



Implementation of the Marketing Strategy of PT Bintang Sayap Utama Malang in order to Expand Market Share

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Abstract. *This study aims to determine and analyze how the marketing strategy is carried out by PT. Bintang Sayap Utama in Malang in expanding market share. The data analysis technique used by the researcher is quantitative descriptive analysis used to determine the marketing mix, internal and external environment, using SWOT analysis, and to support the use of quantitative analysis in the IFE, EFE, IE, and AHP matrices. The results of the study indicate that the main priority criteria considered by experts in expanding market share is product development. The main priority alternative considered by experts in product development is to carry out distribution cost efficiency.*

Keywords: *Marketing Strategy, Market Share, Expand Market Share*

1. INTRODUCTION

The global economy has grown extremely quickly in the modern era. This circumstance has forced industries that manufacture a wide range of goods to modify their business plans in response to emerging trends. Every business must be able to recognise and better manage changes that arise in a dynamic and complex marketing environment. Entrepreneurs need to do this in order to gather the necessary data, which will aid in the design of their marketing strategies and lead to more favourable opportunities. In this situation, business owners must also keep a close eye on their marketing environment and pay attention to the people and things that make it up. Through a variety of channels, such as their sales force, distributors, retailers, outside information purchases, or the creation of marketing information centres, businesses can learn about significant advancements pertaining to the marketing of their products or services. These developments can then be examined through marketing research.

In the course of their marketing campaigns, businesses not only promote high-quality products but also set competitive prices that allow the target market to afford them. In order to satisfy the needs and desires of their customers and assist in resolving issues, businesses must also be able to communicate with them effectively. Marketing management as the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value (Kotler & Keller, 2009)

An analysis of marketing strategy is an extremely important aspect for any business that operates in the manufacturing or service industries. According to Chandler Jr. (1962), strategy is a tool for achieving organisational goals and sasaran. It applies awareness and alokasi sumber daya that are necessary to achieve previously set goals. The goal of the strategy analysis for pemasaran is to increase investment in order to obtain a higher than average return on investment. Businesses can grow to the point where they increase the amount of goods or services they produce.

A marketing strategy is a way that a company offers or promotes its products to customers in an effort to meet marketing objectives. A company needs to implement a strategy in order to accomplish its goals. A marketing strategy, according to Tjiptono & Chandra (2017), is a plan that outlines the company's expectations of how different marketing initiatives or activities will affect the demand for its product lines or products in particular target markets. Marketing programs comprise marketing initiatives that have the potential to influence consumer demand for a product, such as price adjustments, ad campaign modifications, the creation of unique promotions, distribution channel selection, and more.

The company's marketing plan needs to be modified for the products it sells. Situated in Kepanjen District, Malang Regency, Perusahaan Rokok (PR) PT Bintang Sayap Utama in Malang is a company in the cigarette industry. The following represents PT Bintang Sayap Utama Cigarette Company's total sales realisation in Malang.

Table 1 Sales realisation of PT Bintang Sayap Utama in 2023

No	Brand	Bal	Sticks	%
1	Gajah Baru International 12	354.696	851.271	36,3%
2	Andalan Filter 12	318.562	764.550	32,6%
3	Andalan Kretek 12	54.846	131.630	5,6%
4	Gajah Baru Origin Filter 12	48.957	117.497	5,0%
5	Red Bold 20	48.967	97.935	4,2%
6	Gajah Baru Kretek 12	39.204	94.090	4,0%
7	Harmoni Kretek 16	51.466	82.346	3,5%
8	Andalan Filter 16	47.751	76.401	3,3%
9	Andalan Kretek 16	31.071	49.714	2,1%
10	Gajah Baru Filter 12	14.554	34.930	1,5%
11	Gajah Baru Filter 16	9.812	15.700	0,7%
12	Velapan M P Kretek 12	2.616	6.279	0,3%
13	Red Mild 16	3.863	6.181	0,3%
14	169 Kretek 16	3.146	5.034	0,2%
15	Red Summer 16	2.971	4.754	0,2%
16	Red Menthol 16	2.048	3.277	0,1%
17	Velapan Kuning Kretek 12	1.250	3.000	0,1%
18	Red Black 16	749	1.199	0,1%
19	Harmoni Kretek 12	495	1.189	0,1%
20	Harmoni Filter 12	240	575	0,0%
Jumlah		1.037.266	2.347.549	100,0%

Source: PT Bintang Sayap Utama

When it comes to marketing, a company's production level sales can fluctuate. A decline in sales may be attributed to both escalating competition and unpopular products that don't suit consumer preferences. In general, a wide range of factors, such as brand, price, lifestyle, advertising, taste, and the calibre of a product produced by the company, affect consumers' desire to purchase cigarettes. Because there is more competition and a larger number of manufacturers producing cigarettes, businesses must enhance both their goods and marketing strategies by studying how consumers behave when making cigarette purchases.

Due to the sheer volume of competitors, businesses must decide how to best use their resources to develop strategies in order to compete. In these circumstances, the uncontrollably changing environment is constantly interacting with PT. Bintang Sayap Utama in Malang as it conducts business. The aforementioned condition presents both an opportunity and a threat to the company. Consequently, PT. Bintang Sayap Utama in Malang must be prepared to compete in an increasingly competitive business environment.

Furthermore, the quantity of market share or market share may fluctuate at any time due to shifting consumer preferences or interest in different products. The company will gain a larger market share in a target market by increasing the volume of products sold there. In order to increase the market share of its goods or services in a market, a company must work to increase sales volume (Haryono & Octavia, 2014).

Table 2 Market Share of PT Bintang Sayap Utama By Region in East Java in 2023

No	Area	Bal	000 Sticks	%
1	Kepanjen	149.097	344.227	14,7%
2	Surabaya	125.798	288.636	12,3%
3	Kediri	97.764	218.352	9,3%
4	Malang	90.687	212.635	9,1%
5	Blitar	91.516	196.978	8,4%
6	Gresik	65.906	143.397	6,1%
7	Tulung Agung	56.692	129.048	5,5%
8	Lamongan	48.043	110.236	4,7%
9	Jombang	46.392	108.075	4,6%
10	Wanogiri	44.114	88.307	3,8%
11	Lumajang	37.223	86.447	3,7%
12	Sidoarjo	36.248	84.585	3,6%
13	Mojokerto	26.092	60.282	2,6%
14	Ponorogo	23.978	52.357	2,3%
15	Jember	17.416	40.856	1,7%
16	Pasuruan	16.380	38.939	1,7%
17	Trenggalek	16.626	37.888	1,6%
18	Nganjuk	14.387	32.725	1,4%
19	Probolinggo	8.971	21.431	0,9%
20	Bojonegoro	9.493	20.044	0,9%
21	Banyuwangi + Bondowoso	4.615	11.076	0,5%
22	Magetan	3.864	7.948	0,3%
23	Pacitan	3.312	6.897	0,3%
24	Taban / Mulai Week 30	2.654	6.183	0,3%
Jumlah		1.037.266	2.347.549	100%

Source: PT Bintang Sayap Utama

The market share strategy is carried out by combining the components in the marketing mix or marketing mix. These components are promotion strategy, product

strategy, price strategy, place strategy, and service strategy (Sumarwan, 2010). Therefore, the marketing strategy must be able to provide a clear and orderly picture of what the company is doing and use every opportunity or opportunity in several target markets. The type of marketing strategy used in this study is a marketing mix strategy. Where the marketing mix strategy is a strategy that can include products, prices, promotions, and distribution channels.

According to the findings of some earlier studies, including Musyawarah & Idayanti (2022), supporting aggressive growth policies is the necessary tactic. Then, according to Setiawan's (2018) research findings, an aggressive strategy, also known as an expansion strategy, is the best course of action. This means that since the company is strong and stable, it can continue to grow, expand, and make progress by maximising its internal and external strengths to boost sales volume and competitive advantage (Leksono et al., 2021). Additionally, Puspitasari & Oktafia's research (2020) findings show that using marketing mix strategies can affect market share growth, with market segmentation, target market, and market position being the most important factors.

From the above explanation, it is clear that a strategy is necessary for the organisation to be able to foresee any changes that may occur, whether they are in the company's internal or external environment. since it might have an impact on how the business develops. Because of this, the company needs a strategy in order to compete, face competition, and potentially even outperform it. Thus, the issue with this study is how PT Bintang Sayap Utama's marketing strategy in Malang was able to increase market share.

2. LITERATURE REVIEW

Marketing Strategy

Determining target markets, positioning products, and identifying market segments are all critical components of a successful marketing strategy. As per Kotler and Keller (2009), the idea of STP (Segmentation, Targeting, Positioning) encapsulates marketing strategy and highlights the significance of comprehending the targeted market share to enhance the efficacy of product sales. By using this tactic, businesses can make sure that they are focussing on the most lucrative market segments and that consumers have a positive perception of their products.

Different expert opinions, including those of Assauri (2017), Tjiptono & Chandra (2017), and Swastha & Irwan (2008), confirm that marketing strategies need to be modified to account for changing market conditions and company objectives. Marketing strategy encompasses more than just product sales; it also involves building long-term competitive advantages and adding value for customers through efficient purchasing and selling procedures.

In order to reach the target market, marketing strategy also entails selecting the best distribution and promotion channels. Experts like Gaspersz (2008) and Suardi (2010) assert that in order to choose the best course of action, factors like strengths, weaknesses, opportunities, and threats must be taken into account. In order to be effective, marketing strategies must also be adjusted to the competitive landscape and changes in the market. Credible positioning is also crucial to gaining the trust of customers.

Market Share

Market share, expressed as a percentage of the industry's total sales, is the portion of the market that a company controls. Market segmentation, which divides the market into smaller groups according to factors like geography, demographics, behaviour, and psychographics, is frequently the first step in this strategy. The goal of segmentation is to pinpoint target clients and create strategies that are tailored to their requirements. Market leaders are companies that hold a dominant position in the industry and are accountable for maintaining and growing their market share through innovative, cost-effective, and successful marketing strategies (Kotler and Keller, 2009).

Market leaders typically look to expand the market by drawing in new consumers, coming up with new applications for the product, or encouraging existing users to use it more frequently. They also need to keep their market share by not giving in to weaknesses that rivals could exploit. Extending market share is another tactic used to boost profits, but it must be done cautiously to avoid risks like antitrust charges or using the incorrect marketing strategy that could reduce profits (Kotler and Keller, 2009).

Companies can better target their customers by using market segmentation, which also enables them to create marketing strategies that are more suited to the unique requirements of each segment. Effective segmentation has the potential to increase a company's market share over time and increase profitability while also increasing the effectiveness of how marketing resources are allocated. In a competitive market, this

process—known as STP (Segmentation, Targeting, Positioning)—lays the groundwork for businesses to succeed over the long haul (Kotler and Keller, 2009).

SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a strategic planning technique that identifies and contrasts internal and external factors that impact an organization's performance. Rangkuti (2018) claims that in order to create successful strategies, SWOT analysis entails evaluating the internal and external environments. SWOT analysis is a useful tool for gaining a comprehensive understanding of the state of both profit-oriented and non-profit organisations, according to Fahmi (2017); (Anam & Churiyah, 2023).

The SWOT analysis comprises four elements: strengths, which include the company's facilities and human resources; weaknesses, which are indicative of internal conditions lacking; opportunities, which arise from favourable external environmental factors; and threats, which include changes in raw material prices or the emergence of new competitors (Rusmawati, 2017). Through aggressive growth, diversification, or the reduction of weaknesses to seize market opportunities, an organisation can evaluate its place in the market and devise a strategy that works for them.

According to Rangkuti (2018), the SWOT matrix enables businesses to create strategies based on a confluence of opportunities, threats, weaknesses, and strengths. While a WO (Weaknesses-Opportunities) strategy maximises opportunities by minimising weaknesses, a WT (Weaknesses-Threats) strategy concentrates on reducing weaknesses to avoid threats, and a SO (Strengths-Opportunities) strategy uses strengths to seize opportunities. This matrix is a valuable resource for creating action plans that are customised to the unique circumstances of the business.

3. METHODS

The objective of this research, which employs a quantitative approach and a quantitative descriptive research type, is to systematically describe and analyse data as numbers. Researchers selected this approach because matrices like SWOT, IFAS, EFAS, and AHP—all of which are quantitative in nature—can be used to solve the current problem. The study was conducted at PT Bintang Sayap Utama in Malang, with participants including the company's head of human resources, head of marketing, head

of accounting and finance, and regional managers for Sumatera, East Java, and Kalimantan.

To analyse internal and external conditions, information was gathered through questionnaires, documentation, and interviews with the company's management. The quantitative descriptive analysis data analysis technique is applied, utilising multiple matrices to assess the company's internal and external factors and aid in the development of suitable strategies.

Three main steps make up the strategy formulation process: the matching stage (using IE and SWOT matrices), the decision-making stage (using AHP), and the input stage (using IFAS and EFAS matrices). Strengths, Weaknesses, Opportunities, and Threats are analysed using the SWOT matrix, and Priorities are set and multiple complex criteria are measured using the AHP. When higher order measurements of ordinal or categorical data are needed, the AHP method is very helpful.

4. RESULTS AND DISCUSSION

Results

SWOT analysis

Conducting a SWOT analysis is a practical measure that PT Bintang Sayap Utama in Malang ought to undertake in order to sustain its operations. The creation of the IE matrix served as the foundation for this SWOT analysis. A SWOT analysis can make it very evident how the company's marketing plan should be tailored to its strengths and weaknesses in order to take advantage of opportunities and counteract threats.

A SWOT analysis is created as a matrix that includes a thorough explanation of a company's opportunities and threats. Next, the opportunities and threats are adapted to the company's strengths and weaknesses. This analysis yields a number of different approaches. The SO, ST, WO, and WT strategies are the four primary approaches that can be recommended. The information from the earlier IFAS and EFAS matrices is used in this analysis. Table 3, which follows, provides an overview of the analysis' findings.

Table 3 SWOT Analysis Results of PT Bintang Sayap Utama Malang

IFAS	<p>Strength (Kekuatan):</p> <p>1) Products that are marketed are legal</p>	<p>Weakness (Kelemahan):</p> <p>1) Lack of marketing personnel</p>
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<p>EFAS</p>	<p>2) Products have quality flavours 3) The price of the products marketed is still affordable 4) Conduct direct and indirect promotions</p>	<p>2) Limited marketing costs 3) Do not yet have a private vehicle in the delivery of goods (distribution of goods)</p>
<p>Opportunities (Peluang):</p> <p>1) The number of smokers in Indonesia is increasing 2) Participating in event activities in the form of sponsorship 3) The rapid development of technology 4) The increasing number of expedition services makes it easier for consumers to buy products through social media</p>	<p>SO Strategy:</p> <p>1. Indirect promotion through event sponsorship (S1, S2, S3, S4, O2) 2. Conducting indirect promotion through social media (S1, S2, S3, S4, O3) 3. Doing direct promotion (S1, S2, S3, S4, O2)</p>	<p>WO Strategy:</p> <p>1. Utilising expedition services to deliver goods (W1, W3, O4)</p>
<p>Threats (Ancaman):</p> <p>1) Number of similar products 2) The number of well-known brand competitors in Indonesia 3) The rise of the illegal cigarette industry 4) Government policy in increasing cigarette excise</p>	<p>ST Strategy:</p> <p>1. Increase the number of sales at competitive prices (S1, S2, S3, S4, T1, T2, T3) 2. Improve efficiency in operational costs (S1, S2, S3, S4, T4) 2.</p>	<p>WT Strategy:</p> <p>1. Placed new distributors for new territories (W1, T1, T2, T3) 2. Improve distribution cost efficiency (W3, T4) 3.</p>

Source: Data processed (2024)

Analytical Hierarchy Process (AHP)

The next stage is to use the Analytical Hierarchy Process (AHP) method to identify the best alternative that can be applied to PT Bintang Sayap Utama in Malang

after obtaining alternative strategies based on SWOT analysis. Because the Analytic Hierarchy Process (AHP) employs expert perspectives to assign weights to each criterion, it is an appropriate method for selecting the best option among those obtained from the SWOT method. Six experts are present, including the heads of HRD, marketing, accounting, and finance, as well as the regional managers of Sumatra, Jawa Timur, and Kalimantan. An expert in the field has sufficient knowledge to be considered an expert in this research. Based on the comprehensive structure of the AHP pemasaran strategy, the goal is to increase the market share of PT. Bintang Sayap Utama in Malang, as shown in Figure 1.

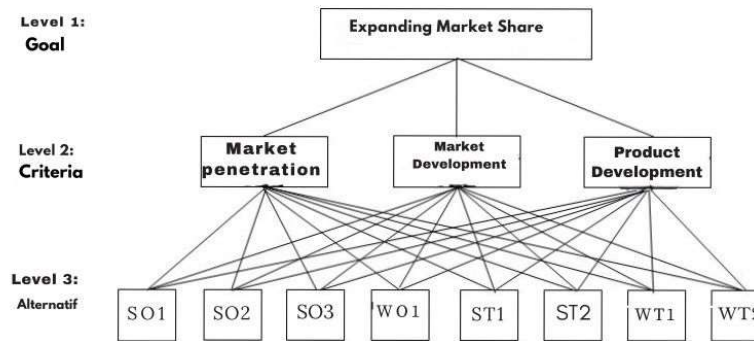


Figure 1 Hierarchical Structure of SWOT Strategy Priorities of PT Bintang Sayap Utama Malang

Source: Data processed (2024)

The first diagram up top clearly illustrates the majority of the primary and secondary criteria that exist. Everything to achieve one goal. Draw a chart above without any additional subcriteria for each individual utamanya. Every primary criteria should be connected to all available alternatives. Following the collection of all data using Expert Choice, the following results were obtained from the respondent's jawab augmentation:

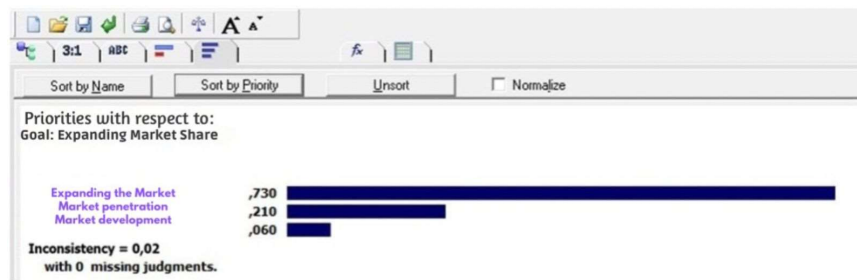


Figure 2 Weighting Results Based on Criteria PT. Bintang Sayap Utama Malang

Source: Data processed (2024)

Based on Table 2, it can be observed that the Product Development Criteria has the lowest percentage of failures, which is 0.730 or 73%. After that, the market penetration rate with a bobot of 0.210 or 21% was implemented, followed by the market growth rate with a bobot of 0.060 or 6%. With a consistency index of 0.02 (< 0.10), it can be concluded that the data above is consistent. It can be inferred that the primary requirement that serves as a benchmark for the ahli in Memperluas Pangsa Pasar is Product Development.

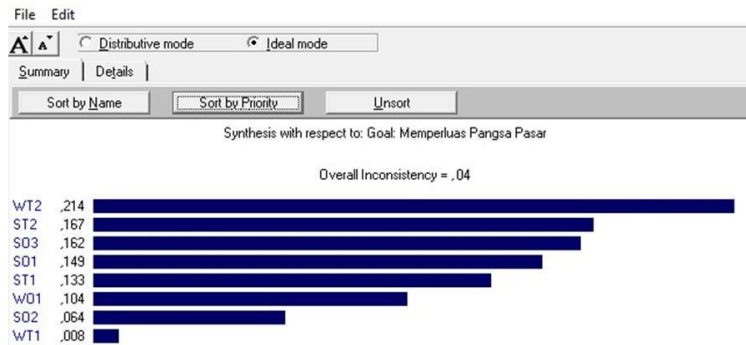


Figure 3 Weighting Results Based on Alternatives PT. Bintang Sayap Utama Malang

Source: Data processed (2024)

As can be seen from Gambar 3, the alternative WT2 (Efficient distribution costs) has the lowest percentage of error, which is 0.214 or 21.4%. Subsequently, ST2 (Carry out efficiency in operational costs) was consulted, yielding a yield value of 0.167 to 16.7%. Next, alternative SO3 (conducting promotions silently) with a bobot of 0.162 or 16.2%, and alternative SO1 (conducting promotions actively through event/acara sponsors) with a bobot of 0.149 or 14.9% alternative WO1 (using expedition services for goods delivery) has a weight value of 0.104 or 10.4%, alternative SO2 (carrying out indirect promotions through social media) has a weight value of 0.064 or 6.4%, alternative WT1 (placing a new distributor for a new region) has a weighted value of 0.008 or 0.08%, and alternative ST1 (increasing the number of sales at competitive prices) has a value weight of 0.133 or 13.3%. With an inconsistency of 0.04 (< 0.10), it can be concluded that the data above is consistent. It can be inferred that the primary alternative that is crucial to the success of the product development team is WT2 (distribution cost efficiency).

Discussion

PT Bintang Sayap Utama places great emphasis on product development as a means of increasing its market share. Maintaining product sustainability in the market and drawing in new customers depend on this development. While Alkurni & Zuliarni (2014) contend that product development is essential to a company's success, Sunyoto (2012) claims that product development entails modifying products to satisfy consumer demand. According to Assauri (2003), the goal of product development is to make products more satisfying and easy to use.

Technical elements like research, engineering, and design are also a part of product development; these areas are crucial to the business and offer the best chance for future expansion (Stanton, 2002). Growing the business's revenue and profits while preserving its leadership position in the industry are two of the primary goals of product development. Since efficient distribution can improve the product's added value and streamline the marketing process, it is also a top concern in the product development strategy.

A logistics system that encompasses more than just transportation must include distribution as a critical component. Chopra & Meindl (2007) state that distribution influences supply chain expenses and customer perceptions, which in turn determines a company's profitability. Pujawan & Mahendrawati (2010) emphasised that routes, warehouse locations, and delivery capacity must all be determined in the distribution process. The primary objectives of today's business competition are cost efficiency and customer satisfaction because supply chains compete more with one another.

Distribution issues for PT Bintang Sayap Utama are primarily caused by low marketing expenses and a lack of private delivery vehicles. Using freight forwarding services to deliver goods to locations the company is unable to reach is a workable solution. For shipping goods in Indonesia, expedition services like JNE, J&T Express, and POS Indonesia offer quick, secure, and effective services.

By using expedition services, PT Bintang Sayap Utama can make sure that products are delivered to customers on time and get around distribution constraints. In the current era, timely and dependable delivery is essential because it frees up businesses to concentrate on developing new products and gaining market share rather than worrying about logistics.

To increase market share, PT Bintang Sayap Utama must think about more potent marketing techniques in addition to concentrating on product development and efficient distribution. Marketing via different platforms, such as social media and event sponsorship, can draw in more customers and increase the exposure of a product. In the current digital age, having an online presence is crucial. Digital platform promotions have the potential to expand their reach and facilitate direct communication with customers, thereby boosting customer loyalty.

In terms of distribution, PT Bintang Sayap Utama may want to think about employing technology to optimise their supply chain in addition to utilising expedition services. Utilising supply chain management software can lower operating costs, improve logistics management, and guarantee that goods reach customers on schedule and in good condition. To better meet customer demand, it also enables businesses to track shipments and manage inventory in real-time.

However, effective inventory and production management techniques are just as important to distribution cost efficiency as technology and expedition services. PT Bintang Sayap Utama can lower storage costs and prevent overstocking or understocking, which could impede the distribution process, by maintaining ideal inventory levels. For instance, the company can reduce waste and storage expenses and guarantee that the products produced are always in line with market demand by implementing a just-in-time (JIT) production strategy.

In order to identify areas that need improvement, businesses should also regularly monitor and evaluate their distribution performance. Understanding demand trends, delivery performance, and overall supply chain efficiency can all be aided by the application of data analytics. By utilising precise data, PT Bintang Sayap Utama can enhance their competitiveness in the market by making informed decisions about product development and distribution optimisation.

Finally, PT Bintang Sayap Utama must deal with outside issues like fierce competition and laws that could have an impact on their sector. Companies need to keep coming up with new ideas in order to stay ahead of the competition in the highly competitive cigarette market. Furthermore, cigarette excise laws can have a big impact on product costs and business profitability, so businesses need to have a flexible and adaptable strategy in place to deal with changing regulations and keep up with business expansion.

5. CONCLUSIONS AND SUGGESTIONS

The study came to the conclusion that PT Bintang Sayap Utama's performance in Malang is influenced by both internal and external factors. The company's advantages include reasonably priced, high-quality, and legally compliant products; its disadvantages include a dearth of marketing staff and low distribution expenses. Threats include the quantity of comparable products and unfavourable government regulations, while opportunities include the growing number of smokers and technological advancements. Product development and cost-effective distribution are the primary tactics for growing the company's market share, according to SWOT and AHP studies.

According to the research's theoretical ramifications, developing new products is essential to retaining competitiveness and drawing in new customers. Ulrich & Eppinger (2001) and Nailuvaru & Ani (2020) both assert that a company's strategy plays a critical role in the success of product development. In practice, this means that PT Bintang Sayap Utama must expand its distribution network in order to reach a wider audience and achieve cost-effectiveness. This will enhance service quality and shorten the time it takes to satisfy customer demand.

6. LIMITATION

There are a number of limitations to this study, such as the time and resources that were restricted and the respondents' limited comprehension of the questionnaire. It is advised that future research look into additional variables that may impact market share growth and regularly assess the marketing tactics used by PT Bintang Sayap Utama. The business must also find ways to lower distribution costs in order to increase operational efficiency, as well as more effectively handle external threats and internal weaknesses.

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