

Bread Marketing Strategy on Coffee and Bakery Teaching Factory at Politeknik Negeri Jember

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Abstract. The bakery business at Politeknik Negeri Jember has developed into an industrial service unit. This research was carried out based on the selling price of plain bread at the Coffee and Bakery Teaching Factory, which was unstable and unimproved. This study aimed to analyze internal and external environmental factors, formulate alternative marketing strategies, and determine the right strategic priorities to be implemented. The method used was the analysis of internal and external factors of the company and continued using the SWOT and QSPM analysis. The results of the IE matrix calculation showed that the business conditions employed growth and development strategies. Meanwhile, the results of the QSPM analysis showed that the priority of choosing right strategy was to maximize promotion based on social media and marketplace technology. Promotions were carried out intensely and effectively to reach the market inside and outside the region.

Keywords: Plain bread, business development strategy, SWOT, QSPM

1 Introduction

Marketing is an essential part of an enterprise, especially for a company that produces products or goods. Through marketing, a company can introduce its products to general audiences and influence buyers to be interested in the products offered. Since companies face fierce competition in the business world, they must have marketing strategies that can be applied to their companies [1]. According to [2], a marketing strategy is a marketing mindset used to help the business unit achieve marketing goals. It consists of a specific strategy for the target market, determinants of product position, marketing mix, and marketing costs. The development of information and communication technology affects the marketing strategy that can be carried out in an enterprise. There are many ways that can be used to target a product, either directly or indirectly. The two methods have something in common: reaching a large amount of market share and the breadth of the distribution area.

The teaching factory at Politeknik Negeri Jember is a form of industry-based learning that refers to standard procedures in the industrial world. The purpose is to introduce industrial

standards and procedures in the industrial world. There are several teaching factories at the Politeknik Negeri Jember. One of them is Coffee and Bakery Teaching Factory. The teaching factory produces various types of bread and processed coffee. In terms of marketing, this teaching factory has reached out outside the area and already has unique customers. However, there are challenges in financing all parties involved because it is still under the auspices of the institution. It does not rule out the possibility that this teaching factory can develop like a business in general and compete with other businesses around it.

The teaching factory produces and markets food products; various types of bread such as plain bread, sweet bread, dry bread, and savory bread. The product mostly ordered and produced regularly is plain bread because it has a distinctive texture, good quality, affordable prices, and it lasts longer. The data for the plain bread sales at the Coffee and Bakery Teaching Factory can be seen in Table 1.

Table 1. Plain bread sales data

No	Week	Total
1	First	76
2	Second	137
3	Third	127
4	Fourth	127

Based on Table 1, the number of plain bread sold each week remained unstable and unimproved. The strategy applied to the plain bread products was still too superficial and limited [3]. It has not maximized the market term for the sales of plain bread. Most of the marketing done at the Teaching Factory is still conventional or offline. However, offline marketing can reach the community, especially the environment around Coffee and Bakery Teaching Factory. Hence, finding alternative strategies is crucial, especially the use of developing technology to maximize the sales of plain bread.

Based on the aforementioned problem formulation, this study aimed to analyze the environmental factors inside and outside Coffee and Bakery Teaching Factory, formulate alternative marketing strategies, put forward the right strategy at Coffee and Bakery Teaching Factory [4].

2 Literature review

2.1 Marketing strategy

According to [5], strategy is a tool to achieve goals. The primary purpose is to objectively see the internal and external conditions in order to anticipate changes in the external environment. Thus, strategic planning is essential to gain an edge with optimal support of the existing resources. On the other hand, marketing is a process of activities influenced by various social, cultural, political, economic, and managerial factors. The influence of these various factors is that each individual or group gets their needs and desires by creating, offering, and exchanging products with commodity value. It can be concluded that marketing strategy is a managerial process for developing and maintaining alignment between company goals, company resources, and ever-changing market opportunities [2].

2.2. SWOT analysis

SWOT analysis systematically identifies various factors to formulate a strategy for companies. This analysis is founded on the logic of maximizing strengths and opportunities while minimizing weaknesses and threats. Thus, the strategic planner must analyze the strategic factors of the company (strengths, weaknesses, opportunities, and threats) in the current conditions [5].

The SWOT matrix is a tool used to compile the company's strategic factors. This matrix can clearly describe the external opportunities and threats faced by the company. It can be adjusted for its weaknesses and strengths [5]. Opportunities refer to favorable situations in the company's environment. The tendencies contained in the environment that the company uses are an opportunity. Threats are the main unfavorable or unpleasant situations in an environment, while strengths belong to sources or capabilities mastered or available by the company and provide an advantage compared to its competitors in serving customers' needs. Weaknesses are limitations or shortcomings in one of the company's resources or (capabilities) compared to its competitors, creating losses in effectively meeting customers' needs. Figure 1 depicts an explanation of SWOT.



Fig. 1. SWOT Analysis

Quadrant I: It is a very favorable situation. The company has the opportunities and strengths to take advantage of current opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (Growth-Oriented Strategic).

Quadrant II: Despite facing threats, the company still has internal strength. The strategy must be applied to take advantage of long-term opportunities through diversification (Market Product).

Quadrant III: Companies face enormous market opportunities but, on the other hand, face some internal constraints/weaknesses. The business conditions in quadrant III are similar to the Question Mark on the BCG matrix. The company's strategy focuses on minimizing internal problems to seize market opportunities.

Quadrant IV: This is a very unfavorable situation. The company faces various internal threats and weaknesses.

2.3. QSPM analysis

The Quantitative Strategic Planning Matrix (QSPM) is an analytical tool designed to determine the relative attractiveness of various strategies. The strategy is based on the extent to which critical internal and external success factors are used or improved. The relative attractiveness of each strategy in a set of alternatives is calculated by determining the cumulative impact of each essential internal and external success factor [6]. This technique is designed to evaluate alternative strategic options that can be objectively implemented. It is based on internal and external success factors identified in the Internal Factor Evaluation and External Factor Evaluation Matrix. Thus, the QSPM is a matrix that is the final stage of the strategy formulation analysis framework. This technique objectively conditions the best alternative strategy [7].

Alternative strategies generated through SWOT analysis are then given an exciting value to formulate strategic priorities that can be applied to the business. The analytical tool used is QSPM. This technique objectively indicates which strategy is the best. QSPM uses analysis from inputs in stage 1 and matching results from stage 2 to objectively determine the strategy to be carried out among the proposed strategies. Conceptually, QSPM determines the attractiveness of various strategies built on important internal and external success factors. The relative attractiveness of each strategy in a set of alternatives is calculated by determining the cumulative impact of each essential internal and external success factor [8].

3 Research method

This research employed quantitative and qualitative methods. The data collected using research instruments was analyzed quantitatively or statistically to test predetermined hypotheses. The quantitative research method focuses on positive philosophies used to examine a particular population or sample.

Meanwhile, the qualitative method is a research method which focused on the post-positivism philosophy. It is used to examine the condition of natural objects (as opposed to experiments) [9]. The data collected in this study consisted of two, namely primary data and secondary data. The data collection technique was carried out by triangulation (combined). It is inductive/qualitative, and the results of qualitative research emphasize the notion of generalization.

The population is a generalization area that includes objects or subjects with specific qualities and characteristics set by researchers to be studied and from which conclusion can be drawn [9]. In this study, the object was Coffee and Bakery Teaching Factory and the subject involved was SWOT and QSPM analysis aimed at academic experts.

The sample is part of the number and characteristics possessed by the population [9]. The sampling method carried out in this study was the nonprobability sampling technique, specifically purposive sampling. Nonprobability Sampling is a sampling technique that does not give each source or member of the population an equal chance of being chosen as a sample [9]. It is a sample determination technique based on the conformity of sample characteristics with predetermined criteria [9]. The sample chosen was the marketing department at Coffee and Bakery Teaching Factory, namely Mr. Mukri as an informant about the environmental conditions of the business. The reason for choosing the marketing department as a respondent

was that the marketing department was very aware of all problems regarding product marketing. As a consequence, it affects decision-making through the information it knows about the business.

Meanwhile, the experts came from academics who also provided assessment through the QSPM questionnaire. The academic practitioners were chosen because they could help determine the priorities of the strategies applied to these efforts. The list of questions in the questionnaire regarding priority strategies can be applied to the teaching of coffee mills and bakeries.

The classification of research variables covered two factors; internal and external factors of the company. The determination of internal factors related to the marketing of a product was identified through the 4P indicator; Product, Promotion, Price, and Place. On the other hand, the determination of external factors related to product marketing was identified through indicators; economic strength, social strength, competitive strength, technological strength, market share, and suppliers [11].

A research instrument is used to measure natural and social phenomena [9]. The research instrument used in this study was an interview done to the marketing department at Coffee and Bakery Teaching Factory in relation to SWOT analysis. It was, furthermore, filling out a closed questionnaire for QSPM analysis conducted by the academic practitioners as the experts for selecting strategic priorities applied to the business. The data collected determined the right marketing strategy for plain bread at Coffee and Bakery Teaching Factory.

4 Results and Discussion

Initially, the bread business at Politeknik Negeri Jember was a development of the Food Processing Laboratory to support the practicum of the Bread and Cake Technology Course led by one of the laboratory leaders. Based on the Decree of the Director of Politeknik Negeri Jember No. 1453/N17/KP/SK/2003 dated May 28, 2003, concerning the establishment of an industrial and miscellaneous food service business unit, to develop the productivity of the various food industry service business, it is necessary to manage professionally and compete in quality and quantity, the papers of the industrial service business unit and various foods with the following tasks: (1) producing, developing and marketing bakery products and miscellaneous food products; (2) providing information services to the academic community and the public about bakery products and various other food products; (3) serving practicum, PKL, and other research and academic activities; (4) accounting to the Director.

On May 18, 2011, there was the latest Decree of the Director of Politeknik Negeri Jember regarding improving the industrial and various food service units and the UPT for processing and packaging products. Thereby, a meatball business unit was formed, SIP-branded fried edamame, led by Ir. Abi Bakri, M.Si, in 2015. After the refinement and reissue of Decree No. 12313/PL17/KP/SK/2015 on December 21, 2015, a merger in the UPT Processing and various beverages was changed to the Food and Beverage Unit chaired by Mokhammad Fatoni Kurnianto, S.TP, MP. Furthermore, on January 15, 2020, UPT began processing and packaging food products in three TEFA, namely Food Canning and Bottled Water Canning TEFA, TEFA Bakery and Café, TEFA Resto Kemuning and Outlets, giving rise to the Certificate of return 726/PL17/KP/SK/2020. Since November 19, 2021, based on the Decree

of the Director of the Politeknik Negeri Jember No.14071PL17/KP/SK/2021, UPT Food Processing and Packaging of Food Products Drs. Syaiful Bachri, MM, was appointed as a manager of Rotogravure, the latest TEFA at UPT Processing and Packaging of Food Products.

Internal environment analysis is an activity to know the factors of strengths and weaknesses that will subsequently be used in preparing and planning a strategy for the company. The following were the strengths and weaknesses of the company's internal factors, including product factor analysis at Coffee and Bakery Teaching Factory. The products were derived from quality materials, products without preservatives, products with regular customers, official permits, routine and continuous production, incomplete product packaging design, and production by industry standards. The analysis of the promotional factors at Coffee and Bakery Teaching Factory covered ineffective promotions and a lack of the use of marketing technology. The analysis of the price factor at Coffee and Bakery Teaching Factory was that the product's price was lower than the competitor's price. The analysis of the place factor at Coffee and Bakery Teaching Factory was the strategic location of the production location. In addition, the place factors related to distribution were limited distribution, distribution activities supported by educational institutions, limited outlet operating hours following campus activities, and friendly service to consumers. The result of the internal factor analysis can be seen in Table 2.

Meanwhile, external environment analysis refers to an activity to know the factors of opportunities and threats subsequently used in preparing and planning a strategy for the company. The following were the variables of opportunities and threats from external factors of the company; (1) the analysis of economic conditions at Coffee and Bakery Teaching Factory covered how unstable commercial conditions affected consumers' purchasing power, (2) the analysis of the social factors at Coffee and Bakery Teaching Factory involved good relationships with partners, repeat customers, and consumer loyalty to products, (3) the analysis of the competing factors at Coffee and Bakery Teaching Factory was recognized through the competition in prices and production standards and the large number of similar competitors, (4) the analysis of technological factors at Coffee and Bakery Teaching Factory covered technological developments, open up opportunities for the increase in the food business and the use of marketing technology, (5) the analysis of the market share factors at Coffee and Bakery Teaching Factory was identified through the target market share of all circles, whether the market has the potential to grow, the high consumption of bread in the community, people's tastes are changing, and the market reach extends into and out of the region, (6) the analysis of social factors at Coffee and Bakery Teaching Factory was identified through the price of raw materials from suppliers that was unstable. The result of the external factor analysis is presented in Table 3.

Table 2. Internal factors

Strength	Weakness
Quality raw materials	Limited marketing distribution
Product prices are lower than competitors	The promotion has not been intense and effective
The production is routine and sustainable	Minimal utilization of marketing technology
Quality products without preservatives	Incomplete packaging design
Production by industry standards	Limited outlet operating hours
The strategic location of production locations	
Products have regular customers	

Have an official license
 Has the support of educational institutions
 Friendly service to consumers

Table 3. External factors

Opportunity	Threat
The target market of all circles	Unstable commerce affects the purchasing power of consumers
The market has the potential to grow	People's tastes are capricious
Establishing good relationships with partners	Competition in prices and production standards
Rising food business	A large number of similar competitors
Consumer loyalty to the product	Unstable raw material prices
Market reach extends into and out of the area	
High consumption of bread in society	
The development of marketing technologies	
Products have regular customers	

Table 4. Internal Factor Evaluation Matrix

No	Determining factors	Weight	Rating	Score
	Strength			
1	Quality raw materials	0.09	4	0.36
2	Product prices are lower than competitors	0.07	3	0.20
3	The production is routine and sustainable	0.09	4	0.36
4	Quality products without preservatives	0.09	4	0.36
5	Production by industry standards	0.09	4	0.36
6	The strategic location of production locations	0.07	3	0.20
7	Products have regular customers	0.09	4	0.36
8	Have an official license	0.07	3	0.20
9	Has the support of educational institutions	0.09	4	0.36
10	Friendly service to consumers	0.07	3	0.20
	Sub-Total	0.82	36	2.80
	Weakness			
1	Limited marketing distribution reach	0.05	2	0.09
2	The promotion has not been intense and effective	0.05	2	0.09
3	Minimal utilization of marketing technology	0.05	2	0.09
4	Incomplete packaging design	0.02	1	0.02
5	Limited outlet operating hours	0.02	1	0.02
	Sub-Total	0.18	8	0.32
	Total	1.00	44	3.11

The IFE matrix in Table 4 showed the results of calculating scores on factors, consisting of strengths and weaknesses at Coffee and Bakery Teaching Factory. The main strengths got the highest value, which was above 0.36. These factors included quality raw materials, routine and sustainable production, quality product without preservatives, production with industry

standards, official permits, and friendly consumer service. Meanwhile, the main disadvantages got the highest value of 0.09, covering limited marketing distribution range, ineffective promotions, and minimal use of marketing technology. The total result of the IFE matrix was 3.11. The value indicated that the enticing had a strong internal position. It can be interpreted that the strengths were way more dominant than the weaknesses of the business [6].

Table 5. External Factor Evaluation Matrix

No	Determining factors	Weight	Rating	Score
Opportunity				
1	The target market of all circles	0.07	3	0.22
2	The market has the potential to grow	0.10	4	0.39
3	Establishing good relationships with partners	0.07	3	0.22
4	Rising food business	0.10	4	0.39
5	Consumer loyalty to the product	0.10	4	0.39
6	Market reach extends into and out of the area	0.07	3	0.22
7	High consumption of bread in society	0.10	4	0.39
8	The development of marketing technologies	0.10	4	0.39
9	Products have regular customers	0.10	4	0.39
	Sub-Total	0.80	33	2.61
Weakness				
1	Unstable commerce affects the purchasing power of consumers	0.05	2	0.10
2	People's tastes are capricious	0.02	1	0.02
3	Competition in prices and production standards	0.05	2	0.10
4	A large number of similar competitors	0.05	2	0.10
5	Unstable raw material prices	0.02	1	0.02
	Sub-Total	0.20	8	0.34
	Total	1.00	41	2.95

Based on Table 5, the EFE matrix revealed the result of calculating scores on external factors, consisting of opportunities and threats at Coffee and Bakery Teaching Factory. The main opportunities with the highest value of 0.39 covered the market's potential to grow, the high consumption of bread in society, the development of marketing technology, and the products' regular customers. Meanwhile, the main threats that got the highest value of 0.10 were unstable commercials, consumers' purchasing power, competition in prices and production standards, and many similar competitors. The total of the EFE matrix was 2.95. The value was more significant than 2.5, indicating that the company had responded well to opportunities while minimized the external threats [6].

The results obtained from the SWOT analysis, both the IFE and EFE matrix were compiled regarding the Internal External matrix (see Figure 2). The IE matrix was used to analyze the state and position of the company in detail and to determine the right strategy to implement. The average value of the IFE matrix was 3.11, and the average of the EFE matrix was 2.95. The results disclosed that the position of the Plain Bread business at the Teaching Factory Coffee and Bakery was in cell IV, namely the Growth and Build Strategy. The most appropriate strategy was either intensive (market penetration, market development, and product development) or integrative strategy (forward, backward and horizontal integration) [6].

		Total Score IFE (3,11)			
		Strength	Average	Weak	
		3,0-4,0	2,0-2,99	1,0-1,99	
Total Score EFE (2,95)	High	3,0-4,0	I	II	III
	Medium	2,0-2,99	IV	V	VI
	Low	1,0-1,99	VII	VIII	IX

Fig. 2. IE Matrix

A market penetration strategy is a strategy carried out by an enterprise to determine market conditions and expand its market share. This strategy can be carried out through promotional activities, increasing the reach of the distribution area, and increasing cooperation with partners. Meanwhile, product development can be done by maintaining product quality and prices following the market.

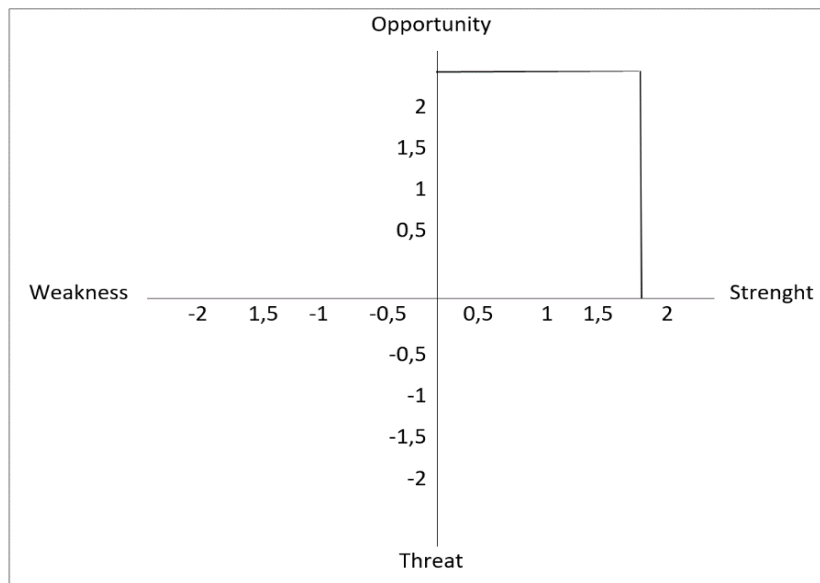


Fig. 3. Teaching Factory Coffee and Bakery SWOT Matrix

The diagram in Figure 3 showed that the Teaching Factory Coffee and Bakery company was in quadrant I, considered favorable. The company had opportunities and strengths to take advantage of current opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth Oriented Strategic). Based on the factors of the SWOT analysis, alternative strategies were applied to the business. The alternatives listed at Coffee and Bakery Teaching Factory is presented in Table 6.

Table 6. Teaching Factory Coffee and Bakery SWOT Analysis

	Strength (S)	Weakness (W)
	<ul style="list-style-type: none"> • Quality raw materials • Product prices are lower than competitors • The production is routine and sustainable • Quality products without preservatives • Production by industry standards • The strategic location of production locations • Products have regular customers • Have an official license • Has the support of educational institutions • Friendly service to consumers 	<ul style="list-style-type: none"> • Limited marketing distribution reach • The promotion has not been intense and effective • Minimal utilization of marketing technology • Incomplete packaging design • Limited outlet operation hours
Opportunity (O)	SO	WO
<ul style="list-style-type: none"> • The target market of all circles • The market has the potential to grow • Establishing good relationships with partners • Rising food business • Consumer loyalty to the product • Market reach extends into and out of the area • High consumption of bread in society • The development of marketing technologies • Products have regular customers 	<ul style="list-style-type: none"> • Maintaining raw material quality, product quality, routine production, and friendly service to increase the number of repeat customers and consumer loyalty (S1, S3, S4, S9, O5, O9) • Utilizing strategic business locations, production permits, good relations with partners, and the existence of distribution vehicles and high levels of bread consumption in the community to grow the market (S6, S7, S10, O3, O2, O7) 	<ul style="list-style-type: none"> • Changing outlet operating hours in order to maximize product sales to all target markets (W5, O1) • Maximize technology-based promotion by utilizing the internet world, such as social media and marketplaces, intensely and effectively in order to reach markets within and outside the region (W2, W3, O4, O6, O8)
Threat (T)	ST	WT
<ul style="list-style-type: none"> • Unstable commerce affects the purchasing power of consumers • People's tastes are capricious • Competition in prices and production standards • A large number of similar competitors • Unstable raw material prices 	<ul style="list-style-type: none"> • Taking advantage of lower prices than competitors, industrial production standards, and support from educational institutions to maintain a position in the world of business competition and stabilize people's purchasing power which is declining due to an unstable economy (S2, S5, S8, T1, T3) 	<ul style="list-style-type: none"> • Conducting market research and improving designs to be complete and attractive so that they can influence consumers, meet consumer tastes, and compete with similar businesses (W4, T2, T4) • Increase the distribution range so that the sales results and profits obtained increase so that there is no significant impact on unstable material prices (W1, T5)

The final stage was to formulate an alternative strategy—a priority decision for the company’s strategy. The decision-making technique in using QSPM (Quantitative Strategic Planning Matrix) analysis was done by rating the alternative strategies based on internal and external factors (see Table 7).

Table 7. Strategy Priority

Alternative Strategies	TAS	Rating
Maximize technology-based promotion by utilizing the internet world, such as social media and marketplaces, intensely and effectively in order to reach markets within and outside the region	6.00	1
Maintaining raw material quality, product quality, routine production, and friendly service to increase the number of repeat customers and consumer loyalty	5.62	2
Changing the operating hours of outlets in order to maximize sales of products to all target markets	5.46	3
Taking advantage of lower prices than competitors, industrial production standards, and support from educational institutions to maintain a position in the world of business competition and stabilize people's purchasing power which has declined due to an unstable economy	5.36	4
Increase the distribution range so that the sales results and profits obtained increase so that there is no significant impact on unstable material prices	5.29	5
Conducting market research and improving designs to be complete and attractive so that they can influence consumers, meet consumer tastes, and compete with similar businesses	5.24	6
Utilizing strategic business locations, production permits, good relations with partners, and the existence of distribution vehicles and high levels of bread consumption in the community to grow the market	4.83	7

Based on the results of the alternative ranking strategies through the QSPM analysis, the most significant TAS value was 6.00. This value was obtained in alternative strategies to maximize promotions based on social media and marketplace technology. It needs to be done intensely and effectively to reach markets inside and outside the region [12].

5 Conclusion

The result of the SWOT matrix revealed seven alternative strategies that can be applied to the business. The quantitative strategic planning matrix analysis resulted a priority strategy. The marketing strategy of the plain bread can be implemented by maximizing technology-based promotions such as social media and marketplaces intensely and effectively. It was done to reach markets inside and outside the region with the TAS value of 6.00. The marketing strategy of the Plain Bread at Coffee and Bakery Teaching Factory should not only maximize offline or direct marketing. However, they must also maximize marketing technology developments such as social media and the marketplace to increase product sales. Determining operating hours significantly affected the distribution activities as well. The operating hours should not follow working hours and holidays in order to maximize product distribution.

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