



Strategic Insights into Elevating Marketing Performance

Farida

National University, Indonesia

Correspondent: farida.nursahib@gmail.com

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ABSTRACT: This research aims to determine the strategies used by the Melati Farming Women's Group in Bogor to improve product marketing performance. This article presents strategic insights into the marketing performance of the sweet potato brownie business through a mixed methodology approach. Data collected in research consists of primary data and secondary data. Primary data was obtained through observations and interviews in the form of prices produced and costs incurred to operate the business to gain profits, and secondary data was obtained from publications from related agencies, various print and online media, books, and literature related to research. The data collection method in this research used interviews, observation and documentation. The results of this research show that through the application of strategic management practices, such as international standardization with the SQF Code, product innovation, and response to global trends, this group has created a strong basis for expanding their business into international markets, even though on a relatively small scale. Based on the results of processing the IFE matrix, the total score is 3.11. This illustrates that the sweet potato brownie product business is a strong company internally, and based on the EFE matrix processing results in the table above, the resulting total score is 3.11. This illustrates that the KWT Melati sweet potato brownie business has solid external business opportunities.

Keywords: Melati Farming Women's Group, Sweet Potato Brownies, Strategic Management, International Marketing.



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INTRODUCTION

Sweet potatoes show tremendous potential in international markets, basing their appeal on their high nutritional content, flexibility in use, and positive response from consumers increasingly concerned

about health and sustainability. With the growing trend of healthy lifestyles, sweet potatoes are becoming increasingly popular as a nutritious food option and have the potential to become one of the mainstay products in the global market share. The uniqueness of sweet potatoes lies in their ability to be processed into various products, including sweet potato flour, an innovative and healthy solution for the food industry ([Maroufkhani et al., 2020](#)). The increasing demand for organic and sustainable products also gives additional advantages to sweet potatoes, which can be grown in accordance with sustainable agricultural principles.

Sweet potatoes offer an attractive alternative to local diets in many countries. Its wide availability, resistance to climate change, and role in traditional diets make it a relevant option for diversifying food consumption at the global level. Research and innovation efforts continue to improve the quality of sweet potatoes, creating varieties that are superior in terms of nutrition, taste and durability, thereby providing new opportunities to strengthen sweet potatoes' position in the international market share ([Cescon et al., 2019](#); [Pandey et al., 2020](#)).

Sweet Potato Brownies have not achieved significant global popularity to date. This may be caused by several factors, including the lack of tradition and understanding of the taste of brownies made from sweet potatoes in various regions. Traditional brownies which are generally made from ingredients such as chocolate, sugar and butter, still dominate the global market share because the sweet taste is widely known, and awareness of the health benefits of using sweet potatoes may not be evenly distributed worldwide. Although sweet potatoes have good nutrition and are high in fibre, this understanding can vary in different societies.

Combining nutritional advantages, diversity of product applications, and responsiveness to global market needs, sweet potatoes promise to play an increasingly important role in the global economy and meet increasingly complex consumer demands worldwide ([Bryson & George, 2020](#); [Eriksson et al., 2020](#)). The importance of understanding these global consumer trends by implementing smart marketing strategies and complying with international quality standards will not only support international market penetration for sweet potato products but can also strengthen the role of sweet potatoes as a high-value commodity in the context of global food security ([Adams et al., 2019](#)).

Sweet Potato Brownies offer an exciting opportunity in the marketing world, focusing on vegans as the main target market. Through thoughtful marketing strategies, these products can highlight the health and sustainable values often top of mind for vegan consumers. Using sweet potatoes as a main ingredient can not only be promoted as a healthy food choice but can also meet the needs of consumers who care about ethics and sustainability. Whenever possible, a clear “vegan” label and use of organic ingredients can be strong selling points. Sustainable marketing, such as reducing waste and using environmentally friendly packaging, can positively impact brand image. Collaborating with influencers or well-known figures in vegan circles can help build trust in the community and expand reach. Through recipes, culinary guides and informative social media content, Sweet Potato Brownies producers can engage with vegan consumers and provide inspiration for those looking for variety in their diet, for example, sales made by Build & Bake, which labels Vegan Brownies Bake as food

packages in their products, or as done by The Vegan Nutritionist, or also as done by Shiek's Sweets: Home of Sweet Potato Pie which has the slogan 100% Vegan-Friendly.

Participation in vegan events or festivals provides opportunities to directly interact with potential consumers, while special rewards and discount programs for vegan customers can increase engagement and loyalty. Customer reviews and testimonials from those who have tried the product can also be an effective tool in building a positive reputation. By crafting a holistic marketing strategy and in line with the values and preferences of vegan consumers, Sweet Potato Brownies can gain a strong place in this growing food market ([Alareeni & Hamdan, 2020](#); [Li et al., 2021](#)).

The purple potato cake industry such as Sweet Potato Brownies, has entered the global market by combining the uniqueness and nutritional value of purple potatoes as the main ingredient. The presence of this product not only reflects healthy food trends and consumer awareness of nutritional benefits but also offers innovation in the world of brownies. The uniqueness of this product, with its special taste resulting from the combination of purple potatoes and the deliciousness of brownies, creates tremendous appeal in the global snack market.

As market demands continue to change, of course, Sweet Potato Brownies not only answer consumers' needs for product variety but also provide a healthy and appetizing alternative. The success of this product in the global market is determined mainly by strategic management's ability to exploit broad market potential. In this context, strategic management plays a crucial role in improving marketing performance, as strategic management opens the door to product differentiation, enabling these businesses to identify and highlight their unique elements in the marketing strategy ([Anwar & Abdullah, 2021](#); [Teece, 2019](#)). With a deep understanding of global consumer trends and international regulations, this strategy helps businesses manage risks and exploit market opportunities. In addition, strategic management supports market expansion planning, enabling Sweet Potato Brownies to achieve better penetration in various countries.

Strategic management also involves developing international business relationships beyond just operational aspects. Effective collaboration with distributors, suppliers and strategic partners helps expand the business reach, increase brand visibility and position the business as a key player in the purple potato cake industry in the global market ([Paul, 2020](#); [Wamba et al., 2020](#)). With various factors through wise strategic management, the Sweet Potato Brownies business can achieve sustainable success in facing complex and competitive dynamics in the global market.

Marketing is the process of preparing integrated communications that aim to provide information about goods or services to meet consumer needs and desires. This process of meeting consumer needs and desires is the marketing concept. They started with product creation, pricing, delivery of goods, and promotion of the goods or services; the market is where consumers with their needs and desires are willing and able to engage in exchange to fulfil them. According to [Kotler \(2014\)](#) in ([Morgan et al., 2019](#)), marketing includes product type, ability to collect market information, distribution channels, product image and reputation, sales organization, pricing system, after-sales service, and brand loyalty.

Embrace It (2010) in (Lee et al., 2022) states that marketing includes all business activities that aim to plan, determine prices, and promote and distribute goods or services to satisfy buyers' actual and potential needs.

Marketing strategy is not just the task of the marketing department in an organization, but a discipline that permeates all levels of company management, in an era of rapidly changing information, customers have unlimited access to information and choice (AlQershi, 2021). Companies must have a good understanding of consumer behaviour, market trends and the competition they face . Marketing strategy helps companies formulate plans relevant to current and future market conditions, which can direct the steps that must be taken so that the company can survive and develop.

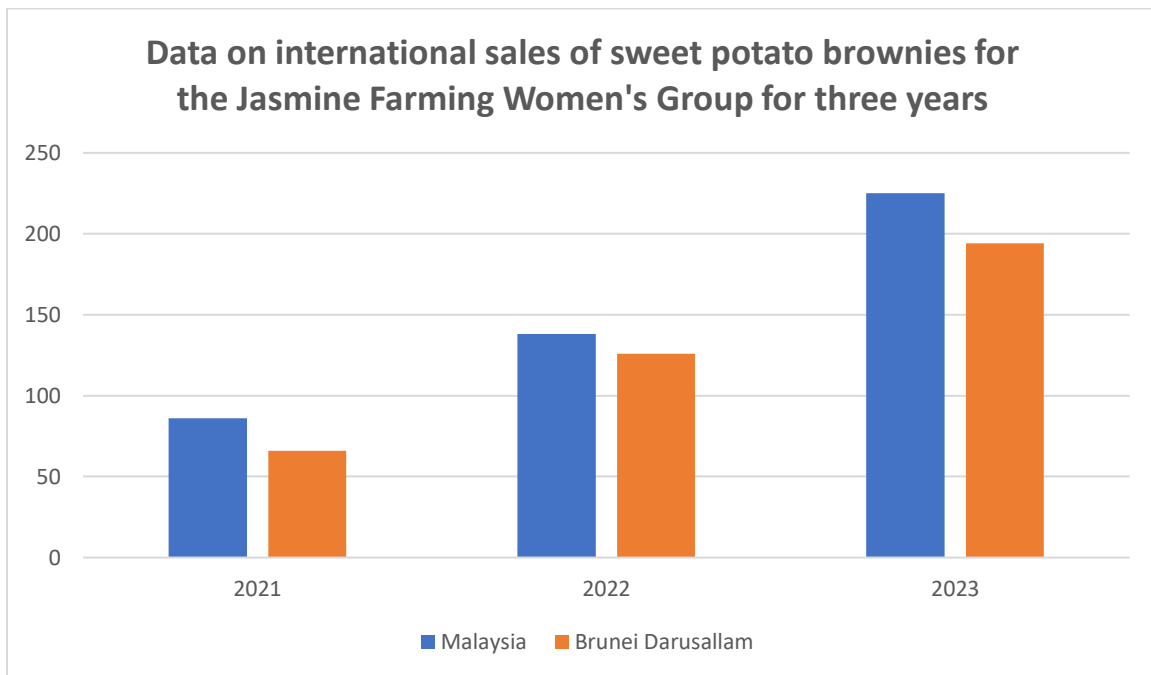


Figure 1. Data on international sales of sweet potato brownies for the Jasmine Farming Women's Group for three years

Source: primary data proceed

Sales of sweet potato brownies carried out by the Melati Farming Women's Group in Bogor illustrate the challenges faced in developing this business. According to interviews, sales of this product are still minimal. In 2021, sales to Malaysia and Brunei only reached 86 and 66 boxes, increasing to 138 and 126 boxes in 2022, and is expected to reach 225 and 194 boxes in 2023. Even though there has been an increase, these figures are still relatively low, especially considering the potential vast global market for Sweet Potato Brownies. In this context, increasing sales is important to optimize larger market potential globally.

The Sweet Potato Brownies business in Bogor faces a number of challenges and opportunities that

reflect local market dynamics and aspirations to compete globally. The main challenge faced is a general lack of understanding of the product among local consumers, as the popularity of purple potato cakes is still growing. Competition with other snack products is also a challenge because extra effort is needed to create uniqueness and achieve consumer understanding regarding the health benefits of purple potatoes. Amidst these challenges, there are significant opportunities for business development. First of all, the Sweet Potato Brownies product's uniqueness can be considered an added value in meeting increasingly diverse consumer tastes. The presence of local raw materials, such as purple potatoes, also provides an opportunity to build a sustainable product image and support the local economy.

The urgency of increasing international competitiveness is becoming increasingly important, considering the growth of the global market. This business has the potential to export its products to international markets. To achieve this, it needs to strengthen marketing and management strategies that focus on a strong brand image and improving product quality. Involvement in international business networks, participation in international exhibitions, and compliance with global quality standards are crucial aspects in supporting competitiveness (Clauss et al., 2019). Through a planned and strategic approach, the Sweet Potato Brownies business in Bogor can take advantage of opportunities to achieve success in the local market while gradually expanding its presence internationally. It's not just about creating product popularity among local consumers but also about creating a solid foundation to compete on an increasingly competitive global stage.

The Relationship between Strategic Management and Marketing Performance

Strategic management is an organized approach to planning, directing and managing the resources owned by an organization in order to achieve its long-term goals. This concept involves thoroughly analysing an organization's internal and external environment, identifying strategic goals, and developing and implementing tactical plans to achieve those goals. At its core, strategic management helps organizations face challenges and opportunities in the marketplace effectively and sustainably (Rialti et al., 2019).

Several theories related to strategic management are the basis for developing this concept. One is evolutionary theory, which emphasizes that organizational strategies develop over time through a succession of plans and actions carried out by organizational leaders and management. Positional theory describes strategy as choosing a position or location in the market that can provide a competitive advantage. In the context of the relationship between strategic management and marketing performance, strategic management has a crucial role in shaping and guiding the marketing performance of an organization. A good marketing strategy must be in line with the organization's long-term goals and vision that have been established through strategic management. By detailing organizational goals and strategies, strategic management provides clear direction for the marketing department in designing marketing programs, market segmentation, and brand management (Katsikeas et al., 2020; Walter, 2021).

Strategic management provides a framework for dealing with rapidly changing market dynamics. Organizations can adapt their marketing strategies to remain relevant and effective in an ever-evolving marketplace by continuously analysing the external environment and conducting internal evaluations. Integration between strategic management and marketing performance creates important synergies, enabling organizations to be more responsive to market changes, understand consumer needs, and optimize emerging opportunities ([Islami et al., 2020](#); [Saura, 2021a](#)). The concept of strategic management is a solid foundation for the successful marketing performance of an organization. Integrating marketing strategy with overall organizational strategy is key to achieving competitive advantage, building a strong brand, and achieving long-term success in increasingly dynamic markets and fierce competition.

Marketing Concept

According to [Click or tap here to enter text.](#), the marketing concept is a management philosophy in the field of marketing that is oriented towards the needs and desires of consumers, supported by integrated marketing activities which are directed at providing consumer satisfaction as the key to the success of the organization in its efforts to achieve the goals that have been set. So, the marketing concept is a company orientation which emphasizes that the company's main task is to determine the needs and desires of the market and then fulfil these needs and desires so that a level of customer satisfaction is achieved that exceeds the satisfaction provided by rivals ([Saha et al., 2020](#); [Yu, 2023](#)). There are five concepts contained in the philosophy of management thought: production concept, product concept, buying concept, marketing concept, and social marketing concept.

Strategy is a long-term plan to achieve goals. The strategy consists of essential activities to achieve goals. ([Agyabeng-Mensah et al., 2020](#)) explain that marketing strategy is a method that is often used to introduce products to consumers; this is important because it will be related to the profits that the company will achieve. Marketing strategies function optimally if they are supported internally and externally by structured planning for the company.

The application of marketing is trying to find out what consumers need and trying to produce a product or service. Consumer desires are different and change quickly due to causal factors, including advances in science and technology, economic growth, cultural developments and government policies. To ensure that a company remains able to compete with other companies that produce similar products and substitute products, company management must be able to manage the company well. So that existing consumers or customers do not switch to other companies. Companies must understand all consumer needs and desires, or companies must be able to create products that suit consumer needs. According to ([Mikalef et al., 2020](#)), there are two types of factors faced by marketing managers in marketing planning strategies: controllable factors, namely product, distribution policy, price, promotion and uncontrollable factors, namely demand, competitors, and channels. Distribution, profit and increase in product production costs.

Sweet Potato Brownies and Global Market Business Trends in the Snack Food Industry

Brownies are a type of cake with a slightly harder texture because brownies do not require raising agents or gluten. There are two types of brownies: baked (oven) and steamed brownies. Baked brownies are brownies cooked by baking or in the oven, while steamed brownies are brownies made by steaming. According to ([Tarsakoo & Charoensukmongkol, 2020](#)), the difference between baked and steamed brownies lies in their water content. Steamed brownies have a higher water content than baked brownies, so steamed brownies have a lower shelf life than baked brownies. Brownies do not need a lot of fluffy flour texture, so sweet potato flour is excellent to substitute wheat flour.

Sweet potato flour as a substitute for raw materials for brownies is very beneficial for health because of its high fiber content. It contains protein, carbohydrates, starch, vitamin C and beta-carotene. Various methods of making sweet potato flour as raw material for brownies determine the physicochemical and functional characteristics of the flour produced.

The Sweet Potato Brownies business represents an interesting initiative in the snack food industry, particularly in the field of purple potato cakes. This business's main characteristic involves using purple potatoes as the main ingredient, giving their products a unique touch. Purple potatoes used in making brownies not only offer a distinctive taste but also provide added value in terms of health because purple potatoes are famous for their high nutritional content. Global market trends in the snack food industry are an important factor in the success of the Sweet Potato Brownies business. Global consumers are increasingly looking for variety and innovation in their snack products, and this business is able to meet that demand by creating products that are not only delicious but also healthy. Sustainability and awareness of healthy eating is one of the main drivers, and Sweet Potato Brownies capitalizes on this trend by presenting an attractive and nutritious alternative.

In facing a dynamic global market, of course, this business can also take advantage of its products' uniqueness to participate in local food trends that are developing in various countries. The success of Sweet Potato Brownies lies not only in its taste but also in its ability to capture the passion and richness of local ingredients, offering something exclusive to increasingly demanding consumers on a global level. As a player in the snack food industry, Sweet Potato Brownies represents not only a delicious product but also a new perspective on how innovation can lead to success amidst intense competition. By understanding and responding to global market trends, the business is demonstrating its readiness to compete and make a meaningful contribution to the ever-evolving snack food industry ([Otto et al., 2020](#); [Rietveld et al., 2020](#)).

METHOD

Research Methods and Locations

The type of research used in this research is the quantitative descriptive approach. Researchers use qualitative and quantitative data in mixed methods to collect, analyze, and interpret information. This approach allows researchers to gain a more thorough and comprehensive understanding of the phenomenon being studied. Descriptive Statistics is an analysis that explains data to get the general discussion point. The location of this research is the Melati Women Farmers Group (KWT), Cikarawang Village, Dramaga District, Bogor.

Population and Sample

This research is a case study of the Melati Women Farming Group (KWT) in Bogor. Determining respondents used a purposive sampling method by considering criteria following the research objectives. The population in this study was 45 members of the Melati Women Farmers Group, but 30 people were selected as samples using a purposive method with several criteria used to select the sample (Moleong & Lexy, 2012). First, group members actively involved in group activities and meetings are the main priority. Direct participation in the production or sale of Sweet Potato Brownies was the next criterion, ensuring that the research subjects were truly involved in the practical aspects of this business. Financial capabilities are also taken into account by selecting group members who have sufficient financial capabilities or have needs related to product sales. Skills and interest in marketing are important considerations, as well as geographic location to provide a good representation of location variations. These criteria also involve factors such as involvement in group decision-making, product-related opinions or preferences, and availability of free time to contribute to sales activities. Considering these criteria, it is hoped that the research can provide an in-depth understanding of the dynamics of sales of Sweet Potato Brownies in the Jasmine farming women's group.

Data Collection Technique

Data collected in research consists of primary data and secondary data. Primary data was obtained through observations and interviews in the form of prices produced and costs incurred to operate the business to gain profits. Secondary data was obtained from publications from related agencies, various print and online media, books, and literature related to research. The data collection method in this research utilized interviews, observation, and documentation. Interviews were conducted directly with respondents. Observations are carried out by directly observing the production process. Documentation is carried out by collecting financial reports, organizational structure, production data, cost data, and others to support the information obtained in the field.

Processing and Analysis of data

According to [Moleong and Lexy \(2012\)](#), data analysis is an effort carried out by working with data, organizing data, sorting it into manageable units, finding patterns, finding what is essential and what is learned, and deciding what can be told to others. Internal analysis is shown to measure the extent of the strengths and weaknesses of KWT Melati. The steps taken for internal assessment are to use the IFE and EFE matrices.

RESULT AND DISCUSSION

Strategic Management Analysis of the Sweet Potato Brownies Business

Through careful analysis, it was revealed that Sweet Potato Brownies exploited the uniqueness of its product, namely the use of purple potatoes, to create differentiation in the snack food market. The strategic management implemented in this business is not only in line with the characteristics of the business but also responds to global market trends that demand products that are not only delicious but also healthy and nutritious. It can be seen that the Sweet Potato Brownies business really understands the needs of global consumers who are increasingly concerned about health and sustainability aspects. A marketing strategy focusing on the high nutritional value of purple potatoes and integration with local food trends strengthens the business's position as a player responsive to market changes. Successful implementation of this strategy is reflected in the product's attractiveness, increased popularity, and possible expansion into international markets ([Awaysheh et al., 2020](#); [Yasmin et al., 2020](#)).

Strategic management analysis of Sweet Potato Brownies also highlights this business's efforts to maintain a competitive advantage. Development of product variants, innovation in purple potato processing, and sustainability in marketing strategies are key points in maintaining competitiveness in an ever-changing market. Thus, the results of the discussion show that strategic management is not only a framework, but also a driving force for the success of the Sweet Potato Brownies business in facing the dynamics of the snack food industry. The results of the interview with the Chair of the Melati Farming Women's group regarding the main motivation or reason for the Melati Farming Women's Group to be involved in business expansion to reach the international market share are presented in the following paragraph:

“Our main motivation is to empower the group economy and elevate the image of our local products to the global level. We see this expansion opportunity as a strategic step to increase business sustainability and provide a positive impact for group members.”

The group has a strong motivation to involve itself in business expansion to international markets. This motivation is not only limited to the group's economic sustainability, but also includes a drive to improve the image of local products on a global scale. The second question was also asked to the

chairman of the Melati Farming Women's Group regarding how the group overcomes challenges in facing global competition in the sweet potato brownie business. The informant's answer was as follows:

“We focus on product differentiation through the uniqueness of our local raw materials, namely purple potatoes. By understanding global markets, we can adapt products and marketing strategies to meet international standards and compete effectively.”

This is certainly confirmed by the answer given by the head of the Production division who was the second informant with the question How does the production division adjust operational processes to meet international standards and increase competitiveness in the global market, the informant's answer is as follows:

“We made adjustments in quality control and production efficiency. Standardization of production processes and increasing production capacity are the focus to ensure products are ready to compete in international markets.”

The production division understands the importance of product differentiation through unique local raw materials. Adapting production processes and focusing on international standards is a response to challenges in facing global competition. Meanwhile, in the marketing department, we also conducted an interview with the division head, regarding how the finance division manages budget allocations to support international expansion. The informant's answer was as follows:

“We conduct financial risk analysis, allocate funds for global market research, and ensure finances are within limits that can support international business growth without compromising financial stability.”

The marketing division shows precision in designing marketing strategies suitable for international markets. Digital marketing, international campaigns and collaboration with local distributors are strategic steps to reach global consumers. From all these things, collaboration with local distributors as third parties is a more optimal strategy due to their limited resources ([Kaleka & Morgan, 2019a](#)). This was confirmed by the informant, who has responsibility as head of the Product Development division. When the question we asked was about what the product development division's strategy is to produce innovations that can attract international consumers, the informant gave the following answer:

“We research global trends, collaborate with international flavor experts, and continuously develop new products that meet international preferences and standards. Product innovation is the key to entering the global market successfully.”

The product development division shows a proactive policy by conducting global trend research and collaborating with international flavor experts. Focusing on product innovation is key to meeting international consumer preferences. Even though it has only just reached the Asia Pacific market and is still small, apart from the local market which is its main focus, this shows a good increase in the

business being developed. This interview highlights that the Melati Farming Women's Group not only focuses on local business growth but also has a strategic vision to penetrate international markets. Coordination between divisions is essential in carrying out effective strategic management to achieve this goal.

IFE Matrix (Internal Factor Evaluation)

Internal Factor Evaluation (IFE) is an analysis method used in strategic management to evaluate an organisation's internal factors or strengths and weaknesses. IFE aims to help organizations better understand their internal position, focusing on the elements that can impact their performance and ability to achieve strategic goals. Click or tap here to enter text.. The IFE process involves assessing and evaluating various significant internal factors in the organization.

The steps in conducting an Internal Factor Evaluation (IFE) involve identifying key internal factors that cover various aspects such as human resources, financial resources, operations and organizational culture. Each factor is given a weight based on its level of significance to the organization's success. Next, each factor is assessed subjectively, usually on a scale of 1 to 4, where 1 indicates a weakness and 4 indicates a strength. This assessment reflects a view of the extent to which the organization has succeeded in these factors. The IFE Matrix results in this research are presented in the following table:

Table 1. IFE Matrix (Internal Factor Evaluation)

Factor	Weight	Ratings	Score
Strength (Strength)			
The products produced vary	0.09	2.8	0.26
The packaging has an MUI halal label	0.10	3.1	0.31
Sweet potato raw materials are easy to obtain	0.11	3.2	0.36
Online marketing (Whatsapp, Instagram, tokopedia and shopee) are quite optimal (local market)	0.10	2.85	0.29
Competitive product prices and quality (international market)	0.11	3.45	0.38
Total	0.51		1.6
Weaknesses			
Unskilled human resources	0.11	3.4	0.38
The production scale is still small	0.11	3.45	0.38
Still using simple tools	0.10	3.1	0.31
There is no cooperative relationship with Investors	0.08	2.5	0.2
International promotion is still less intense	0.09	2.7	0.24
Total	0.49		1.51
Sub-Total	1		3.11

Based on the results of processing the IFE matrix, the total score is 3.11. This illustrates that the sweet potato brownie product business is a strong company internally. Factors influencing the strength column are competitive product prices and quality products, with a score of 0.38. Stable brownie prices are a strength of the Company. According to [David \(2016\)](#), the strategy implemented by a business can be successful only if the strategy has a competitive advantage compared to the strategy implemented by competing businesses. The level of competition in the industry occurs because there is a struggle for a position using price competition. In order to be successful in marketing a good or service, every company must set the price appropriately ([Simanjourang, 2014](#)). According to [Secapramana \(2000\)](#), price has two leading roles in buyers' decision-making process, namely the role of allocation and the role of information. The allocation role of price is the function of price in helping buyers decide how to obtain the highest expected benefit or utility based on their purchasing power. Buyers compare the prices of various available alternatives and then decide on the desired allocation of funds. The informational role of price is the function of price in "educating" consumers regarding product factors, for example, quality. This is especially useful when buyers have difficulty objectively assessing the product's benefits. The perception that often prevails is that high prices reflect high quality.

The strategic factors influencing the business weakness column are unskilled human resources and a small production scale with a score of 0.38. The production scale is still small, affecting the business's marketing strategy. According to ([Gupta et al., 2020](#)), human resource skills are the thing that most dominantly contributes to business success.

EFE Matrix (External Factor Evaluation)

External Factor Evaluation (EFE) is an analytical method used in strategic management to evaluate external factors, opportunities, and threats that affect an organization. EFE aims to help organizations better understand their external environment, focusing on the elements that can influence their performance and ability to achieve strategic goals. The EFE process involves assessing and evaluating various external factors that are significant to the organization.

The steps in conducting an External Factor Evaluation (EFE) involve identifying key external factors that include various aspects such as market trends, regulatory changes, industry competition, technological changes, and social or demographic factors. Then, each factor is given a weight based on its significance level to the organization's success. Each factor is rated subjectively, usually on a scale of 1 to 4, where 1 indicates a threat and 4 indicates an opportunity. This assessment reflects a view of the extent to which external factors influence the organization. The EFE Matrix test results in this research are presented in the following table:

Table 2. EFE Matrix (External Factor Evaluation)

Factor	Weight	Ratings	Score
Opportunities			
Sustainable availability of raw materials	0.12	3.6	0.43
People's purchasing power in 2022 will increase	0.09	2.85	0.26
Technological developments and the availability of a smooth Internet network	0.10	2.9	0.29
There is training on the cultivation and processing of sweet potato plants from the agriculture department	0.12	3.5	0.42
Sweet potatoes are a commodity superior in the Bogor district, so the market opportunity is excellent	0.12	3.7	0.44
Total	0.55		1.84
Threats			
The emergence of other processed products	0.10	3.2	0.32
Potential for the emergence of similar businesses	0.06	1.95	0.11
There is minimal public knowledge about the benefits of sweet potatoes in local and international market	0.10	2.9	0.29
Changing consumer tastes have a significant influence on purchasing decisions	0.09	2.85	0.26
Consumers' tendency to shop for sweet potato brownie products is low	0.10	2.9	0.29
Total	0.45		1.27
Sub-Total	1		3.11

Based on the EFE matrix processing results in the table above, the resulting total score is 3.11. This illustrates that the KWT Melati sweet potato brownie business has solid external business opportunities. The influencing factor in the opportunity column is that sweet potatoes are a leading commodity in the Bogor district, so the market opportunity is excellent, with a score of 0.44. Market opportunity is a condition where a business can work productively if buyers' requirements in one area are met. According to [Kotler \(2014\)](#), the marketing concept emphasizes that the key to achieving stated organizational goals is that the company must be more effective than competitors in creating, delivering and communicating customer value to selected target markets. The marketing department in a company plays a crucial role in achieving large sales volumes because achieving the desired sales volume means that the marketing department's performance in introducing the product has gone well.

In the threat column, the highest score is the factor of the emergence of other processed products, which has a score of 0.32, and this is a big challenge for management to determine the right marketing

strategy so as not to be less competitive with other products, including the importance of carrying out more aggressive promotions, apart from that. Efficiency is also needed in the production process. According to [Kotler \(2014\)](#), the main goal of promotion is to inform, influence, persuade, and increase target customers about the company from the marketing mix.

International Innovation and Standardization

The Melati Farming Women's Group, which operates the Sweet Potato Brownies business, highlights its commitment to innovation as a driver of growth and competitiveness at the local and global levels. In the context of product innovation, this group has presented something unique by using purple potatoes as the main ingredient in their brownies. This decision provides an interesting taste variant and adds nutritional value, considering that purple potatoes are known to be rich in vitamins and nutrients.

Implementation of product innovation does not only stop at formulation but also includes responses to changing global trends. The group actively researches global food trends and collaborates with international taste experts to adapt its products to consumer preferences in international markets. A deep understanding of healthy food trends, sustainability, and consumers' desire to try something new are key drivers in driving their product innovation (Fuertes et al., 2020; Lestari et al., 2020b). This group shows a commitment to innovation in marketing strategy. Digital marketing, collaboration with local distributors, and international campaigns are tools to expand market reach. They recognize the importance of increasing product visibility in the digital era and use social media platforms to build brand awareness and engage directly with potential consumers worldwide.

Responses to changing global trends are also reflected in the adaptation of their marketing strategies. Awareness of the importance of sustainability and a healthy lifestyle is a key element in their marketing messages that reflects their readiness to change and adapt to emerging values in the global market share. The Melati Farming Women Group in the Sweet Potato Brownies business are not only trend followers but also trend creators through product innovation and wise marketing. Their dynamic response to global changes shows that they see this business as a local opportunity and a player that can compete and become a pioneer in international market share.

The Melati Farming Women's Group, which focuses on the Sweet Potato Brownies business, has committed to implementing international standardization efforts as an integral part of its operations. One of the main efforts is adopting international industry best practices in producing and processing sweet potato brownies. The group carefully observes and adopts best practices that have proven successful in the international food industry. This includes selecting high-quality raw materials, standardized production processes, and strict quality control. By following these practices, the group pursues high product consistency in accordance with globally recognized standards ([Varadarajan, 2020b](#)).

The group ensures compliance with relevant international regulations and certifications in the food industry. They recognize that compliance with international norms and requirements is crucial in

gaining consumer trust in the global market. They also actively update and adapt their product practices per the latest international regulatory and certification developments. The importance of standardization is also reflected in the group's sustainability management. They integrate aspects of sustainability in their supply chain, such as waste management, energy efficiency and environmentally friendly packaging materials, in line with international standards in the food industry that increasingly emphasize sustainable business practices. The Melati Farming Women's Group uses international standardization efforts as the basis for building excellence and competitiveness in the global market share. By adopting international industry best practices and a commitment to regulatory compliance and international certification, they have not only created quality products but also built a reputation as a professional and responsible business player at the global level.

Although the Melati Farming Women's Group in Bogor has succeeded in implementing the SQF (Safe Quality Food) Code in the production of their sweet potato brownies, they still face challenges in expanding their international market. Several factors may influence international market limitations despite compliance with strict food safety and quality standards such as SQF. Below are some possible factors:

- a. **International Market Understanding:** Groups may need to increase their understanding of specific international markets. This includes an in-depth understanding of global consumer preferences, market trends and differing requirements in different countries.
- b. **International Marketing and Promotion:** Effective marketing and promotion in international markets requires different strategies than local markets. Groups need to develop broader marketing campaigns and utilize international distribution channels to increase the visibility of their products.
- c. **Additional Certifications:** Although SQF is an important standard, some international markets may have additional certification requirements or different food safety standards. The group needs to adapt to the requirements of that particular market.
- d. **Product Packaging and Presentation:** Aspects of a product's packaging and presentation can influence its appeal to international consumers. It may be necessary to make adjustments to the packaging design or the way the product is presented to suit local preferences in the target market.
- e. **Product Incompatibility with International Market Tastes:** There may be a mismatch between the products offered and international market tastes. The group needs to conduct more in-depth market research to understand whether any product expansion or variations are needed.
- f. **Competition with Local Products:** Local products in international markets can have an advantage in terms of familiarity with consumers and deep understanding of local tastes. Groups need to identify ways to compete, perhaps through product innovation or emphasizing the uniqueness of their products.

To overcome the international market limitations faced by the Melati Farming Women's Group in selling their sweet potato brownies, several strategic steps can be taken. First, groups need to deepen their understanding of the international market they are targeting. This involves deeper market research to understand consumer preferences, trends and market requirements in target countries. It is important to develop a broader international marketing strategy. This includes the use of social media, international e-commerce platforms, and collaboration with distribution agents who have experience in marketing food products to global markets. Marketing campaigns must be designed taking into account the uniqueness and superiority of sweet potato brownie products, highlighting the food safety and quality values that have been recognized through SQF certification.

Product customization can also be a key step. Groups can evaluate potential product variations or innovations that could interest international consumers. This may include adjusting flavors, packaging sizes or even developing related products to meet local preferences. Obtaining additional certifications required for a particular market is also an effective strategy. This could include halal certification, organic certification, or sustainability certification that is recognized in the target group's international markets.

The Melati Farming Women's Group can establish strategic partnerships with local stakeholders in international markets. Collaboration with local distributors, speciality food stores, or even restaurants can help introduce their products more effectively to local consumers. Groups must ensure that their products remain relevant to ongoing global tastes and trends, which can involve continuous updates to recipes, packaging adjustments, and rapid response to changes in consumer tastes. With a holistic approach, including increasing market understanding, effective marketing strategies, product adjustments, collaboration with local stakeholders, and maintaining product quality and safety, it is hoped that the Melati Farming Women's Group can overcome international market limitations and increase the success of their sweet potato brownie business in the global market.

CONCLUSION

In exploring strategic steps to improve the marketing performance of the sweet potato brownie business, this case study highlights the significant contribution of the Melati Farming Women's Group in Bogor. Through the implementation of strategic management practices, such as international standardization with the SQF Code, product innovation, and response to global trends, the group has created a strong foundation for their business expansion into international markets. Even though we still face challenges in gaining a wider global market share, the conclusions of this research emphasize the importance of a deep understanding of international markets, product adaptation, and effective marketing in achieving long-term success. This conclusion confirms that by implementing the right strategy, the Melati Farming Women's Group can expand their positive impact on the global market share and prove that sweet potato brownies are a delicious local product with significant global potential. Research regarding the sale of sweet potato brownies among women's jasmine farming groups has significant implications that can be described formally. Research findings can form the

basis for developing more effective and focused marketing strategies, aiming to improve product sales performance. This can contribute to the economic empowerment of the Melati women farmer group specifically and other women farmer groups who have the desire to develop the same business through increasing their income and developing their business potential.

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