

## Marketing Strategy Analysis for Small and Medium Enterprises (SMEs) in the Snack Food Industry (Case Study on Lianty Jaya Snack UKM)

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### Abstract

Business competition in all sectors is becoming increasingly fierce. Therefore, marketing strategies play an important role in ensuring that products reach their target market and are successful. This study aims to identify the factors that influence and form the basis for the development of marketing strategies at Snack Lianty Jaya. The research method used is descriptive qualitative (exploratory) research. The study was conducted at Lianty Jaya, located in Kekerri Village, Gunungsari Subdistrict, West Lombok Regency. Data collection techniques included interviews, observations, and literature reviews. Data analysis involved the following stages: data reduction, presentation of data after reduction, and drawing conclusions. The results of the study indicate that Lianty Jaya uses a marketing mix strategy and develops its marketing strategy using SWOT analysis.

**Keywords:** Marketing MIX, SWOT Analysis, SMEs

### Introduction

Increasingly fierce competition in the industrial world is driving companies to create competitive advantages through various strategies in order to survive in the market (Yusepa et al., 2024). Business competition occurs across all industrial and service sectors, prompting producers to ensure that the products or services they offer are accepted by consumers and succeed in the market. In this context, marketing plays a crucial role in ensuring that products or services are targeted effectively, accepted by consumers, and increase the likelihood of success in the market (Diah Ananda Kharisma et al., 2023).

One sector that has been forced to adapt is the small and medium-sized enterprise (SME) sector, which plays an important role in the Indonesian economy. SMEs not only contribute significantly to job creation and economic growth, but also have great potential in applying environmentally friendly business principles (Rahmatullah et al., 2025). SMEs play a major role in Indonesia's economy, employing 99% of the workforce. (Bakrie et al., 2024). Sektor UKM memiliki kontribusi terhadap PDB mencapai 60,5%, The SME sector contributes 60.5% to GDP and accounts for 96.9% of employment (Hamid et al., 2023) (Arwin Yafi Rahmatullah, Heru Tri Sutiono, 2024).

Lianty Jaya is a small and medium-sized enterprise (SME) engaged in the food industry, specifically the production of snacks such as cassava chips, rice crackers, peanut

snacks, and various other snacks. This SME is located in Kekerri Village, Gunungsari Sub-district, West Lombok Regency, and was founded by a married couple, Mr. H. Mahnur and Mrs. Hj. Kasmianti. Since its inception until now, Lianty Jaya has been committed to customer satisfaction by providing products according to customer orders.

However, in running its business, UKM Lianty Jaya has only been able to market its products in the Sumbawa and Bima regions, and has not been able to reach markets in its home region, Lombok Island, or other areas. This situation is due to various challenges, both internal and external, that affect business performance. Lianty Jaya SME has not been able to implement effective marketing management and does not yet have a structured approach to designing and implementing marketing strategies for business development.

Marketing strategy is a method used to achieve business goals and objectives by building sustainable competitive advantages in the target market (*Kotler & Keller, 2016*). The success of a marketing strategy can significantly increase product sales, provided that the strategy is implemented effectively. This will support the sustainability of SMEs and has the potential to expand market share (*Azmi Fadhilah & Pratiwi, 2021*). Marketing strategies have a broad impact, encompassing comprehensive company programs designed to identify target markets and meet consumer needs through the integration of marketing mix elements—product, distribution, and price—all of which influence sales fluctuations (*Riska Utami & Achmad Fauzi, 2023*)

This study aims to identify the factors that influence and form the basis for developing marketing strategies for Snack Lianty Jaya. In addition, this study also aims to formulate and recommend appropriate marketing strategies to expand the market, as well as determine the priority order of strategies that can be applied in marketing Snack Lianty Jaya's snack products.

## Method

The research method used was descriptive qualitative (exploratory) research (*sugiyono, 2019*). This study was conducted at Lianty Jaya, located in Kekerri Village, Gunungsari Subdistrict, West Lombok Regency. This SME operates in the culinary sector, specifically in the production of snacks. Data collection techniques included interviews, observations, and literature reviews. Data analysis involved the following stages: data reduction, presentation of data after reduction, and drawing conclusions.

## Results and Discussion

Based on the results of the research conducted, I have explained in part in the previous section on the research subject that this business offers a variety of products at affordable prices, good service, timely production processes, and maintains product quality. The main objective of the market and marketing domain is to analyze market size, structure, and opportunities, evaluate market prospects, and determine the appropriate marketing strategy to implement. Generally, the objective of a company or organization in conducting market and marketing analysis is to increase sales and profits, with a focus on efforts to enhance revenue

from each transaction to achieve financial gains aligned with the company's goals and strategies (Sarjana et al., 2022:117).

In an effort to increase sales, Lianty Jaya implements several simple marketing strategies, including a marketing mix. In market analysis, as explained (Djuniardi et al., 2022:95), a marketing mix consists of a set of instruments that help organizations manage and implement various aspects of marketing, enabling them to effectively influence consumer responses and target markets. A company or business operator can apply five main elements in its marketing mix plan (Djuniardi et al., 2022:95), including:

- 1) Product Strategy
- 1) Pricing Strategy
- 2) Location Strategy
- 3) Distribution Strategy
- 4) Promotion Strategy

### **Marketing Mix Applied by Lianty Jaya SME**

The essence of marketing is to satisfy consumer needs and desires. The goal of business is to deliver customer value to generate profits. The success of a marketing strategy can automatically increase product sales significantly, provided that the marketing strategy is implemented correctly. Some of the marketing strategies, namely the marketing mix, implemented by Lianty Jaya include:

#### **1 Product Strategy**

A product is a collection of goods or services that a company can offer, which have market value. A product is created to meet the needs of society. Products are one of the considerations for consumers when making a purchase at Lianty Jaya. The products already have a trademark, are neatly packaged, and have labels with complete information, including the date, location, and expiration date of the product, making it easier for consumers to obtain information about the product. This is the strategy implemented by Lianty Jaya by offering high-quality and varied snack products with the aim of attracting consumers' interest to purchase the products.

#### **2 Pricing Strategy**

Price is a key factor in determining whether a product sells or not. If an entrepreneur makes a mistake in setting the price, it can have fatal consequences, leading to unsold products in the market. Therefore, Lianty Jaya strives to offer affordable prices after considering various factors such as capital, production costs, and others. Additionally, Lianty Jaya maintains the quality of its products, hoping to attract consumers to purchase products available at Lianty Jaya. Lianty Jaya relies on intermediaries (wholesalers) for its marketing, so its sales are conducted in bulk quantities. Therefore, the pricing for product sales is based on per bundle rather than retail prices for these wholesalers. This is one of the pricing strategies implemented to offer special prices to wholesalers, with the aim of fostering customer loyalty toward Lianty Jaya.

### 3 Location Strategy

The production facility of Lianty Jaya is located in Kekerri Village, Gunungsari Sub-district, West Lombok Regency, West Nusa Tenggara Province (NTB). This location was chosen because it is the residential property of the owner. The location has obtained permits from the local village authorities and neighboring residents to establish this production facility, ensuring compliance with regulations for the future.

### 4 Distribution Strategy

The distribution strategy determines the methods and processes used to deliver products to the market. Distribution at Lianty Jaya is relatively straightforward: orders are received from wholesalers, production is carried out according to the orders, and once the orders are fulfilled, the products are shipped using trucks and marketed by the wholesalers.

### 5 Promotion Strategy

Promotion is a marketing approach that facilitates the widespread introduction of products to consumers; by promoting products, consumers become aware of the company's offerings, thereby attracting the attention of new potential customers. The promotion carried out by Lianty Jaya relies solely on middlemen (tengkulak) to introduce the products and market them to other consumers. Therefore, Lianty Jaya offers special prices exclusively to middlemen (tengkulak) who purchase its products in large quantities.

## SWOT Analysis of Lianty Jaya SME

In addition to the application of the marketing mix above, according to the researcher's observations, there are several factors that can be included in the SWOT technique at Lianty Jaya. SWOT analysis will evaluate internal aspects, including the strengths and weaknesses of the company or product. The external elements studied are opportunities and risks for the organization or product (Ajeng Prasti Kumalasari, Mahjudin, Aridha Prasetya, Rina Dewi, 2025). explanation is as follows:

#### 1. Strength

Strength is something that specifically gives a company an advantage or benefit. Lianty Jaya's strengths include:

- Reliable human resources, human resources that can be relied upon with many skills in making many products according to consumer demand.
- Affordable and high-quality products, Lianty Jaya offers affordable products while maintaining quality, including special prices for loyal customers and bulk orders.
- Timely product delivery, Production begins promptly after an order is placed, adhering to the timeline specified by the customer. This is one of the ways Lianty Jaya builds customer loyalty, ensuring that Lianty Jaya remains trusted in fulfilling customer requests.
- A wide variety of products, The products offered by Lianty Jaya are numerous and varied according to customer orders. This is done by Lianty Jaya to make it easier for customers to choose the products they desire.

## 2. Weaknesses

Weaknesses are characteristics of a company that may hinder its growth. Lianty Jaya's weaknesses include:

- a. Suboptimal marketing, as evidenced by the fact that its products are not available on the island of Lombok due to suboptimal marketing efforts
- b. Fluctuating raw material prices, which cause production costs to rise
- c. Limited distribution, which relies solely on intermediaries (middlemen).

## 3. Opportunity

Opportunities are things related to the surrounding environment or related sectors that exist for the company, thereby enabling the company to progress. Opportunities identified by Lianty Jaya include:

- a. Changing consumer needs can be addressed by creating products that consumers want. Therefore, Lianty Jaya offers a wide variety of products to meet consumer demand.
- b. Marketing outside the city is one of the opportunities pursued by Lianty Jaya by marketing its products to the islands of Sumbawa and Bima through intermediaries (middlemen).

## 4. Threats

Threats are things that can threaten or hinder business operations, placing the company in a difficult situation or causing problems that are difficult for the company to deal with. Threats identified by Lianty Jaya include:

- a. There are many competitors in similar fields, as evidenced by the lack of a market for Lianty Jaya on the island of Lombok. Therefore, its products are only distributed on the islands of Sumbawa and Bima.
- b. The purchasing power of the local community is relatively low, as indicated by the slow turnover rate. This means that Lianty Jaya has previously marketed its products in its own region, Lombok Island, but the results did not meet expectations. This is due to the high number of competitors and the relatively slow turnover process. This is why Lianty Jaya no longer markets its products in its own region, Lombok Island, but must instead expand to Sumbawa and Bima Islands.

Table 1 SWOT matrix

Strengths (S)	Weaknesses (W)
1. Reliable human resources	1. Marketing is not yet optimal
2. Affordable and high-quality products	2. Raw materials prices fluctuate
3. Timely product delivery	3. Limited distribution
4. Wide variety of products	

Opportunities (O)	S-O	W-O
1. Changing consumer needs	● Perform market penetration (S1, S2, S3, S4, O1, O2)	● Maximize the marketing process (W1, W2, W3, O1 O2)
2. Marketing outside the city		
Threats (T)	S-T	W-T
1. Many competitors in similar fields	● Collaborate with other entrepreneurs. (S1, S2, S3, S4,	● Maximizing the distribution process (W1, W2, W3, T1, T2)
2. The purchasing power of the surrounding community is quite low		

Source: Data compiled by the author, 2025.

Based on the SWOT matrix above, the results of the SWOT strategies consisting of SO, WO, ST, and WT strategies can be seen above, which can be considered by Lianty Jaya as alternative strategies, namely:

1. The SO strategy is a strategy that uses the internal strengths of the company/business for opportunities outside the business.
2. Penetrate the market by expanding market share. This strategy aims to attract more consumers to increase Lianty Jaya's product sales. Its products are already marketed in Sumbawa and Bima and have the potential to expand further, including in Lombok itself.
3. The WO strategy is a strategy that aims to minimize the internal weaknesses of the company by taking advantage of external opportunities/opportunities outside the business.
4. Maximizing the marketing process: This strategy is implemented to maximize the process of introducing and distributing products by utilizing science and technology (IPTEK) to expand marketing reach to a broader market. One example that Lianty Jaya can implement is promoting its products through the internet.
5. The ST strategy is through this strategy, the company strives to avoid or reduce the impact of external threats/threats outside the business. Collaborating with other entrepreneurs.
6. This strategy aims to build broader connections, both with suppliers of goods to Lianty Jaya and with recipients (consumers) of Lianty Jaya products. This strategy can facilitate Lianty Jaya in obtaining materials and distributing products available at Lianty Jaya.
7. The WT strategy is a survival strategy by reducing internal weaknesses and avoiding external threats.



8. Maximizing the distribution process. This strategy aims to increase the distribution of products. Currently, the distribution process relies solely on middlemen (intermediaries), so it is necessary to maximize both the number of middlemen and implement alternative distribution strategies that can serve as other options in the distribution/supply process (Pangaribuan & Mardhiyah, 2022).

### **Challenges Faced by Lianty Jaya SME**

A business must be able to survive in the face of all problems and be able to compete. A business that is able to read market opportunities by fulfilling and producing what customers need and want is a successful business. In achieving the goal of obtaining maximum results, a business activity is influenced by how they market their goods/products. This is the responsibility of the marketing function to identify and capitalize on every opportunity to meet customer needs. Marketing is often considered a critical challenge because the success or failure of marketing efforts directly impacts product sales. Below are some of the challenges faced by Lianty Jaya:

1. Raw material prices fluctuate frequently

Raw material prices are an important aspect for estimating the capital required to produce a product that can be marketed at a suitable price, which has been determined through various considerations in setting the price of a product/good. Examples of raw materials whose prices can fluctuate include flour, cooking oil, sugar, peanuts, and so on.

2. Inadequate marketing

This should not be overlooked by a business/enterprise; marketing is often neglected by business operators. In the product distribution process, many do not utilize certain marketing aspects and without prior planning, resulting in marketing that is not customer-oriented and making the product unmarketable. This is the case with Lianty Jaya, which has not been able to market its goods/products in its own region, Lombok Island, and must instead seek opportunities outside Lombok, such as in Sumbawa and Bima.

3. Distribution that relies solely on intermediaries/middlemen

Distribution that relies solely on intermediaries/middlemen creates dependence on them. Currently, there are only 3-4 middlemen/brokers in Lianty Jaya who are willing to distribute products/goods to Sumbawa and Bima. Therefore, in the production process, Lianty Jaya must wait for orders from these middlemen/brokers, whose ordering times are unpredictable.

### **Conclusion**

The marketing strategy implemented by UKM Lianty Jaya is the marketing mix and SWOT analysis.

1. The marketing mix in an effort to increase product sales includes
  - a. A variety of snack products,
  - b. Pricing that offers different prices to customers based on the amount purchased.
  - c. The production location chosen is the owner's residential building to minimize rental costs and other expenses.

- d. Lianty Jaya's distribution strategy is relatively straightforward: it receives orders from wholesalers, then produces the products according to the orders. Once the orders are fulfilled, the products are shipped using trucks and marketed by the wholesalers.
  - e. Lianty Jaya's promotional strategy relies solely on middlemen to introduce the product and market it to other consumers.
2. SWOT analysis to support efforts in meeting customer needs and increasing product sales, including:
- a. Strengths of Lianty Jaya include: Reliable human resources (HR), timely product production, affordable and high-quality prices, and a wide variety of products.
  - b. Weaknesses of Lianty Jaya include: Inadequate marketing, fluctuating raw material prices that tend to rise, and limited distribution.
  - c. Opportunities identified by Lianty Jaya include: Changing consumer needs and the potential for marketing beyond the local area.
  - d. Threats identified by Lianty Jaya include: The presence of many competitors in the same field and relatively low purchasing power among the local population.
- Based on the SWOT matrix, there are several alternative strategies that Lianty Jaya can implement, including the SO strategy, which involves market penetration by expanding the market. The WO strategy involves maximizing the marketing process. The ST strategy involves collaborating with other entrepreneurs. The WT strategy involves maximizing the distribution process.

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