

**Promotional Strategy Planning for Nglanggeran Agricultural
Technology Park in Gunungkidul Regency**

***Perancangan Strategi Promosi Bagi Taman Teknologi Pertanian
Nglanggeran Kabupaten Gunungkidul***

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ABSTRACT

This study aimed to 1) analyze the internal and external factors of Nglanggeran Agricultural Technology Park based on the promotion mix, 2) analyze an appropriate promotion strategy to increase the sales of chocolate processed products in Nglanggeran Agricultural Technology Park. This research is carried out through quantitative descriptive methods with a case study type of research. The method of determining respondents is purposive. The data types used are primary data and secondary data. Data collection is done through questionnaires, interviews, Focus Group Discussions, observations, and documentation. The analytical techniques used are Internal Factor Evaluation (IFE), external factor evaluation (EFE), internal external matrix (IE), SWOT matrix, and the Quantitative Strategic Planning Matrix (QSPM). The results of the research showed that 1) the main internal strength factor is the opening of an educational and manufacturing training visit program, while the main weakness factor is a lack of workforce in the promotion section. The primary external factor of opportunity is the existence of cooperative relations with external parties, whereas the primary threat factor is competition with other manufacturers of processed chocolate products. 2) The appropriate promotion strategy to increase the sales of processed chocolate products is by doing brand activation.

Keywords: Promotion Strategy, SWOT, QSPM

ABSTRAK

Penelitian ini bertujuan untuk 1) menganalisis faktor internal dan eksternal dari Taman Teknologi Pertanian Nglanggeran berdasarkan bauran promosi, 2) menganalisis strategi promosi yang tepat untuk meningkatkan penjualan produk olahan coklat Taman Teknologi Pertanian Nglanggeran. Penelitian ini dilakukan melalui metode deskriptif kuantitatif dengan jenis penelitian studi kasus. Metode penentuan responden dilakukan melalui metode purposive. Jenis data yang digunakan adalah data primer dan sekunder. Pengumpulan data dilakukan melalui observasi langsung, kuesioner, wawancara, focus group discussion, dan dokumentasi. Teknik analisis yang digunakan adalah matriks Internal Factor Evaluation (IFE), matriks External Factor Evaluation (EFE), Matriks Internal

External (IE), matriks SWOT, dan Quantitative Strategic Planing Matrix (QSPM) Hasil penelitian menunjukkan bahwa 1) faktor internal kekuatan utama adalah membuka program kunjungan edukasi dan pelatihan pembuatan produk, sedangkan faktor kelemahan utama adalah kurangnya jumlah dan kemampuan tenaga kerja pada bagian promosi. Faktor eksternal peluang utama adalah adanya relasi kerjasama dengan pihak luar, sedangkan faktor ancaman utama adalah adanya persaingan dengan produsen produk olahan coklat lain; 2) strategi promosi yang tepat untuk meningkatkan penjualan produk olahan coklat Taman Teknologi Pertanian Nglanggeran adalah dengan melakukan brand activation.

Kata kunci: Strategi Promosi, SWOT, QSPM

INTRODUCTION

Cocoa has become one of the leading commodities in the plantation sector in Gunungkidul Regency, where one of the villages that serves as a cocoa production center in the Gunungkidul area is Nglanggeran Village, located in Kapanewon Pathuk. The development of processed cocoa products in Nglanggeran Village continues to be pursued in order to maximize the profits that will be received. One of the cocoa processing agro-industries located in Nglanggeran Village is the Nglanggeran Agricultural Technology Park, which serves as a platform for the Nglanggeran community to enhance the added value of their products. Additionally, the Nglanggeran Agricultural Technology Park uses the trade name Choger with the tagline "Cokelatnya Banyu Langit," which refers to the company's location being in the same area as the Embung Nglanggeran tourist site.

Based on the sales and visitor data from October to December 2024, there was a significant fluctuation observed. In October, the highest sales were recorded at Rp16,639,000 with a total of 349 visitors. Although the number of visitors decreased to 280 in November, total sales only slightly declined to Rp15,999,000, indicating an increase in the average spending per visitor. However, in December, there was a sharp decline in both sales, which dropped to Rp10,415,000, and the number of visitors, which fell to 276.

Nglanggeran Agricultural Technology Park is experiencing problems in promoting its products, shown by the declining product sales. The sales value generated experienced a consecutive decline from September to December 2023. This is influenced by the number of visits received by the Nglanggeran Agricultural

Technology Park, where these visits come from educational visit programs and product-making training program offered by the company, while the number of buyers from the general public is low. The Nglanggeran Agricultural Technology Park has not yet been able to reach maximum numbers of consumers because of the limited promotion that been used.

To introduce the products and services offered to consumers or the wider community, every company always strives to promote its products. Promotion is carried out as a form of marketing communication as an effort by the company to convey information and invitations to consumers to use or purchase the offered products. According to Kotler & Keller (2021), the effectiveness of promotion highly depends on how the company chooses the necessary form of promotion for the marketed product. In promotion, there is known to be an aspect of the promotion mix that consists of advertising, sales promotion, events and experiences, public relations and publicity, online and social media marketing, mobile marketing, direct and database marketing, as well as personal selling.

In conducting promotions, the variation of promotional strategies used is still limited, so the company has not been able to reach consumers maximally. This is quite unfortunate considering the strategic location of the Nglanggeran Agricultural Technology Park, which is in the same area as the Embung Nglanggeran tourist site. The promotional strategy is suboptimal due to limited knowledge and human resources at Nglanggeran Agricultural Technology Park, particularly for effective and widely used online promotions. Therefore, Nglanggeran Agricultural Technology Park needs to review the internal and external environment of the company to formulate the right promotional strategy so that the company can reach consumers maximally and increase the sales value obtained by the company. The novelty of this research is that this research applies the method of analyzing the external internal environment through the EFE, EFE, IE, and SWOT matrices and QSPM in the formulation of promotional strategies that have not previously been tried, with the hope of providing innovative solutions to existing problems at the Nglanggeran Agricultural Technology Park.

RESEARCH METHODS

This research was conducted at the Nglanggeran Agricultural Technology Park, Gunungkidul Regency, on April 2024 using a quantitative descriptive method. According to Sugiyono (2019), quantitative research is a method based on positivist philosophy, used to scientifically examine the condition of an object. Descriptive analysis is a method of analyzing data by describing or depicting the data that has been collected as it is, without intending to draw general conclusions. The type of research is a case study, according to Sugiyono (2019), a case study is a method where the researcher conducts an in-depth exploration of a program, event, process, activity, involving one or more individuals. The case that is the focus of the research is how promotional strategies can be developed by the company to increase sales, with the company's position being under the auspices of the Gunungkidul Regency Agricultural and Food Department.

The data used in this research are primary data and secondary data. Primary data were obtained from observations, FGDs, interviews, and the distribution of questionnaires. Secondary data was obtained from literature, related institutions, and field documentation during the research. The determination of respondents was carried out using the purposive method. According to Sekaran and Bougie (2016), the purposive method is a method where researchers obtain information from those who are most prepared and meet several required criteria, namely understanding the company's conditions and objectives, the products produced, the promotional activities conducted, and being able to analyze the strengths, weaknesses, opportunities, and threats for the company. The selected respondents numbered 6 people, consisting of the chairman, head of the administration department, head of production and sales, secretary, and 2 employees. The data analysis techniques used in this research:

Analysis of Internal and External Environment

Internal Factor Evaluation (IFE) Matrix

The Internal Factor Evaluation (IFE) Matrix is used to summarize and evaluate a company's key strengths and weaknesses across functional areas. Each factor is assigned a weight from 0.0 (not important) to 1.0 (very important), and a

rating from 1 (major weakness) to 4 (major strength). The score is then calculated by multiplying the weight by the rating for each factor.

External Factor Evaluation (EFE) Matrix

This strategic formulation tool summarizes and evaluates a company's key external opportunities and threats. It begins by identifying critical external factors, assigning a weight from 0.0 (not important) to 1.0 (very important), and a rating from 1 (poor response) to 4 (excellent response). The score is calculated by multiplying the weight by the rating for each factor.

Internal-External (IE) Matrix

The IE Matrix is based on two key dimensions: the total weighted IFE score on the X-axis and the total weighted EFE score on the Y-axis. IFE scores from 1.0 to 1.99 indicate a weak internal position, 2.0 to 2.99 are considered average, and 3.0 to 4.0 represent a strong internal position. Similarly, EFE scores from 1.0 to 1.99 reflect low external opportunities, 2.0 to 2.99 are moderate, and 3.0 to 4.0 are high.

SWOT Analysis

The Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix is an important matching tool that helps managers develop four types of strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) strategies.

QSPM Analysis

The Quantitative Strategic Planning Matrix (QSPM) is a technique that objectively identifies the most attractive strategic alternative. The steps include listing relevant internal and external factors, assigning weights from the IFE and EFE matrix, identifying alternative strategies, and assigning an Attractiveness Score (AS) ranging from 1 (not attractive) to 4 (highly attractive). The Total Attractiveness Score (TAS) is calculated by multiplying the weight by the AS. The strategy with the highest TAS is considered the most attractive.

RESULT AND DISCUSSION

Analysis of Internal and External Environment

Identification of internal and external factors is carried out through promotion mix analysis, EFI matrix, EFE matrix, and IE matrix. The form of the promotional mix strategy implemented by the Nglanggeran Agricultural Technology Park in terms of advertising is through print media such as leaflets, brochures, and banners. Sales promotion strategies include offering discounts and providing product samples. The aspect of events and experiences is carried out through participation in activities such as bazaars, exhibitions, and training. The company also implements aspects of public relations and publicity by actively building relationships through cooperation with local governments, tourism offices, and the community to create a positive image for the company. The aspects of online marketing and social media, as well as mobile marketing, are carried out by the company through the use of Instagram and the company's website to expand the reach of promotions, although improvements are needed in terms of content management and interaction. Direct marketing and database strategies are also used to interact with potential consumers through sales outlets and social media, to enhance specific responses to the company's promotions. The personal selling approach is implemented through company employees who actively market Choger products to consumers via WhatsApp or face-to-face. This is in accordance with the theory of Kotler & Keller (2021).

The application of these promotional mix aspects then becomes the basis for the factors presented in the following table of IFE and EFE matrix.

Table 4. Results of IFE Matrix Analysis

Internal Factor	Weight	Rating	Score
<i>Strenght</i>			
Advertising products through print media	0,0753	3	0,2258
Having its own trademark	0,0789	3	0,2366
Halal and HACCP certified products	0,1039	3,3	0,3465
Attractive product packaging	0,0717	3	0,2151
Offering special discounts/promotions	0,0394	3	0,1183
Providing product samples/testers	0,0502	3	0,1505
Collaborating with the Department of Agriculture and UGM	0,0860	3	0,2581

Opening educational visit programs and product creation training	0,1039	3,8	0,3984
Having social media, websites, email, and company phone	0,0681	3	0,2043
Good sales service	0,0968	3,5	0,3387
There are references/reviews from consumers.	0,0394	3	0,1183
Participating in various events (bazaar, MSME exhibitions)	0,0896	3	0,2688
Total strength	0,9032	37,6	2,8793
Weakness			
The lack of quantity and capability of the workforce in the promotion department	0,0251	1,5	0,0377
The promotions being conducted are not diverse enough.	0,0358	1	0,0358
Limited promotion budget	0,0358	1	0,0358
Total weakness	0,0968	3,5	0,1093
TOTAL INTERNAL	1	41,1	2,9886

Source: Primary Data Analysis (2024)

Based on Table 4, the total IFE matrix score for the Nglanggeran Agricultural Technology Park is 2.9886, which is above 2.5, meaning the internal position of the Nglanggeran Agricultural Technology Park considered strong. Nglanggeran Agricultural Technology Park's main strength lies in its educational visit programs and product creation training, with a score of 0.3984. These initiatives have been effective in engaging a wide range of learners, offering hands-on experiences in sustainable agricultural practices. In the field, this is evident through positive participant feedback and the growing interest from local farmers and students. However, the park's main weakness, reflected in a score of 0.0377, is the lack of a well-equipped promotion team. Despite the park's potential, its visibility and outreach are limited, as many potential beneficiaries remain unaware of its programs. The promotion section is understaffed and lacks the necessary resources and skills, leading to missed opportunities for broader impact.

Table 5. Results of EFE Matrix Analysis

External Factor	Weight	Rating	Skor
Opportunity			
The development of the internet brings ease in product promotion.	0,1569	1,8	0,2876
The support from the local government	0,1634	3	0,4902
Public interest in buying chocolate products	0,1242	1,8	0,2277
The rise of online shopping	0,1634	2	0,3268
The existence of a cooperative relationship with external parties	0,1961	3,3	0,6536
Total opportunity	0,8039	12	1,9858

<i>Threat</i>			
The existence of competition with other chocolate processing manufacturers	0,0588	2	0,1176
The promotions carried out by competitors are more extensive.	0,0719	1,5	0,1078
Competitors are conducting the same event promotions and more sales promotions.	0,0654	1,5	0,0980
Total threat	0,1961	5	0,3235
TOTAL EXTERNAL	1	17	2,3094

Source: Primary Data Analysis (2024)

Based on table 5. It is known that the total score of the EFE matrix of Nglanggeran Agricultural Technology Park is 2.3094 or below 2.5, meaning that the position of Nglanggeran Agricultural Technology Park in facing the dynamics of the external environment is less strong. The main opportunity for Nglanggeran Agricultural Technology Park is its strong cooperative relationships with outside parties, with a score of 0.6536. These collaborations help enhance educational programs and product development, providing access to valuable resources and networks. However, the park faces a threat from increasing competition with other processed chocolate producers, reflected in a score of 0.1176. Despite offering unique products, the park struggles to differentiate itself in a crowded market, with limited resources for branding and market research, potentially hindering its growth.

Based on the total EFI and EFE scores obtained, namely 2.9886 and 2.3094, the position of the Nglanggeran Agricultural Technology Park is in cell V, namely the company's position is in a condition of hold and maintain which is presented in Figure 2.

		Total Skor IFE		
		Tinggi 3,00 – 4,00	Sedang 2,00 – 2,99	Rendah 1,00 – 1,99
Total Skor EFE	Tinggi 3,00 – 4,00	I	II	III
	Sedang 2,00 – 2,99	IV	V	VI
	Rendah 1,00 – 1,99	VII	VIII	IX

Picture 1. Internal – External Matrix

Source: Primary Data Analysis (2024)

SWOT Analysis

The SWOT matrix is used to develop 4 types of strategies, namely strength-opportunity (SO) strategies, weakness-opportunity (WO) strategies, strength-threat (ST) strategies, and weakness-threat (WT) strategies.

Table 6. Results of the SWOT Matrix Analysis

Internal Factor	Strenght	Weakness
	<ol style="list-style-type: none"> 1. Advertising products through print media 2. Having its own trademark 3. Halal and HACCP certified products 4. Attractive product packaging 5. Offering special discounts/promotions 6. Providing product samples/testers 7. Collaborating with the Department of Agriculture and UGM 8. Opening educational visit programs and product creation training 9. Having social media, websites, email, and company phone 10. Good sales service 11. There are references/reviews from consumers. 12. Participating in various events (bazaar, MSME exhibitions) 	<ol style="list-style-type: none"> 1. The lack of quantity and capability of the workforce in the promotion department 2. The promotions being conducted are not diverse enough. 3. Limited promotion budget
External Factor	Strategi S-O	Strategi W-O
Opportunity <ol style="list-style-type: none"> 1. The development of the internet brings ease in product promotion. 2. The support from the local government 3. Public interest in buying chocolate products 4. The rise of online shopping 5. The existence of a cooperative relationship with external parties 	<ol style="list-style-type: none"> 1. Brand activation (S1 S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, O1, O2, O3, O5) 2. maximizing online promotion (S2, S3, S4, S9, S11, O1, O3, O4) 	<ol style="list-style-type: none"> 1. Participating in training to enhance workforce's skills in promotional activities (W1, W2, W3, O1, O2, O3, O4, O5)
	Strategi S-T	Strategi W-T
Threat <ol style="list-style-type: none"> 1. The existence of competition with other chocolate processing manufacturers 	<ol style="list-style-type: none"> 1. Prioritizing the uniqueness and advantages of the product (S2, S3, S4, S8, T1, T2, T3) 	<ol style="list-style-type: none"> 1. Adding promotional variety (W2, T1, T2, T3)

- | | |
|---|---|
| 2. The promotions carried out by competitors are more extensive. | 2. Providing discounts and special promotions on major holidays (Eid, Christmas, Valentine's Day) (S5, S12, T1, T3) |
| 3. Competitors are conducting the same event promotions and more sales promotions | |

Source: Primary Data Analysis (2024)

Next, an average score analysis was conducted on each strategic factor using the scores obtained from the EFI and EFE matrices.

Table 7. Calculation of Average Strategy Factor Scores

Strategic Factors	Score	Factor	Average
Strenght	2,879	12	0,240
Weakness	0,109	3	0,036
Opportunities	1,986	5	0,397
Threat	0,323	3	0,108

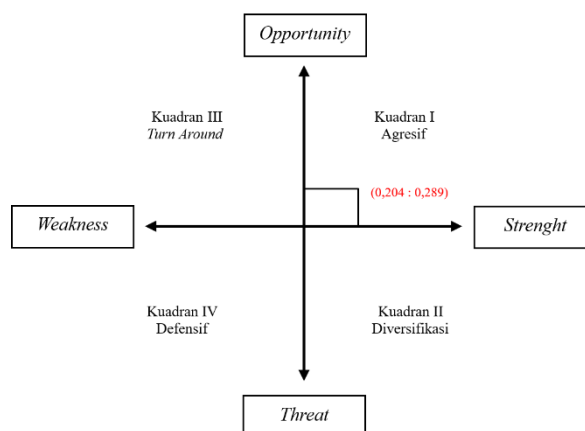
Source: Primary Data Analysis (2024)

Through the calculation results, the company's position in the SWOT quadrant can be determined by calculating the scores on the x and y axes as:

$$\begin{aligned}
 \text{X-axis} &= \text{average strength score} - \text{average weakness score} \\
 &= 0,240 - 0,036 \\
 &= 0,204
 \end{aligned}$$

$$\begin{aligned}
 \text{Y-axis} &= \text{average opportunity score} - \text{average threat score} \\
 &= 0,397 - 0,108 \\
 &= 0,289
 \end{aligned}$$

Thus, the position is located on the x-axis and y-axis at the coordinates (0.204, 0.289). Thus, the company's position is in Quadrant I (aggressive).



Picture 2. Quadrant SWOT
Source: Primary Data Analysis (2024)

SWOT matrix analysis produces four types of strategies: SO, WO, ST, and WT. The determination of alternative strategies used can be seen in Table 8.

Table 8. Calculation of Alternative Strategy in the SWOT Matrix

Strategic Factors	<i>Strenght</i>	<i>Weakness</i>
<i>Opportunities</i>	SO = (average streght score+opportunities) / 2	WO = (average weaknes score+opportunities) / 2
	SO = (0,240+0,397)/2	WO = (0.036+0.397)/2
	SO = 0.319	WO = 0.217
<i>Threats</i>	ST = (average streght score+threat) / 2	WT = (average weaknes score+threat) / 2
	ST = (0.240+0.108)/2	WT = (0.036+0.108)/2
	ST = 0.174	WT = 0.072

Source: Primary Data Analysis (2024)

Based on the calculation results, the highest average result is found in the SO alternative strategy, which is 0.319. Therefore, Taman Teknologi Pertanian Nglanggeran can use the SO alternative, namely conducting brand activation and maximizing online promotion.

QSPM Analysis

QSPM is used as a decision-making tool to determine the appropriate promotional strategy to increase the sales of chocolate processed products at Taman Teknologi Pertanian Nglanggeran. The alternative strategies calculated are based on the results of the SWOT matrix, which emphasizes the SO strategy, namely conducting brand activation and maximizing online promotion. The results of the QSPM calculation can be seen in Table 9.

Table 9. QSPM Matrix Analysis Results

Strategic Factors	Weight	Alternative Strategy			
		Brand Activation		Maximizing Online Promotion	
				AS	TAS
		AS	TAS	AS	TAS
Strenght					
Advertising products through print media	0,0753	4	0,3011	3,5	0,2634
Having its own trademark	0,0789	4	0,3154	3,5	0,2760
Halal and HACCP certified products	0,1039	4	0,4158	4	0,4158
Attractive product packaging	0,0717	4	0,2867	3,5	0,2509

Strategic Factors	Weight	Alternative Strategy			
		<i>Brand Activation</i>		Maximizing Online Promotion	
		AS	TAS	AS	TAS
Offering special discounts/promotions	0,0394	3	0,1183	3,5	0,1380
Providing product samples/testers	0,0502	3	0,1505	4	0,2007
Collaborating with the Department of Agriculture and UGM	0,0860	3,5	0,3011	3	0,2581
Opening educational visit programs and product creation training	0,1039	4	0,4158	4	0,4158
Having social media, websites, email, and company phone	0,0681	3,5	0,2384	3	0,2043
Good sales service	0,0968	3,5	0,3387	4	0,3871
There are references/reviews from consumers.	0,0394	3	0,1183	3	0,1183
Participating in various events (bazaar, MSME exhibitions)	0,0896	4	0,3584	3,5	0,3136
Weakness					
The lack of quantity and capability of the workforce in the promotion department	0,0251	4	0,1004	4	0,1004
The promotions being conducted are not diverse enough.	0,0358	4	0,1434	3,5	0,1254
Limited promotion budget	0,0358	4	0,1434	3,5	0,1254
Opportunities					
The development of the internet brings ease in product promotion.	0,1569	4	0,6275	4	0,6275
The support from the local government	0,1634	3,5	0,5719	3,5	0,5719
Public interest in buying chocolate products	0,1242	3,5	0,4346	3	0,3725
The rise of online shopping	0,1634	3,5	0,5719	4	0,6536
The existence of a cooperative relationship with external parties	0,1961	3,5	0,6863	4	0,7843
Threat					
The existence of competition with other chocolate processing manufacturers	0,0588	3,5	0,2059	4	0,2353
The promotions carried out by competitors are more extensive.	0,0719	4	0,2876	3,5	0,2516
Competitors are conducting the same event promotions and more sales promotions.	0,0654	3,5	0,2288	3,5	0,2288
TOTAL			7,3599		7,3187

Source: Primary Data Analysis (2024)

Based on table 4.10, the alternative strategy of brand activation received a TAS value of 7.3599, higher than the alternative strategy of maximizing online

promotion, which has a value of 7.3187. This indicates that the appropriate promotional strategy for Taman Teknologi Pertanian Nglanggeran is through brand activation. This shows that the appropriate promotional strategy for the Nglanggeran Agricultural Technology Park is through brand activation strategies.

According to research by Steven et al. (2023) and Mujib and Septiningsih (2020), it can be concluded that brand activation plays a significant role in marketing communication activities to evoke the target audience's emotions and leave a deeper impression on the brand. According to the research by Steven et al. (2023) and Mujib and Septiningsih (2020), it can be concluded that brand activation plays a significant role in marketing communication activities to evoke the emotions of the target audience and leave a deeper impression on the brand. Brand activation can be carried out with a creative concept online through community activation via social media, and offline through brand activation by creating brand awareness, increasing consumer interest in trying the product, and building good relationships with customers.

Forms of brand activation that Nglanggeran Agricultural Technology Park can undertake include: 1) increasing participation in events or MSME exhibitions, as well as holding live demonstration sessions and chocolate product sampling at various events, 2) implementing a loyalty program for regular customers by offering bonuses or special gifts each time they purchase products. 3) organizing educational visit programs to the company's facilities, which include factory tours, chocolate processing sessions, and educational sessions on the production process and product quality, 4) leveraging the relationship with Gadjah Mada University (UGM) to develop collaborative activities in research, product innovation, or educational programs related to agriculture and chocolate technology, 5) actively use social media to share stories behind production, educational activities, customer testimonials, and various other engaging content that can invite consumer participation. Through this, the company will be able to increase brand awareness and brand loyalty, thereby boosting sales.

CONCLUSION

Based on the results and discussion, it can be concluded that the main internal strength factor of the Nglanggeran Agricultural Technology Park is the establishment of educational visit programs and product-making training, while the main weakness factor is the lack of quantity and capability of the workforce in the promotion department. The main external opportunity factor for the Nglanggeran Agricultural Technology Park is the existence of cooperative relationships with external parties, while the main threat factor is competition with other chocolate product manufacturers; the appropriate promotional strategy to increase the sales of chocolate products at the Nglanggeran Agricultural Technology Park is through brand activation strategies.

Nglanggeran Agricultural Technology Park is advised to implement alternative strategies for brand activation to boost sales. The company also needs to maintain and enhance the educational visit and product creation training programs it runs, as these programs are the main source for the company in acquiring consumers. Additionally, participating in training or mentoring related to product promotion in the current technological development era, so as to create a workforce that is competent in designing and implementing promotional activities.

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