

Marketing Strategy of Palm Sugar “Gu Sereen Noniludo Group” in Lareh Sago Halaban District, Lima Puluh Kota Regency

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Abstrak

Gu Sereen is a brand of sugar products made from coconut water which is cooked into granules. Gu Sereen products were launched by Noniludo Group in September 2019. Gu Sereen products are still relatively new and not widely known to the public, requiring a strategy in marketing. Efforts to get the right marketing strategy obtained from the identification of internal and external factors. This study aims to describe and analyze the marketing strategy of Gu Sereen Noniludo Group. The study was carried out from April to May 2020. Determination of the sample was purposive. Data were analyzed using SWOT analysis. The main advantage of the product is a quality product without preservatives. Gu Sereen has a major market opportunity, namely consumers who prioritize a healthy lifestyle. The most appropriate strategy to be applied is the market penetration strategy by maximizing promotion and market expansion. The results of the SWOT analysis produce 10 alternative strategies that can be chosen by the company. An alternative strategy that is prioritized by the company is collaborating with minimarkets and herbal stores that are strategically located to be able to reach potential consumers with a TAS score of 6.486.

Keywords: SWOT Analysis; Product; Market Penetration; Consumer

Abstrak

Gu Sereen adalah merek produk gula yang terbuat dari air kelapa yang dimasak menjadi butiran. Produk Gu Sereen diluncurkan oleh Noniludo Group pada September 2019. Produk Gu Sereen yang masih tergolong baru dan belum banyak dikenal masyarakat memerlukan strategi dalam pemasaran. Upaya mendapatkan strategi pemasaran yang tepat yang diperoleh dari hasil identifikasi faktor internal dan eksternal. Penelitian ini bertujuan mendeskripsikan dan menganalisis strategi pemasaran Gu Sereen Noniludo Group. Penelitian dilaksanakan pada bulan April sampai Mei 2020. Penentuan sampel secara purposive. Data dianalisis menggunakan analisis SWOT. Keunggulan utama produk yaitu produk berkualitas tanpa bahan pengawet. Gu Sereen memiliki peluang pasar utama yaitu konsumen yang memprioritaskan pola hidup sehat. Strategi yang paling tepat diterapkan adalah strategi penetrasi pasar dengan lebih memaksimalkan promosi dan perluasan pasar. Hasil analisis SWOT menghasilkan 10 alternatif strategi yang dapat dipilih oleh perusahaan. Alternatif strategi yang diprioritaskan oleh perusahaan yaitu bekerjasama dengan minimarket dan toko herbal yang letaknya strategis untuk dapat menjangkau konsumen potensial dengan skor TAS sebesar 6,486.

Keywords: Analisis SWOT; Produk; Penetrasi Pasar; Konsumen

INTRODUCTION

Palm plant products have a high enough economic value, especially in palm sugar derivative products which have been known as food and beverage sweeteners that have a distinctive taste and aroma. One palm tree is capable of producing up to 20 liters of palm juice per day with an average of 2-4 kg of sugar produced (Suliyanto et al., 2019). This makes the business of making palm sugar quite promising in improving the community's

economy, especially the people of Nagari Labuh Gunung, Lareh Sago Halaban District, which is the center for making palm sugar. According to data (BPS, 2020), Lareh Sago Halaban District is the largest palm producer in Lima Puluh Kota Regency, which is 37.48 tons in 2018 and most of it is produced in Nagari Labuh Gunung.

Almost all sugar palm farmers in Nagari Labuh Gunung process palm water into brown sugar. The production of printed brown sugar which is quite a lot and is not balanced with the needs of the surrounding community makes the selling price of brown sugar low. The selling price of brown sugar on a typical day is only around Rp. 16,000 – Rp. 18,000 and only during Ramadan, the selling price of brown sugar increases, which is around Rp. 20,000 – Rp. 25,000, but the selling price of brown sugar will fall again after Ramadan. This makes the printed brown sugar craftsmen get an unstable turnover. Seeing this makes Nagari children want to create new innovations in palm water processing. One of the innovations is to process palm water into ant sugar (Gu Sreen). Gu Sreen is brown sugar in the form of powder or crystal granules produced by the Noniludo Group. Processing palm water into palm sugar can increase the selling value of brown sugar products because of its smoother shape and more durable products. Palm water which is processed into ant sugar is usually priced from Rp. 40,000 - Rp. 70,000 per kg, this allows brown sugar craftsmen to increase their sales profits.

However, the problem that is often faced by new products is the ability to face increasingly competitive market competition (Asmira et al., 2021; Azhar, 2020; Gobel et al., 2020; Gumelar et al., 2021; Suliyanto et al., 2019). Therefore, Gu Sreen's products need to bring out the advantages of their products. Gu Sreen products are granular and have a lower sugar content compared to granulated sugar, making Gu Sreen much in demand by the public. The content in palm sugar is friendly to diabetics or people who maintain a diet to avoid diabetes and dieters (Febiana et al., 2020; Filiani et al., 2021; Pebriani, 2021; Warismayati et al., 2020).

Besides being in demand because of its fine grain shape and low sugar content, Gu Sreen also has the potential to be used as an instant coffee mixture. Many coffee entrepreneurs develop their coffee products by adding palm sugar. This shows that Gu Sreen's business has quite promising potential in its marketing. However, as with new products that are not widely known to the public (Meliana, 2019a), Gu Sreen's products faced the same thing. Another possibility is that the higher price of substitute products becomes a problem for Gu Sreen's marketing. So we need a strategy in marketing the Gu Sreen product. The application of an accurate marketing strategy can increase sales, so that the company's position or position in the market can be improved or maintained.

The purpose of the study is to analyze both external and internal factors that can be utilized and which must be overcome by the company in order to survive and to see what strategies can be carried out and are the most profitable for the company.

METHODS

Time and place

The research location was conducted at the Gu Sreen Noniludo Group UKM in Nagari Labuh Gunung, Lareh Sago Halaban District, Lima Puluh Kota Regency. This location was deliberately chosen with the consideration that this company is relatively new by utilizing the advantages of local products. This research was conducted from April to May 2020.

Method of collecting data

The data used in this study consisted of primary data and secondary data, both qualitative and quantitative. The primary data used consisted of data directly obtained from

field observations (observations) and based on interviews with the Noniludo Group, as well as from the results of questionnaires. Respondents who were interviewed consisted of people who had a deep understanding of Gu Sreen, namely the business owner as well as the manager and person in charge of marketing. Secondary data in the form of literature studies related to research. The method of processing and collecting data used in this study was in-depth interview. The collected data and information are processed and analyzed qualitatively and quantitatively to obtain alternative strategies for the company.

Data analysis method

Data analysis used three-stage strategy formulation analysis. The first stage is input by analyzing the external and internal environment and then evaluated using the IFE and EFE matrices. The second stage is the matching stage by analyzing the IE and SWOT matrix, and the third is the decision stage using QSPM.

Stage 1. Analysis of IFE and EFE Matrix

Internal analysis is carried out to determine the strengths and weaknesses of the company. In summary, this analysis is presented in the Internal Factor Evaluation (IFE) matrix. External Factor Evaluation (EFE) matrix is used to analyze the factors that become opportunities and threats to the company.

Stage 2: Internal-External Matrix (IE) and SWOT Matrix

The values obtained in the IFE matrix and the EFE matrix are then entered into the Internal-External (IE) matrix to analyze the company's position in more detail and see what strategies are appropriate for the company to implement. According to (David & David, 2017), the IE matrix can be divided into three different large sections. First, the provisions for the divisions that fall into cells I, II, and IV can be described as growing and developing. Second, the divisions that fall into cells III, V, and VII can be handled properly through a strategy of guarding and defending. Third, the general provisions for divisions included in cells VI, VIII, and IX are harvest or divestment.

		Total IFE Score		
		Strong 3.0-4.0	Currently 2.0-2.99	Weak 1.0-1.99
Total EFE Score	Tall 3.0-4.0	4.0		
	Currently 2.0-2.99	3.0		
	Low 1.0-1.99	2.0		
		1.0		
		I	II	III
		IV	V	VI
		VII	VIII	IX

Information :

I, II, IV : Areas to grow and develop.

III, V, VII: Areas to maintain and maintain.

VI, VIII, IX : Harvest and release areas.

Figure 1. IE matrix illustration

Source :(David & David, 2017)

According to (Huda & Martanti, 2018), after analyzing with the IE matrix, various combinations were carried out using the SWOT matrix. With a SWOT analysis, various alternative strategies can be obtained that can be chosen by the company in developing its business. This matrix clearly illustrates how the opportunities and threats faced by the company are adjusted to its strengths and weaknesses.

Table 1. SWOT Matrix Form

Internal Analysis	Strength (S) List 5-10 strength factors	Weakness (W) List 5-10 weakness factors
External Analysis		
Opportunity (O) List of opportunity factors	S – O Strategy Use strength to take advantage of opportunities	W – O Strategy Overcome weaknesses by taking advantage of opportunities
Threat (T) List of threat factors	S – T Strategy Use power to avoid threats	W – T Strategy Minimize weaknesses

Source: (David & David, 2017)

The results of the SWOT matrix are expected to provide several alternative strategies in business development that can be chosen by the company management, so that the initial goals of the organization are achieved and the company's business activities are able to provide maximum results (Ahmad, 2020).

Stage 3: QSPM Matrix

The last stage of strategy formulation is the decision-making stage. The analysis used at this stage is the QSPM (Quantitative Strategic Planning Matrix) matrix. The source of the QSPM matrix is obtained from alternative strategies that are recommended through SWOT analysis. There are 6 steps to follow to create a QSPM matrix. Furthermore, the alternative strategy that has the largest total value is the best strategy.

RESULTS AND DISCUSSION

Gu Sereen's General Condition of Business

Gu Sereen's business is a business founded by the Noniludo Group with Mission "Gu Sereen SMEs continue to maintain customer satisfaction". While the Noniludo Group's vision is "to bring Gu Sereen to take part in the international market". Gu Sereen's business is located in Jorong Talaweh, Nagari Labuh Gunung, Lareh Sago Halaban District, Lima Puluh Kota Regency. The Noniludo Group produces Gu Sereen on a small scale. Noniludo Group produces Gu Sereen 2 times a month with a production capacity of 10-20 kg. Gu Sereen's sales market is social media or online media. Gu Sereen's marketing areas are Payakumbuh and Lima Puluh Kota Regency and several areas outside West Sumatra such as Medan and Riau.

Internal Environmental Analysis

1. Management

Company management is a process of managing a business in order to achieve the expected results (Kotler & Keller, 2016). The Gu Sereen business run by the Noniludo Group already has a management system, but the management system is still simple. This can also be seen from the number of members of the organization which only amounts to 4 people, there is no special team for sales. According to (Anwar et al., 2019), this will have an impact on business sustainability.

2. Marketing

The marketing system carried out by Noniludo Group in marketing Gu Sereen products currently is by direct marketing to consumers and online marketing with the Gu Sereen marketing mix adopted (Kotler & Keller, 2006) are product, price, place and promotion.

Product packaging using standing pouches is labeled and branded, without preservatives, PIRT from Gu Sereen's products is still in process. The price is for 100 gr packaging (10,000

IDR), 250 gr packaging (70,000 IDR). Business location in Jorong Talaweh Kenagarian Labuh Gunung, Lareh Sago District, Halaban, West Sumatra. Promotion via Mouth to mouth, Social media (Facebook, Intagram, Whatssup)

3. Finance

The source of finance used for the operational activities of this business from the beginning until now comes from the Young Agricultural Entrepreneur Growth Program (PWMP). However, they still require large capital for business development. The condition is that banks do not dare to take risks in new businesses that do not guarantee the continuity of their business (Arnayulis et al., 2019).

4. Production/operations

The Gu Sreen production process is carried out by filtering the palm water first. Palm water that has been filtered is cooked while stirring until it forms coarse ant sugar granules. So that the resulting granulated sugar product is smoother, sifting is carried out to separate the coarse and fine granulated sugar. After sifting the ant sugar is packed according to the weight of its contents. However, due to limited raw materials, the resulting production is also limited. According to (Agustianis et al., 2020; Yani et al., 2018), production will be stable if raw materials can continue to be available.

Table 1. The formulation of the business strengths and weaknesses of Gu Sreen Noniludo Group

Internal factors	Strength	Weakness
Management		- No dedicated sales team yet
Marketing	<ul style="list-style-type: none"> - Quality products - Products have labels and brands - Products without preservatives - Durable product - Attractive packaging - Frequently participates in existing exhibitions - There is a delivery order system around Payakumbuh. 	<ul style="list-style-type: none"> - The price is higher than the market price - PIRT is still in progress - Distribution area is still limited - Marketing costs are quite high
Finance/accounting		- Lack of capital owned
Customer	- Have regular customers	
Production/operations		- Limited product supply
Research and development		- No product development yet

External Environmental Analysis

1.Population

Increasing population will be an opportunity for a business and population reduction will be a threat for a business. The population in Indonesia always increases every year, this is an opportunity for entrepreneurs. The increase in population will have a positive impact on Gu Sreen's business, because the possibility of Gu Sreen's consumers increases quite a lot.

2.Natural Factor

Nature is a factor that can affect a business (Yudho, 2021). Gu Sreen products are made with good quality palm water to produce quality Gu Sreen. The palm water used is palm water which has a little water content. If the process of taking palm water coincides with the rainy season, the water content of the palm water will increase, so that it can interfere with product quality.

3. Information Technology Factor

Technology is a factor that greatly influences the development of an industry (Asmira et al., 2021; Sulyanto et al., 2019). This technological advancement is utilized by the Noniludo Group in marketing Gu Sereen's products. Noniludo Group utilizes the development of internet technology in marketing products online. Online marketing facilitates the process of buying and selling transactions with consumers, especially consumers outside the region.

4. Regional Policy Factors

The political situation in a country, either directly or indirectly, has a great influence on the survival of a business (Nurfadila et al., 2021; Pitasari & Lena, 2021). The regulations that are made can affect the company in terms of making it easier for the company or making it difficult for the company to develop so that it can become an opportunity or a threat. In Gu Sereen's business, which still uses melon gas to produce Gu Sereen, it becomes a separate obstacle for the company. Limited availability of melon gas, to overcome this, the company should replace gas fuel to non-subsidized gas. This of course will affect production costs and selling prices. The same thing happened in research (Febiana et al., 2020; Indrawan, 2020; Yudho, 2021) which states that the availability of fuel is an obstacle in the operation of palm sugar processing.

5. Cultural Factor

Culture is a community habit that can change according to the times, both traditional culture, social culture, and culture in people's lifestyles. (Meliana, 2019b; Nurfadila et al., 2021). The sucrose content of palm sugar is lower than the sugar that we often consume, so the use of palm sugar is suitable for people who are living a healthy lifestyle. The sucrose content in palm sugar is around 80-86%, while the sucrose content in granulated sugar is 100% sucrose (Malamassam, 2020; Yudho, 2021).

6. Customers

Customers are one of the key factors for the sustainability of a business (Putri, 2014; Ritonga et al., 2018). Noniludo Group's palm sugar business already has regular customers even though Gu Sereen's products are still relatively new, this is of course a distinct advantage for the Noniludo Group.

7. Society

People usually have a tendency to buy products that they have been familiar with for a long time than buying new products. Gu Sereen's product is a new product that is not yet known to the public and the price offered is quite high. This, of course, poses a threat to Gu Sereen's products because high prices can reduce people's purchasing power while the products are still relatively new.

8. Substitute Products

The Gu Sereen product is a substitute product for sugar or cane sugar which is often consumed by the public. This is an opportunity for Noniludo Group to market Gu Sereen's products. Although substitute products are Gu Sereen's opportunities, it is possible that substitute products also pose a threat to Gu Sereen's business. Many substitute products from Gu Sereen are circulating in the market, such as coconut sugar and cane sugar which pose a fairly dangerous threat to Gu Sereen's business.

Table 2. The formulation of business opportunities and threats of Gu Sereen Noniludo Group

External factors	Opportunity	Threat
Culture	- Increasing healthy lifestyle - Health products	- The raw material for sap water is used as liquor / palm wine - Number of substitute products
Substitution		
Population	- Increasing population	
Information Technology	- Internet technology development	

Public	- The product is not known to the public
Natural	- The number of palm trees
Regional Policy	- Weather changes affect raw materials
	- Fuel shortage

Alternative Strategy Formulation Internal Factor Evaluation (IFE) Matrix

Table 3. IFE Matrix of Gu Sereen Noniludo Group

Internal factors	Weight	Rating	Score
Strength			
Quality products	0.070	4	0.280
Products have labels and brands	0.061	3.5	0.212
Products without preservatives	0.073	4	0.292
Durable product	0.066	4	0.264
Attractive packaging	0.060	3.5	0.208
There is a delivery order system around Payakumbuh.	0.066	4	0.264
Frequently participates in existing exhibitions	0.047	3	0.141
Have regular customers	0.068	4	0.272
Weakness			
No dedicated sales team yet	0.064	2	0.128
Price is higher than market	0.062	2	0.123
PIRT is still in progress	0.065	1.5	0.098
Marketing costs are quite high	0.060	1.5	0.089
Distribution area is still limited	0.065	1	0.065
Production capacity is still limited	0.060	2	0.120
no product development yet	0.059	2	0.117
Lack of capital owned	0.059	1.5	0.089
Total	1		2,761

Overall the total score of the Gu Sereen Noniludo Group business is 2,761. The total score below 3.0 indicates that the company's internal position is on average in overcoming existing weaknesses with its strengths. according to (David & David, 2017) The company has a great opportunity to grow.

External Factor Evaluation (EFE) Matrix

Table 4 EFE Matrix of Gu Sereen Noniludo Group's business

External Factors	Weight	Rating	Score
Opportunity			
Increasing healthy lifestyle	0.112	4	0.446
Is a health product	0.109	3	0.326
Availability of palm plants	0.103	3	0.309
Increasing population	0.120	2.5	0.299
Internet technology development	0.109	2.5	0.271
Threat			
The raw material for sap water is used as liquor / palm wine	0.103	2.5	0.258
The product is not known to the public	0.093	3.5	0.326
Number of substitute products	0.108	3	0.324
Weather changes affect raw materials	0.086	2	0.172
Fuel shortage	0.061	2.5	0.153
Total	1		2.878

Overall the total score of the Gu Sereen Noniludo Group business is 2,878. The total weight score which is above 2.5, explains that the company is able to respond quite well to external factors by taking advantage of existing opportunities to overcome threats.

Internal-External Matrix (IE)

		Total IFE Score		
		Strong 3.0-4.0	Currently 2.0-2.99	Weak 1.0-1.99
Total EFE Score	Tall 3.0-4.0	I	II	III
	Currently 2.0-2.99	IV	V	VI
	Low 1.0-1.99	VII	VIII	IX

Information :

I, II, IV : Areas to grow and develop.

III, V, VII: Areas to maintain and maintain.

VI, VIII, IX : Harvest and release areas.

Figure 1. IE Matrix

The total IFE weight score is 2,785 while the total weighted EFE score is 2,868. Based on the total weight score obtained from the IFE matrix and the EFE matrix, placing Gu Sereen Noniludo Group's business position is in cell V. In this position the right strategy to use is the strategy of guarding and defending. Strategies that can be carried out at this stage are intensive strategies (market penetration, market development, and product development) or integrative strategies (backward integration, forward integration, and horizontal integration).

Strength Weakness Opportunities Threats (SWOT) Matrix

Based on the analysis of the company's internal and external factors, several alternative strategies can be arranged based on the SWOT matrix analysis. The results of the SWOT matrix analysis on the Gu Sereen Noniludo Group Business can be seen in table 5.

Table 5. SWOT analysis

Internal factors External Factors	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Quality products 2. Products have labels and brands 3. products without preservatives 4. Durable product 5. There is a delivery order system around Payakumbuh. 6. Frequently participates in existing exhibitions 7. Attractive packaging 8. Have regular customers 	<ol style="list-style-type: none"> 1. There is no special sales team 2. Price is higher than market 3. PIRT is still in progress 4. Marketing costs are quite high 5. Distribution area is still limited 6. Production capacity is still limited 7. No product development yet 8. Lack of capital owned
Opportunity (O)	S – O Strategy	W – O Strategy
<ol style="list-style-type: none"> 1. Increased healthy lifestyle 2. Is a health product 3. Availability of palm trees 4. Increasing population 	<ol style="list-style-type: none"> 1. Improve product quality to increase customer satisfaction (S1, S3, S4, O1, O4, O5) 	<ol style="list-style-type: none"> 1. Improve the company's organizational management capabilities for the company's goals in marketing products. (W1, O2, O4) 2. Reducing costs incurred in the product marketing process (W1, W3, W6, W7, O2, O4, O5, O6) 3. Cooperating with government agencies and

5. The development of internet technology		banks to increase capital (W5, W6, W7, O2, O4, O6) 4. Increase promotion on various social media sites to increase sales and marketing reach (W3, W4, O3, O6). 5. Creating new shapes and flavors in products while maintaining health standards (W6, W7, O1, O2, O4, O5).
Threat (T) 1. The raw material for sap water is used as liquor / palm wine 2. The product is not known to the public 3.. The number of substitute products 4. weather changes affect raw materials 5. Fuel scarcity	S – T Strategy 1. Use of the latest equipment or technology to improve product quality (S1, S4, S7, S8, T3, T4, T5, T6).	W – T Strategy 1. Increase cooperation with sugar palm farmers to increase production capacity (W5, W7, T1, T4, T5). 2. Accelerate PIRT management to increase consumer confidence (W2, W4, T2, T4). 3. Cooperating with strategically located minimarkets or food shops to attract potential customers (W4, W5, W7, T2, T3).

QSPM (Quantitative Strategic Planning Matrix) analysis

From the table 6 we can see the alternative strategy that is most in demand and prioritized by the company is collaborating with minimarkets or food shops that are strategically located to attract potential customers with a TAS score of 6,486. The alternative strategy is expected to make it easier for consumers who want to buy Gu Sreen products. Cooperating with minimarkets or food shops that are strategically located can also attract consumers who previously did not know about Gu Sreen's products to buy Gu Sreen's products and this strategy can also be applied to introduce products to the public. The least desirable alternative strategy is to reduce costs with a TAS score of 5,272. This alternative strategy is not very attractive to business owner Gu Sreen because according to the business owner it is very difficult to reduce the costs incurred considering the high cost of materials needed to market the product, such as expensive fuel and product packaging.

Table 6. Priority of Gu Sreen Noniludo Group's Business Marketing Strategy

No.	Alternative Strategy	TAS . score	Rating
1.	Cooperating with strategically located minimarkets or herbal shops to attract potential customers.	6.486	1
2.	Increase promotion on various social media sites to increase sales and marketing reach.	6,242	2
3.	Creating new shapes and flavors in products while maintaining health standards.	6.120	3
4.	Improve product quality to increase customer satisfaction.	6.117	4
5.	Accelerate PIRT management to increase consumer confidence.	6.021	5
6.	Improve the company's organizational management capabilities for the company's goals in marketing products.	5,970	6
7.	Increase cooperation with sugar palm farmers to increase production capacity.	5.828	7
8.	Use of the latest equipment or technology to improve product quality.	5.772	8
9.	Cooperating with government agencies and banks to increase capital.	5.569	9
10.	Reducing costs incurred in the product marketing process.	5,272	10

CONCLUSIONS

In the evaluation of internal factors as a whole, the total weight score obtained is 2,761. This means that the company's internal position is on average in overcoming existing weaknesses with its strengths. In the evaluation of external factors, the total weight score obtained is 2,878. This indicates that the company is able to respond well to external factors by taking advantage of existing opportunities to overcome threats. Based on the total weight score obtained from the IFE matrix and the EFE matrix, it shows the position of Gu Sereen Noniludo Group's efforts in cell V in the IE matrix. In this position the right strategy to use is the strategy of guarding and defending. Strategies that can be applied by Noniludo Group is a strategy of market penetration, market and product development. In the SWOT analysis obtained 10 alternative strategies that can be done by the company. The obtained alternative strategies are then processed with the QSPM matrix to determine strategic priorities. An alternative strategy that is prioritized to be carried out by the company is collaborating with minimarkets or herbal shops that are strategically located to attract potential customers with a total score of 6,486.

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