from good, because the marketing is only done via WhatsApp and Instagram, while there are still many other digital platforms that can be used to market products such as Facebook, Twitter, and other e-commerce. This lack of use of digital platforms means that Roti Gembong Ratu is still unknown to the wider community, especially South Sulawesi. Therefore, this research aims to determine the marketing strategy for digital-based products in the Roti Gembong Ratu business in Gowa Regency, South Sulawesi.

II. RESEARCH METHODS

This research was conducted at the Gembong Ratu Roti business located in Taeng Village, Pallangga District, Gowa Regency, South Sulawesi Province. This research was carried out for 2 months, starting from February to April 2023.

The use of research data includes primary and secondary data. Primary data was obtained from direct observation, discussions, filling out questionnaires, and in-depth interviews with internal company parties consisting of the business owner, 4 workers, 2 people each in the production department, and 2 people in the marketing department. Meanwhile, secondary data was obtained from related agencies such as the Central Statistics Agency, company reports, the internet, journals, online news, and references related to the research conducted. There are two types of respondents in this research, namely internal respondents and external respondents. Internal respondents were selected deliberately (purposive sampling).

Data collection was carried out by giving questionnaires to consumers using the accidental sampling method. The accidental sampling method is an accidental determination of respondents who happened to meet them at that time. This is in line with the opinion of [22] who states that accidental sampling is a method that takes respondents as samples based on chance. Qualitative data analysis is used to determine the company's internal environment in the form of strengths and weaknesses and the external environment in the form of opportunities and threats. The data analysis used in this research uses the SWOT analysis technique with a qualitative approach consisting of Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is used to answer the problems in this research. [23].

Analysis of the three stages of strategy formulation to determine the right strategy through several stages, namely the input stage, matching stage, and decision stage. The input stage consists of preparing the IFE matrix and EFE matrix, the matching stage consists of preparing the SWOT matrix, and the decision stage consists of preparing the QSP matrix. At the input stage, an analysis of the company's internal and external environment is carried out. Internal analysis is carried out to determine the company's strengths and weaknesses, while external environmental analysis is carried out to determine the company's opportunities and threats. The results of the analysis are entered into the IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) matrices. The next stage of matching is to match strengths and weaknesses with opportunities and threats. The matching stage is carried out using an analysis tool, namely the SWOT matrix.

SWOT Matrix After giving weights and ratings, the strategic factors in increasing sales of Roti Gembong Ratu are prepared in a SWOT matrix which can clearly describe the opportunities and external threats faced by the four cells, possible alternative strategies that can be produced [24].

- a. SO (Strength-Opportunities) strategy, namely utilizing all strengths to seize and exploit maximum opportunities.
- b. ST (Strengths-Threats) strategy, namely using existing strengths to overcome threats.
- c. WO (Weaknesses-Opportunities) strategy, namely utilizing existing opportunities by minimizing existing weaknesses.
- d. WT (Weaknesses-Threats) strategy, namely activities that are defensive and try to minimize existing weaknesses and avoid threats.

The final stage or decision stage, at this stage several strategies obtained from the decision stage will be analyzed using the QSP matrix.

III. RESULT AND DISCUSSION

A. Internal Factor Analysis

Identification of the internal factors of the Gembong Ratu's business in Gowa Regency is as follows:

Strength

- a) Gembong Ratu Bread Already Has Legality
Gembong Ratu bread products already have legalities such as NIB (Business Identification Number), P-IRT (Home Industry Products), and MUI Halal (Certificate that states the halalness, of a product according to Islamic law.
- b) Having Value in the Gembong Ratu Bread Business.
Value is the strength of Roti Gembong Ratu due to the confidence or trust that consumers of Roti Gembong Ratu have in the products marketed for sale.
- c) Have Regular Customers.
Roti Gembong Ratu has regular customers, the same as the second point above, namely Gembong Ratu bread has Value so it correlates with having regular customers because the products from this business have their value or taste.
- d) Gembong Ratu's Own Bread Business.

This is different from other bakery businesses which use franchises so they cannot maximize their income. This Gembong Ratu bread belongs to Mr Syahid Mubin the business owner so it can be judged that this is one of the strength factors.

- e) Has a variety of bakery products
Gembong Ratu's Bread Business produces various types of bread such as; Kasur Bread, White Bread, and Gembong bread.

Weakness

- a) Less Utilization of Digital Platforms.
Lack of marketing using digital platforms widely so in terms of product marketing it is considered still lacking.
- b) The business owner is not directly involved
The owner of this business is still tied to government agencies as a civil servant, so he cannot be fully involved in this business, according to the author's interview with the business owner that he delegates to employees.
- c) The business location is less strategic.
The location of this business is in a village so market segmentation is limited.

B. External Factors Analysis

Identification of external factors in the Gembong Ratu's business in Gowa Regency is as follows:

Opportunity

- a) Enthusiasm of Community Buying Interest.
After seeing the public's interest in the Roti Gembong Ratu business, the business owner will immediately open a new outlet in the city of Makassar which is more strategically located.
- b) Development of Digital Platforms.
The development of digitalization in the current era means that Roti Gembong Ratu can utilize it in marketing products on various digital platforms.
- c) Utilizing Celebrity Services in Marketing Products.
One of the marketing strategies for Roti Gembong Ratu is to utilize Instagram celebrities who provide endorsement services so that the opportunity for Roti Gembong Ratu is widely known.
- d) Supply Gembong Ratu Bread Products to Various Regions.
Gembong Ratu bread also sells its products to various regions in South Sulawesi.

Threats

- a) The number of competitors in the bakery business or similar businesses in the community.
The large number of similar bread businesses in the community makes this a threat to the Gembong Ratu Bread business. Every business that is built must have its competitors. Moreover, if the business to be built has products or services that are already widely found on the market. Newer and brighter ideas are needed to carry it out [25].
- b) High prices of raw materials
The price of raw materials for making bread is increasing. For this reason, marketing and trade services are very useful in ensuring the continuity of raw material supplies [26].
- c) Changes in consumer behavior
Consumers' decisions in purchasing Gembong bread must pay attention to physical characteristics or attributes that meet the criteria. To find out the attributes of bread that consumers want, there needs to be market information that shows consumer preferences for types of bread. Consumer preferences show the tendency of consumers to like a product from various choices.

C. IFAS Matrix

Based on processing data and information from informants, internal factors and external factors can be identified which are then entered into the internal strategy factor matrix (IFAS) and external strategy factor matrix (EFAS) to carry out evaluations so that an appropriate alternative strategy in marketing is obtained. product. The matrix (IFAS) for Gembong Ratu's business in Gowa:

Table 1. Internal Strategic Factor Analysis Summary (IFAS) matrix in the marketing strategy of Gembong Ratu bread in Gowa Regency.

No	Internal Strategy Factors	Value	Weight	Rating	Weight x Rating
A	Strength				
1	Gembong Ratu Bread Already Has Legality	4	0,15	4	0,60
2	Having Value in the Gembong Ratu Bread Business.	4	0,13	4	0,52
3	Have Regular Customers.	4	0,14	4	0,56
4	Gembong Ratu's Own Bread Business.	4	0,15	4	0,60
5	Has a variety of bakery products	4	0,13	3	0,39
Amount A		20	0,70	19	2,67
B	Weakness				
1	Less Utilization of Digital Plat forms.	4	0,12	4	0,48
2	The business owner is not directly involved	4	0,08	3	0,24
3	The business location is less strategic.	3	0,10	2	0,02
Amount B		11	0,30	9	0,92
Amount A + B		31	1	28	3,59

Source: Data processing results, 2023

The results of the internal factor analysis in Table 1 show that the internal factor indicator is that Roti Gembong Ratu already has legality. Gembong Ratu's bread business is his own, therefore this business is a strength for future business development with the highest score of 0.60. However, the business location is not strategic with a score of 0.20, so efforts are made to look for a strategic business location. The results of the IFAS strengths and weaknesses matrix obtained a total weighted score of 3.59, this shows that Roti Gembong Ratu's business ability is in using its strengths and overcoming its weaknesses. relatively strong

D. EFAS Matrix

The EFAS matrix for the Gembong Ratu Bread business in Gowa Regency can be seen in the following Table:

Table 2. EFAS Matrix (External Factor Analysis Summary) in the strategy for developing an essential oil business made from clove leaves in Salusana Village, Luwu Regency

No	External Strategy Factors	Value	Weight	Rating	Weight x Rating
A	Opportunities				
1	Enthusiasm of Community Buying Interest Gembong Ratu Bread Already Has Legality	4	0,17	3	0,51
2	Development Of Digital Plat forms	4	0,16	4	0,64
3	Utilizing Celebrity Services in Marketing Produc	4	0,15	4	0,60
4	Supply Gembong Ratu Products to Various Region ness.	4	0,15	3	0,45
Amount A		16	0,63	14	2,20
B	Threats				
1	The number of competitors appearing.	3	0,17	2	0,34
2	High prices of raw materials	3	0,16	2	0,32
3	Changes in consumer behavior	4	0,15	3	0,45
Amount B		11	0,37	7	1,11
Amount A + B		27	1	21	3,31

Source: Data processing results, 2023

The results of the external factor analysis in Table 2 show that the external factor indicator, namely the development of a digital platform that can be utilized, obtained a score of 0.64 so that it has the opportunity to develop the Gembong Ratu bread business. Apart from that, a factor that threatens business continuity is the expensive price of raw materials with a score of 0.32. The results of the EFAS opportunity and threat matrix obtained a total weighted score of 3.31, this shows that Gembong Ratu's business can take advantage of opportunities and overcome relatively strong threats.

Figure 1. Strategy for Positioning the Bread Gembong Ratu Gowa Regency Business in 2023

The calculation results of the IFAS (Internal Strategic Factor Analysis Summary) matrix and the EFAS (External Strategic Factor Analysis Summary) matrix produce a horizontal axis (X) value for the strength factor of 2.67 and a vertical axis (Y) probability value of 2.20. Based on the results of these calculations, the development of the Gembong Ratu bread business in Gowa Regency can be depicted in a SWOT diagram as in Figure 1.

Based on the SWOT diagram in Figure 1, it can be seen that the strategic position of developing the Gembong Ratu bakery business in Gowa Regency in the strategic environmental analysis mapping (internal and external environment) is in quadrant I, namely Aggressive (Growth Oriented Strategy) or in a dynamic or deep growth position. strength-opportunity strategic position (using strengths to exploit opportunities in decision-making). This indicates that there is an opportunity to develop the Gembong Ratu bakery business, apart from having greater strengths than weaknesses, it also has greater opportunities than threats.

E. SWOT Matrix

The SWOT Matrix is a matching tool used to compile the strategic factors of a business. The IFE and EFE matrix analysis that has been carried out is then arranged in a SWOT matrix to formulate strategies based on the internal and external factors that have been identified. Strategy formulation using the SWOT matrix consists of four (4) combinations of factors, consisting of Strength–Opportunity (S–O) strategy, Strength–Threat (S–T) strategy, Weakness–Opportunity (W–O) strategy, and Weakness– Threats (W–T) in table 3 are as follows:

Table 3. SWOT Analysis Matrix of Gembong Ratu Roti Business Development Strategy in Gowa Regency, South Sulawesi Province

Internal Factors	Strengths (S)	Weaknesses (W)
Eksternal Factors	<ol style="list-style-type: none"> Gembong Ratu Bread Already Has Legality Gembong Ratu Bread Already Has Legality Have Regular Customers. Gembong Ratu's Own Bread Business. Has a variety of bakery products 	<ol style="list-style-type: none"> Less Utilization of Digital Platforms. The business owner is not directly involved The business location is less strategic.
Opportunities (O) <ol style="list-style-type: none"> Enthusiasm of Community Buying Interest Development Of Digital Platforms Utilizing Celebrity Services in Marketing Product Supplay Gembong Ratu Products to Various Region 	S-O Strategies <ol style="list-style-type: none"> Maintaining value to increase people's buying interest in the Gembong Ratu bakery business (S1 and O1) Maintaining consumer loyalty by maximizing digital use (S3 and O2) Have a wide variety of bakery products to meet potential demand in various regions (S5 and O4) It has legality and is its property so that the kingpin queen bread business can use the services of celebrities to increase sales promotions. (S1, S4, O3) 	W-O Strategies <ol style="list-style-type: none"> Increasing the use of digital in promoting Roti Gembong Ratu, by utilizing the facilities available on digital platforms (W1 and O2) Even though the owner is not fully involved in his business, the marketing of Gembong Ratu's bread has increased because he uses the services of celebrities to promote his business (W2 and O3). Looking for a strategic location to expand marketing reach, apart from that, the use of digital media is very necessary for attracting people's buying interest in Gembong Ratu

Threats (T)	S-T Strategies	W-T Strategies
<ol style="list-style-type: none"> 1. The number of competitors appearing. 2. High prices of raw materials 3. Changes in consumer behavior 	<ol style="list-style-type: none"> 1. Maintaining regular customers due to the large number of competitors by improving product quality (S3, T1) 2. Create various variations of bread products to anticipate changes in consumer preferences. (S5 and T3). 3. Maintaining production even though raw material prices are expensive because Gembong Ratu bread already has regular customers and has value among consumers. (S2, S3, W2). 	<p style="text-align: center;">bread (S3, O1, O2).</p> <ol style="list-style-type: none"> 1. Expand marketing by increasing digital use so as not to compete with other similar businesses (W1 and T1). 2. To face competitors and changes in consumer preferences, business owners should give total attention to their business (W2, T1, T3) 3. Rising raw material prices and changes in consumer preferences require intervention from the owner of the Gembong Ratu bakery business. (W2, T2, T3).

Source: Data processing results, 2023

Based on the SWOT matrix table above, several suitable strategies can be identified for developing the Gembong Ratu bread business in Gowa Regency. Several alternatives can be formulated as follows:

a. SO Strategy

SO strategy is to create a strategy that uses strengths to take advantage of opportunities. The strategy is;

- Maintaining value to increase people's buying interest in Gembong Ratu's bread business ,
- Maintain consumer loyalty by maximizing digital use,
- Has a wide variety of bakery products to suit potential demand in various regions ,
- Has legality and is its property so that the kingpin queen bread business can use the services of celeb grams to increase sales promotions.

b. WO Strategy

The WO strategy is to create a strategy that minimizes weaknesses to take advantage of opportunities.

The strategies are;

- Increasing the use of digital in promoting Roti Gembong Ratu, by utilizing the facilities available on digital platforms,
- Even though the owner is not fully involved in his business, the marketing of Gembong Ratu's bread has increased because he uses the services of celebrities to promote his business,
- Looking for a strategic location to expand marketing reach, apart from that, the use of digital media is very necessary for attracting people's buying interest in Gembong Ratu bread,

c. ST Strategy

The ST strategy is to create a strategy that uses power to overcome threats. The strategies are;

- Maintaining regular customers due to the large number of competitors by improving product quality ,
- Create various variations of bread products to anticipate changes in consumer preferences.
- Maintaining production even though raw material prices are expensive because Gembong Ratu bread already has regular customers and has value among consumers.

d. WT Strategy

The WT strategy is to create a strategy that minimizes weaknesses and avoids threats. These strategies

are:

- Expand marketing by increasing digital use so as not to compete with other similar businesses ,
- To face competitors and changes in consumer preferences, business owners should give total attention to their business,
- Rising raw material prices and changes in consumer preferences require intervention from the owner of the Gembong Ratu bakery business.

IV. CONCLUSION

Based on the results of research conducted on the Roti Gembong Ratu business, it can be concluded as follows: The condition of Roti Gembong Ratu is in the first quadrant, this shows that the company is in a very profitable condition because it has quite promising strengths and opportunities to support the implemented strategy. (1) The S-O (Strength-Opportunity) strategy that can be used is to maintain consumer loyalty by maximizing digital use, maintain value to increase people's buying interest, have legality and are property rights

so that the kingpin queen bread entrepreneurs can use the services of Instagram celebrities for promotions so that sales can be achieved. increasing, having various variations of bread so that there are many choices for consumers and can meet the demands of various regions. (2) The S-T (Strenght-Threat) strategy that can be used is to retain customers by improving product quality so that it can compete with other similar businesses, creating various variations of bread products to anticipate changes in consumer preferences, maintaining production continuity even though the price of raw materials is expensive because bread Gembong Ratu already has regular customers and has value in the eyes of consumers. (3) The W-O (Weakness-Opportunity) strategy is to increase the use of digital in promoting Roti Gembong Ratu, by utilizing the facilities available on digital platforms. Even though the owner is not fully involved in the business, the marketing of Roti Gembong Ratu has increased because it uses the services of Instagram celebrities to promote its business, looking for a strategic location to expand marketing reach, apart from that, the use of digital media is very necessary to attract people's buying interest in Gembong Ratu bread. (4) The W-T (Weakness-Threat) strategy is to expand marketing by increasing the use of digital so as not to compete with other similar businesses. To face competitors and changes in consumer preferences, business owners must pay total attention to their business. Increased prices of raw materials and changes in preferences. Consumers need intervention from the owner of the Gembong Ratu bakery business.

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