

Marketing Strategy for Premium and Artisan Snack Food Business during COVID-19 Pandemic (2022)

Nicholas Conant Wijaya, Isti Raafaldini Mirzanti, and Rossy Sjarifah Sjarif

ABSTRACT

Sugar Folks is an online MSME snack food business, situated in North Jakarta, established in 2020, and specializes in premium and artisan soft-baked cookies. However, Sugar Folks is incapable to achieve stable sales outside holiday seasons despite of new product launch and marketing activities. The objectives of this research are to expand Sugar Folks business in the snack food industry and to increase Sugar Folks' sales, revenue, and profit. Therefore, new marketing strategy is proposed to address the business problem using internal analysis and external analysis. Qualitative research method in the form of interviews is used to learn customer's insights about Sugar Folks. The reason behind Sugar Folks incapability to achieve stable sales outside holiday seasons are caused by its products and its marketing program as well as having no physical presence and lack of human resources. Through internal analysis and external analysis, the SWOT analysis is completed. The business strategy selected for Sugar Folks emphasized on marketing strategy. Thus, the research is revising Sugar Folk's current marketing strategy with a newly improved marketing strategy.

Keywords: Marketing strategy, MSME business, Soft-baked cookies, Sugar Folks.

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N. C. Wijaya *

School of Business and Management,
Institut Teknologi Bandung, Indonesia.

(e-mail:

nicholasconant_wijaya@sbm-itb.ac.id)

I. Ra. Mirzanti

School of Business and Management,
Institut Teknologi Bandung, Indonesia.

(e-mail: isti@sbm-itb.ac.id)

R. S. Sjarif

School of Business and Management,
Institut Teknologi Bandung, Indonesia.

(e-mail: rossy.sjarifah@sbm-itb.ac.id)

**Corresponding Author*

I. INTRODUCTION

Micro, Small, and Medium Enterprise (MSME) businesses in Indonesia accounted for 99.9% of total businesses in Indonesia with 11.7 million of MSME businesses sells artisanal products. MSME businesses contributes to 57.14% of Indonesia's real gross domestic product (Katadata, 2021).

In the light of the COVID-19 pandemic, many jobs and businesses are affected, and businesses do not operate normally. However, MSME businesses which relies on selling its products via online are thriving, according to Badan Pusat Statistik (2020). Badan Pusat Statistik stated that Food and Beverage products sold online by MSME businesses during March 2020 and April 2020, had 5.7 times and 10.7 times more sales compared with sales in January 2020.

Another report from the Indonesia's Ministry of Industry (2020, p. 11), shows that the food and beverage industry growth are down from 7.95% in the fourth quarter of 2019 to 3.94% in the first quarter of 2020 because of COVID-19 pandemic and can be seen on Table I.

TABLE I: FOOD AND BEVERAGE GROWTH PERCENTAGES QUARTER-ON-QUARTER IN INDONESIA (KEMEMPERIN, 2020)

Quarter	Growth Percentages (%)
Q1 2019	6.77
Q4 2019	7.95
Q1 2020	3.94

Despite the growth contraction experienced in 2020, a report published by Katadata (2021) shows that food retail

sales in Indonesia recovered the fastest compared to other FMCG categories during the COVID-19 pandemic (see: Table II). This is evident from the growth of food retail which only contracted 1% on an annual basis (over the last 12 months) in April 2021. Snacks (including cookies) are the product with the largest growth in food retail sales, which is 13%.

TABLE II: FOOD AND BEVERAGE GROWTH PERCENTAGES Q1 2019 - Q1 2020 IN INDONESIA (KATADATA, 2021)

	Growth Rate of FMCG in Indonesia (% , 2021)
Food	-1
Homecare	-2
Healthcare	-5
OTC Medicine	-7
Selfcare	-8
Drinks	-9

According to a report sourced from Statista (2021), Statista found that the snack industry (including cookies) within the food and beverages industry in Indonesia will perpetually grow in revenue from time to time with the segment itself is expected to grow annually by 7.02% Compound Annual Growth Rate from year 2021-2026. The average volume consumed per person in a year in Indonesia is roughly 5.2 kilograms in 2021.

Hence, businesses that sells snack foods online such as Sugar Folks can operate during COVID-19 pandemic. Therefore, the current pandemic situation in Indonesia could

help Sugar Folks develop its business further as an online MSME business. Another point to add is the future of snack food industry in Indonesia is very lucrative and compelling to enter.

Sugar Folks means people who likes to eat sweets. Sugar Folks, born to fruition in April 2020, is an online MSME snack food business which sells baked goods for many to enjoy. All Sugar Folks products are made with loving care, ingenuity, and premium quality ingredients. Sugar Folks has an own term to address its customers, which is *Folkies*. Hence, Sugar Folks’ presence is to satisfy *Folkies* with their sweet tooth.

Sugar Folks is a snack food business that only provides order and delivery through online platform such as Gojek, Grab, Tokopedia, and Shopee as well as direct order through WhatsApp and Instagram.

Sugar Folks is a home-based business established within Pantai Indah Kapuk housing estates. Pantai Indah Kapuk housing estates is situated in the Penjaringan district within the North Jakarta Administrative City area. Pantai Indah.

Kapuk or abbreviated as *PIK*, has facilities such as hospitals, malls, hotels, and shops surrounding its area. These facilities will make Pantai Indah Kapuk more populated and encourage the economy growth in the area. In addition to complete facilities and infrastructure, Pantai Indah Kapuk has Professor Sedyatmo toll road access and located in Jalan Pantai Indah Utara main road (Febriyanto, 2020, p. 36) and is in a strategic location because it is surrounded by large land reclamation development by Agung Sedayu Group sister’s company, PT. Kapuk Naga Indah, which includes 11 residential clusters, 4 storey shophouses, golf course, and Food Plaza with sea view alfresco (Tjoei, 2020, p. 4). With this road access, delivery couriers will find Sugar Folks easier to deliver Sugar Folks’ customer orders. Other than that, with the existence of developer who continue to build elite housing, the number of Pantai Indah Kapuk residents will periodically increase and have the potential to become Sugar Folks’ customers.

Sugar Folks specializes in premium artisan soft cookies

with selections of classic and contemporary delectable flavors such as Signature Chocolate Chip, Oats & Raisin, Double Chocolate Chip, Walnut Chocolate Chip, Peanut Butter & Jelly, Lotus Chocolate Chip, Hojicha Almond, and Early Grey to name. Sugar Folks soft cookies are thick, soft, and chewy inside while being crunchy on the outside. These soft cookies are approximately 10 centimeters wide and weighted at 100 grams.

Sugar Folks continuously expanded its catalog offerings to cater more options for customers to indulge since its humble beginning. To date, Sugar Folks has introduced Mini Cookies Jar, Giant Celebration Cookie, Artisan Jams, as well as hampers and packages. Mini Cookies Jar is available with multiple flavors such as Signature Chocolate Chip, Oats & Raisin, Double Chocolate Chip, Walnut Chocolate Chip, and Hojicha Almond.

Giant Celebration Cookie is approximately 17 centimeters in diameter, serves up to 8 people, and available with assorted flavors such as Signature Chocolate Chip, Double Chocolate Chip, Walnut Chocolate Chip, and Hojicha Almond. Another mainstay on Sugar Folks products is Cream Cheese Series Cookies. Cream Cheese Series Cookies currently has Raspberry Honey Almond, Oreo Blueberry, and Yuja Citron flavors. Recently, Sugar Folks introduced a line of artisan jams with Blueberry, Raspberry, and Earl Grey to choose from. Hampers and packages are constantly refreshed depending on the holiday seasons. Up to now, Sugar Folks has launched hampers and packages for Christmas, Lunar New Year, and Eid al-Fitr.

Sugar Folks is categorized under Micro, Small, and Medium Enterprises (MSME). The workflow begins with receiving the order via online either through direct communication, delivery applications, or e-commerce application, processing the order, delivering the order via pickup by delivery courier, and concluded with the customer receiving the order at their location which could be seen in detail (see Fig. 1). Other work task at Sugar Folks also includes finance, marketing, and purchasing.

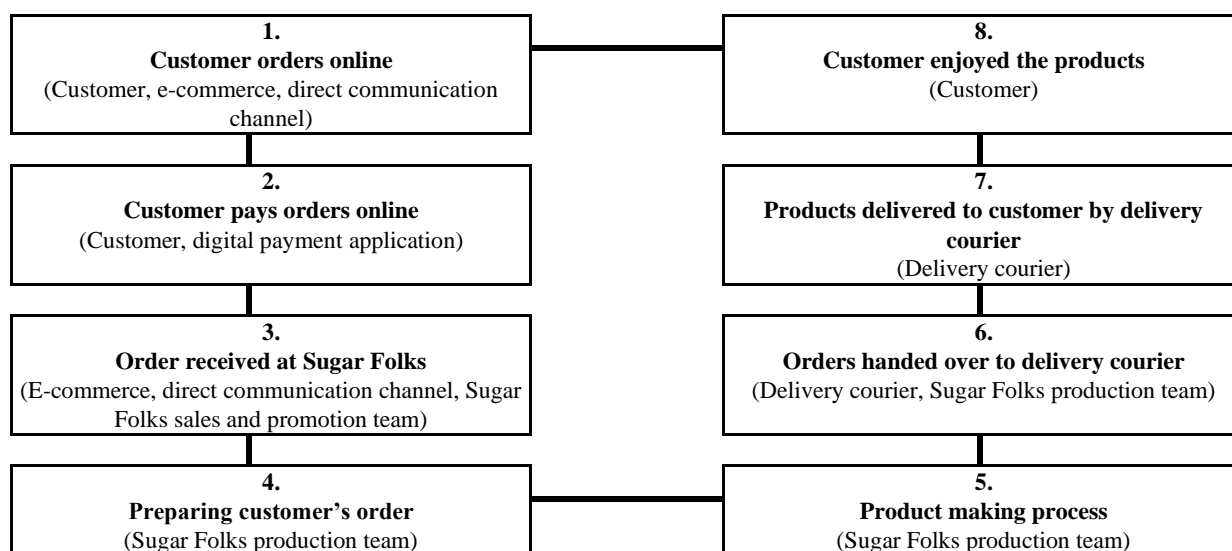


Fig. 1. Sugar Folks Business Process Flow (2021).

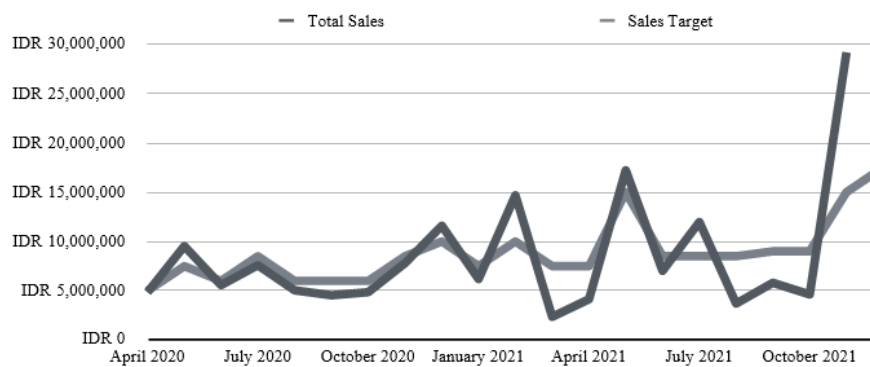


Fig. 2. Sugar Folks' 2020-2021 Sales (2021).

Sugar Folks is a newly established business that continues to grow. However, Sugar Folks itself was not immune to setbacks. This snack food business has experienced several difficulties such as production backlog in the early days due to time mismanagement and overcapacity. However, those problems were quickly solved. Since Sugar Folks is a new business, its product and sales volume are still confined within the first stage of product life cycle, the introduction stage, or the market development stage. Therefore, there are still problems that continues to plague Sugar Folks. One of the main problems is Sugar Folks incapability to achieve stable sales outside holiday seasons such as Christmas, Lunar New Year, and Eid al-Fitr. Thus, monthly sales fluctuate as seen on Fig. 2. This problem will be thoroughly discussed and reviewed on the following chapters.

According to a survey conducted by Snapcart in 2017, Indonesia ranks as the country with the biggest snacking habit in Asia-Pacific region. Snapcart sampled 10,000 shopping receipts submitted by its 2,000 Snapcart members, the survey highlighted that most Indonesian have an uncontrollable and constant snacking behavior with cookies being the preferred snack in the second place (66%). Therefore, Sugar Folks are selling products preferred by Indonesian consumers.

When Deloitte surveyed Indonesian consumer in 2019, Deloitte discovered that there was a push for premium and high-quality products in the Indonesian market because 19% respondents included upmarket-priced products within the same product category in their purchase. Thus, Sugar Folks specializing itself in premium artisan cookies is heading on the right direction.

Sugar Folks has been operational since April 2020 or 16 months since the beginning of this research and Sugar Folks is in the Introduction stage on the Product Life Cycle. The cause of Sugar Folks incapability to achieve stable sales outside holiday seasons such as Christmas, Lunar New Year, and Eid al-Fitr (see Fig. 2) needs to be deepened and analyzed carefully to ensure Sugar Folks' business survival in the long term.

A. Research Questions

This research was carried out to address Sugar Folks' fundamental problem to improve Sugar Folks' marketing strategy for Sugar Folks' daily sales excluding holiday season. Hence, several research questions were raised to answer Sugar Folks' fundamental problem. The research questions are formulated using FINER (Feasible, Interesting, Novel, Ethically sound, and Relevant) as attributes of good

research questions according to Dhir (2021: 586). Therefore, the research could be categorized into several problems which will be deepened, analyzed, and reviewed in depth, namely:

1. What is the new marketing strategy for Sugar Folks to implement on its introduction stage during COVID-19 pandemic?
2. What should Sugar Folks do to increase sales?

Following the formulation of research questions from the previous sub-chapter to address Sugar Folks' fundamental problem to improve Sugar Folks' marketing strategy for Sugar Folks' daily sales excluding holiday season. According to Dhir (2021, p. 587), research objectives should be composed using SMART (Specific, Measurable, Achievable, Realistic, Time defined) format and started with the word "To" as well as in a single, infinitive sentence format. Therefore, the research will pursue several objectives which will be deepened, analyzed, and reviewed in depth, namely:

1. To expand Sugar Folks business in the snack food industry.
2. To increase Sugar Folks' sales, revenue, and profit.

B. Writing Structure

This research has four chapters which will discuss the marketing strategy for Sugar Folks. The first chapter provides an introduction to this research, the second chapter details literature review, the third chapter explores the research methodology, the fourth chapter details the results and discussion, and the final chapter represents the conclusion.

II. LITERATURE REVIEWS

The research begins with the focus on the low sales of Sugar Folks. Thus, internal analysis and external analysis are defined to solve the problem. Internal analysis tools and methods used are value chain analysis and resource-based view analysis. External analysis tools and methods used are PESTEL analysis, Porter's five forces, competitor analysis, STP analysis, marketing mix (4Ps), and customer insights.

A. Internal Analysis Tools

Value chain analysis is a tool which could help organizations to identify valuable activities and activities which requires improvement to secure competitive advantage (Zamora, 2016: 116). The value chain of an organization is classified into two categories: primary activities and supporting activities. The primary activities involve the production, marketing, and post-sales activity, whereas the

supporting activities are activities that help the primary activities.

Resource-based view analysis emphasizes the principles of strategic human resource management (SHRM), and this analysis will highlight the capabilities of an organization’s distinctive nature as well as how it manages its resources such as human resources to create a competitive advantage (Akwesi, 2019, p. 145). Furthermore, the resource-based view analysis is used for identifying an organization’s tangible and intangible resources (Galbreath, 2005). Tangible resources, including tools, equipment, and properties, are resources that are obtained in a physical form and may be reflected in records such as financial statements. Intangible resources, however, are obtained in non-physical forms and hardly be recorded, with examples such as employees’ expertise and organizational culture. Hence, an organization’s success elements are dependent on the organization’s internal situation, as well as how it manages its tangible and intangible resources. Following the identification of all resources and their capabilities, the next phase in this research would be to undertake each capability into each respective category. Classifying capabilities in order to determine their suitability whether they can be included as advantages or not, is essential by using the VRIO framework introduced by Barney in 1991. The VRIO framework consisted of Valuable, Rare, Imperfect Imitability, and Organization.

B. External Analysis Tools

External conditions where a business is operating will determine the success or failure of the business. PESTEL consisted of Political, Economic, Social, Technology, Environment, and Legal aspect and PESTEL analysis will be completed on where the business is operating. The PESTEL analysis helps a business to understand better of its external conditions which could be determined as either opportunities or threats to the business’ existence (Enz, 2010).

Porter’s five forces analysis consisted of aspects that can affect the business in terms of its ability to serve customers and generate profits. Porter’s five forces analysis observe the business risk of competitors, the business new entrants, the business threat of potential substitution, the business bargaining power of buyers, the business bargaining power of suppliers, and the level of a business competition between existing competitors (Schaper *et al.*, 2014, p. 153).

According to Morrison (2010, p. 748), a competitor is an organization that offers goods and services similar to other companies and has the same goal, to meet the needs of a certain group of customers, with the same objectives, similar goods and services. Hence, it is important to analyze the business and its competitors. By analyzing, the business could evaluate how it operates and how does it compare with its competition.

STP analysis consisted of Segmenting, Targeting, and Positioning. According to Morrison (2010, p. 207), market segmentation is the separation of a product's whole market into groups of consumers who have similar characteristics and interests. The target market means selecting a market segment for the company perform its marketing as stated by Morrison (2010, p. 207). Identifying the target market means understanding consumers’ structure of knowledge,

perceptions and preferences of a brand, stated by Kotler & Keller (2016, p. 79). Morrison (2010, p. 255) mentioned that positioning is developing a service and marketing mix strategy to establish the brand within the customers minds on the selected target market. This means that if inside customer's mind there is a certain brand for a product category, then that brand has the top placement among other brands (Kotler & Keller, 2016, p. 79).

III. RESEARCH METHODOLOGY

Several research methods will be applied to undertake this research such as internal analysis, external analysis, and literature reviews as part of the research methodology (see Fig. 3).

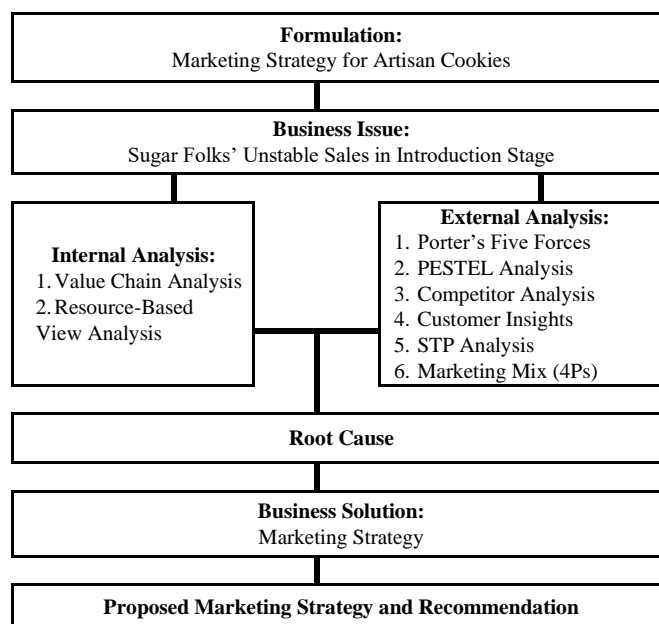


Fig. 3. Research Design (2021).

Internal analysis will mainly observe Sugar Folks’ business environment which will include data research, current business plan and Sugar Folks’ business experience. Data research will be collected through Sugar Folks’ social media and monthly sales reports. Evaluation and thorough assessment will be conducted to aid in forming hypotheses of Sugar Folks’ present-day sales and revenue based on current marketing plan. Therefore, it is imperative to acknowledge Sugar Folks’ marketing programs impact on its sales. The observation approach will be helpful in forming hypotheses and considering how to create new marketing strategy for Sugar Folks.

Following the collection and evaluation of internal observation data and information, it is necessary for Sugar Folks to assess the current state of the market trends, the future development of the industry, and how does the competitors performed compared to Sugar Folks as part of the external analysis. By benchmarking, it is possible to assess competitors' marketing program to understand if their plan translates to sales or not. Finally, conclusions from this observation will be drawn to see how does the competitor market their products and reflected on how Sugar Folks should market its products.

Literature reviews through academic journals, books, and articles are vital to support the data and reinforce the analysis from the obtained internal and external data. Data from the government and officials in the form of tables and figures will also be acquired and examined in order to support the development of a new marketing strategy for Sugar Folks.

Finally, after analyzing Sugar Folks' current internal and external environment, the root cause of Sugar Folks' business problem will be drawn. In order to solve the current root cause, this research will come up with new business solution for Sugar Folks. Finally, business innovation and recommendation will be proposed to address the problems hindering Sugar Folks' business.

A. Qualitative Research

Qualitative research in the form of interview was conducted to sample and provide comprehension of Sugar Folks' past customers to validate the research. Thus, a sample of 20 respondents (see Table III) are taken. Respondents are between age 18 until 35 years old, male, and female, as well as from different occupation background and domiciles.

TABLE III: LIST OF INTERVIEW RESPONDENTS (2021)

No.	Name	Age	Gender	Domicile	Occupation
1	IT	32	Female	Medan	Product Photographer
2	KAS	35	Female	Jakarta	Commercial Advertisement Talent
3	F	27	Male	Surabaya	Private Employee
4	JC	28	Female	Jakarta	Private Teacher
5	KMJ	24	Male	Jakarta	Private Employee
6	FEW	26	Female	Bandung	Architect
7	TN	28	Female	Medan	Private Employee
8	KE	21	Female	Malang	Entrepreneur
9	VL	18	Female	Bandung	Student
10	VW	21	Male	Yogyakarta	Student
11	CL	24	Female	Jakarta	Entrepreneur
12	BS	25	Female	Jakarta	Private Employee
13	VVI	30	Female	Jakarta	Private Employee
14	ML	26	Female	Jakarta	Entrepreneur
15	CAK	23	Female	Jakarta	Student
16	CH	26	Female	Bandung	Student
17	BCS	24	Female	Surabaya	Entrepreneur
18	JM	25	Male	Jakarta	Entrepreneur
19	XZZ	23	Male	Jakarta	Student
20	IJ	24	Female	Jakarta	Product Manager

Below is the list of questions raised during the interview to sample 20 Sugar Folks' past customers:

1. Do you like to buy snacks? If you do, why did you buy snacks?
2. What did you look for in a snack?
3. What problems do you faced when buying a snack?
4. How much money do you usually spend on a snack?
5. Are you interested in buying premium, artisan soft cookies as a snack? Why?
6. What do you think about Sugar Folks?
7. Please mention the channel you bought Sugar Folks products from!
8. Do you like the taste of Sugar Folks products? Why?
9. Do you like the quality of Sugar Folks products? Why?
10. Do you like the pricing of Sugar Folks products? Why?
11. Do you like the marketing of Sugar Folks soft cookies? Why?
12. Please mentioned any brands of soft cookies you have tried beside Sugar Folks! And how does it compare with Sugar Folks?
13. What do you think Sugar Folks could improve?

B. Internal Analysis

The summary for Sugar Folks' internal analysis acquired from value chain analysis and resource-based view analysis will be described using the Strength-Weakness analysis from SWOT analysis. According to Schaper *et al.* (2014, p. 164) SWOT analysis describes a study of the strengths, weaknesses, opportunities, and threats of a business. SWOT is divided into the following, Strengths and Weaknesses are the results of internal analysis, while Opportunities and Threats are the results of external analysis. Hence, the Strength-Weakness analysis of Sugar Folks are:

C. Strengths

Strengths are beneficial attributes of an organization that are used to achieve goals. In this case, strength attributes of Sugar Folks are:

1. Requiring less space resulting in less investment and lower monthly cost.
2. Sugar Folks recipes are maintained in secrecy.
3. Highly experimental ability to find the right product-market and increase the organizational capacities.
4. Location chosen for Sugar Folks is strategic because it is situated in an area with supporting facilities and infrastructure for delivery and economic growth.
5. Firm and organizational structure are straightforward.

D. Weaknesses

Weaknesses can endanger an organization in achieving its goals. In this case, the weaknesses of Sugar Folks are:

1. Reliance on e-commerce and delivery apps.
2. Funding is currently limited to internal funds.
3. Limited human capital.
4. New business with reputation to be built among general public.
5. Minimum customer relationships provided by Sugar Folks.

E. External Analysis

The summary for Sugar Folks' external analysis acquired from Porter's five forces, PESTEL analysis, competitor analysis, and customer insights will be described using the Opportunity-Threat analysis from SWOT analysis. According to Schaper *et al.* (2014, p. 164), SWOT analysis describes a study of the strengths, weaknesses, opportunities, and threats of a business. SWOT is divided into the following, Strengths and Weaknesses are the results of internal analysis, while Opportunities and Threats are the results of external analysis. Hence, the Opportunity-Threat analysis of Sugar Folks are:

F. Opportunities

Opportunities are external conditions that can assist organizations in achieving their goals. In this case, the opportunities of Sugar Folks are:

1. COVID-19 pandemic changes consumer behavior in term of eating out.
2. Snack food industry will continue to grow.
3. Product differentiation to grab more customers.
4. Snack foods are unbounded by age.
5. The ability to expand Sugar Folks business, as a MSME business.
6. Untouched customer base on Gojek, Grab, and Shopee.

G. Threats

Threats are an external condition that can endanger an organization in achieving its goals. In this case, the threats of Sugar Folks are:

1. Competitors has better product differentiation
2. Easy for others to copy the business model because of the low investment costs and low barrier to entry.
3. High product substitutes and bargaining power of buyers.
4. Competitors are better at marketing their products compared to Sugar Folks.
5. Competitors has retail stores unlike Sugar Folks.

H. Root Cause

Findings on the internal and external analysis of Sugar Folks will be identified using Ishikawa’s Fishbone diagram to understand the root cause of Sugar Folks’ slow sales (see Fig. 4). Fishbone diagram is a cause-effect visualization diagram tool that able to point the cause of specific problems

(Rouse, 2014). The root cause of Sugar Folks comes from Competition, Place, Marketing, and Human Resources.

Sugar Folks has high competition with high product substitutes and minimal product differentiation. The marketing program of Sugar Folks is lacking, with low public awareness of the brand, and minimum customer relationships done by Sugar Folks. Sugar Folks has no physical outlet for its product distribution and its e-commerce channels are under- utilized. Sugar Folks also has limited human capitals. To survive this cut-throat business segments, Sugar Folks need to adapt and learn how to market its products better. Competitors are rapidly marching toward customers doors and sell their products more than what Sugar Folks were currently doing. Hence, it is imperative for Sugar Folks to alter and rejuvenate its marketing plan by reinventing and evaluating its marketing strategy to understand its customer’s market better before Sugar Folks need to swallow the bitter pill.

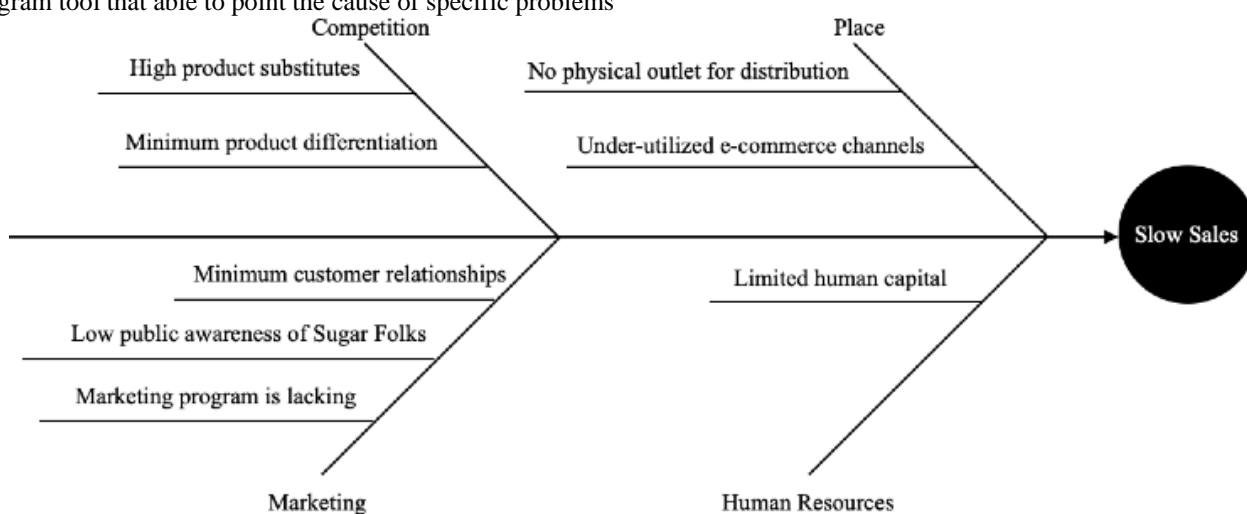


Fig. 4. Sugar Folks’ Root Cause Analysis (2021).

IV. RESULTS AND DISCUSSIONS

From the interview, there are several valuable inputs retrieved for Sugar Folks to review and grasp. Below are the inputs Sugar Folks retrieved and summarized:

1. Snacks are bought because Sugar Folks’ customers are either bored, to satisfied cravings between meals, and to relieve stress.
2. When buying snacks, Sugar Folks’ customers prefer snacks that are tasty, high in quality, and has reasonable portion size. Snacks could either be salty or sweet in flavor.
3. The barrier for Sugar Folks’ customers in buying snacks are because snacks can cause bodyweight to increase, the lack of snack product variety, and delivery handling issues.
4. Sugar Folks customers usually spends around IDR 30,000 - IDR 50,000 on snacks.
5. Sugar Folks customers preferred to buy soft cookies as their snacks because soft cookies are tasty, convenient, and provided the sweet cravings they need.
6. Customers loves Sugar Folks because Sugar Folks has several cookies to choose from and the cookies are made with premium ingredients, being on par with larger and more famous cookies brands while costing

- less.
7. Most Sugar Folks’ customers purchased Sugar Folks’ products from Instagram, Tokopedia, and WhatsApp in respective order. Therefore, other sales channels such as Gojek, Grab and Shopee are less likely to be used by customers.
8. Sugar Folks’ customers like the taste of Sugar Folks’ products, quality, and pricing.
9. Sugar Folks’ customers praise the marketing of Sugar Folks. However, some noted that it should be done in a greater scale compared to what has been done due to the algorithm of Instagram because some customers said they are seeing less Sugar Folks’ marketing content on their Instagram.
10. Upon questioning Sugar Folks’ customers regarding other soft cookies brand they had tried, most of them mentioned Dough Lab. Despite having tried Dough Lab, Sugar Folks’ customers prefers Sugar Folks’ soft cookies as it tasted more balanced, and the price point of the cookies are slightly lower that Dough Lab’s.
11. Finally, Sugar Folks’ customers addresses some inputs concerning the marketing of the brand which needed to be justified to be able to differentiate itself further from Sugar Folks’ competitors, grab more customers, and encouraging customers to provide feedbacks. Some

customers also noted that Sugar Folks should expand its product offering with more characteristics and variety to set itself apart from the competition.

A. Marketing Strategy

The business strategy for this research will focus on marketing strategy. To further support the reason behind selecting marketing strategies to improve Sugar Folks' sales is the Ansoff's Matrix. Ansoff's Matrix has provided several strategies to be selected by an organization when the organization is trying to define their business strategy (Cadle, 2015, p. 16).

According to the Ansoff Matrix, Sugar Folks should create strategy on Market Penetration (Marketing) because its products and markets already exist. Therefore, the selected marketing strategies for Sugar Folks are:

1. Overhaul marketing program to support growth and increased market penetration.
2. Increase e-commerce sales traffic with enhanced customer relationship.
3. Expand and extent business capabilities being a MSME business by having a face-to-face selling presence.
4. Repositioning Sugar Folks' target market.

Therefore, Awareness, Intention, Search, Action, and Share (AISAS) Funnel Marketing model is formulated as a customer behavior analysis on social media network environment stated by Xu (2017, p. 480) with the objectives listed from advertising, sales promotion, as well as direct and digital marketing.

1. Awareness: Promote e-commerce channels on Instagram frequently and attend more direct selling channel events such as fair and exhibition.
2. Interest: Highlight snacking, convenience, and enjoyment of Sugar Folks' products.
3. Search: Encourage multi-product purchase with discounts and creating limited-time only product sale or flash sale as well as high volume and low volume product bundling.
4. Action: Attend more direct selling channel events such as fair and exhibition
5. Share: Encourage product reviews and use product reviews as marketing content to create better brand image as well as provide product giveaways to Sugar Folks' customers who purchased from e-commerce channels and provided product reviews.

B. Research Scope and Limitation

This research has scope and limitation to ensure the trustworthiness, consistency, and credibility of the research. The scope of this research is formulating marketing strategy for Sugar Folks. The limitation of this research is the data collected limited from April 2020-November 2021 for the amount of sales and marketing data presented on this research was from 20th August 2021 and 17th November 2021.

C. Recommendation for Future Research

The recommendation for future research could add more solution to solve Sugar Folks other problems which includes product development, retail location, and human resources.

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2. Rossy Sjarifah Sjarif, S.T.Ars., MBA. as the project counsellor assistant.

Eventually, this final project might be far from being flawless. Hence, room for improvement in the form of appraisals and assessment from readers are very much embraced and appreciated by the authors to polish the rough edges. Authors aspired that this final project will be desirable and attractive for eager and keen readers and the society.

CONFLICT OF INTEREST

Authors declare that authors do not have any conflict of interest in doing *Marketing Strategy for Premium and Artisan Snack Food Business during COVID-19 Pandemic*.

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