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Selection of Recommended Marketing Strategy of Arrowroot Cereal at PT Serela Prima Nutrisia Using Analytical Hierarchy Process

Budiarto[1], Stefanus Dannydra Prasetyo[2]
[1,2] Program Studi Agribisnis, Fakultas Pertanian, Universitas Pembangunan Nasional Veteran Yogyakarta
Email: budiarto.upn@gmail.com,

Corresponding Author: budiarto.upn@gmail.com

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ABSTRACT

PT Serela Prima Nutrisia is a company engaged in the arrowroot (Maranta Arundinacea)-based processing product. (1) This research aimed to identify and analyze alternative strategies that could be applied in Oriflakes marketing activities and (2) to identify the company's marketing strategy that could be recommended according to the segmentation, targeting, and positioning. This research used a descriptive approach. The location determination method used case studies whereas the determination of the respondents used a purposive method. Types of data used in this research were primary and secondary data. The data collection methods used in this research were observation, interviews, documentation, recording, and questionnaires. The analytical techniques used in this research were Descriptive Analysis, Internal and External Factors Matrix, IE Matrix (Internal External), and AHP (Analytical Hierarchy Process). The results from this research showed that the marketing mix applied by the company were product, price, promotion, place, and the STP concept, which were segmentation, targeting, and positioning. The results from the IE matrix showed that the company position was on hold and maintain. The results of the AHP matrix showed that the highest socre was obtained on the product development strategy. An alternative strategy recommended for the company was a product development strategy.

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1. Introduction

Arrowroot (Maranta arundinacea L.) has been announced by the government as one of the local food commodities which has priority for cultivation because it has the potential to substitute for wheat flour. The high levels of carbohydrates and energy make arrowroot tubers can be used as a substitute for carbohydrates in the body, although the protein content

is relatively low compared to rice flour or corn flour, but it is equivalent to sago protein, cassava flour (tapioca), potato starch and cornstarch. The lack of arrowroot tuber protein content can be circumvented by combining it with food sources of protein. Like other roots and tubers, arrowroot tubers have low gluten levels so they are good for people with blood sugar. Compared to other starches, arrowroot tubers have shorter fiber forms so they are easily digested and can be used as food for babies, children with autism and Down syndrome as well as diets for the elderly and for patients in the convalescent period (Amalia, 2014).

Arrowroot plants can be found in almost all parts of Indonesia, can grow well on shaded land so they are easy to cultivate and maintain. In the Special Region of Yogyakarta, arrowroot growing centers are located in Sleman, Kulon Progo and Gunung kidul Regencies (Ratnaningsih, 2010). Seeing the business opportunity from the many benefits of arrowroot tubers that have not been widely used, Sukoy Triono and Fandy Akhmad founded PT Serela Prima Nutrition, a business that produces processed arrowroot tubers which are made into Oriflakes products (arrowroot tuber cereal). Oriflakes means cereal flakes which are made from natural ingredients and are beneficial for health. With several product benefits, among others Gastro, Low IG, Slim, Daily and Kids. The Oriflakes product "arrowroot cereal" is much loved by healthy food and drink lovers because of its many health benefits, especially for maintaining the health of digestive metabolism, so that Oriflakes is safe for consumption by anyone, both toddlers (at least 1 year old) to old age, and not have side effects on health.

Marketing offline Oriflakes is marketed through partner intermediaries including, salesman, reseller, agents and distributors. Oriflakes direct marketing by the company through the program sponsorship, shops, following bazaars and opening outlets in crowded places. Marketing online currently through marketplace (Shopee) and social media (Facebook, Instagram and Official Website) as well as using direct massage (WhatsApp). PT Serelia Prima Nutrition failed to achieve sales target offline. It causes for sales offline company sets a total sales target for Oriflakes products of 15,000 products per month. For sales Online, the company has set a sales target of a total of 25,000 products per month. In 2022, the company is carrying out a market penetration business strategy, but still has not been able to achieve the predetermined marketing targets. The issue is important because of the expectations of the CEO and Founder going to sales offline Those who do not meet the target will threaten the purpose of holding marketing offline which can be used by companies to get closer to and with DIY consumers and its surroundings so that when they need a product they can get the product at the desired or nearest place, but in reality it doesn't even match the sales target to the point that sometimes the goods being marketed have to be withdrawn because they have expired.

Based on the explanation of the existing background, it is necessary to review the Oriflakes marketing strategy that should be implemented by PT Serela Prima Nutrition. For this reason, the objectives of this study are 1) to identify and analyze alternative strategies that can be applied to Oriflakes marketing activities at PT Serela Prima Nutrition. 2) To identify marketing strategies that can be recommended to PT Serela Prima Nutrition according to the marketing mix, segmentation, targeting and product positioning.

2. Materials and Methods

The method used in this research is a quantitative descriptive method with a case study approach. Descriptive method is a method used to describe or analyze a research result but not used to make broader conclusions. Descriptive research is not used to test certain hypotheses but only to describe the symptoms and conditions that already exist in the field (Sugiyono., 2017). A purposive approach is used because this research is about the status of

research subjects with respect to a specific or typical phase of the whole personality (Maxfield in Nazir, 2017). Retrieval of respondents was done intentionally (purposive). Purposive is a technique for determining respondents with certain considerations that aim to make the data obtained more representative (Sugiyono, 2016). Respondents selected in this study were CEO (Chief Executive Officer), Regional Sales Manager, and Supervisor Sales and marketing staff at PT Serelia Prima Nutritiona. The types of data in this study are grouped into two sources, namely primary data and secondary data. Methods of data collection is done by interviews, questionnaires and documentation. Before conducting data analysis, first to test the validity and reliability.

A. Input Level

The input stage is a qualitative analysis of the internal and external marketing environment. Analysis qualitative internal marketing environment is a process that is used by strategic planners to monitor factors that directly affect the company, originating from within the scope of the company, including an analysis of the strengths (strenghts) which is the advantage of the company's resources against competitors and weaknesses (weaknesses) namely company limitations that can be a barrier for companies to develop (Santana et al., 2023). Internal environmental factors are analyzed using the STP approach (Segmentation, Targeting and Positioning) and the 4Ps marketing mix (Product, Price, Place and Promotion) (Assauri, 2019). External environment analysis is a process used by strategic planners to monitor external environmental factors in determining opportunities and threats to the company (Taufiqurokhman, 2016). Opportunities are important profitable situations in a corporate environment. Threats are important but unfavorable situations in the corporate environment (Mashuri & Zaman, 2022). External environmental factors use a macro-environmental approach (companies, suppliers, marketing intermediaries, customers, competitors and society) and micro (demographics, economy, nature, technology, politics and culture). From the qualitative analysis of the internal and external marketing environment above, qualitative data on the marketing environment will be obtained, the data is analyzed quantitatively by quantifying qualitative data using Internal Factors Evaluation Matrix (IFE) and External Factors Evaluation Matrix (EFE). Internal environmental data (strengths, weaknesses) were analyzed using the Internal Factor Evaluation Matrix (EFI) and external (opportunities and threats) were analyzed using the External Factor Evaluation (EFE) matrix.

B. Matching Stage

The second analysis stage is matching (matching stage) use Internal-External Matrix (IE). The IE matrix is based on IFE weighted scores (x axis) and EFE weighted scores (y axis). The EFE and IFE weight scores can determine whether a business is in a quadrant. The results of this IE matrix can determine the company's position in a particular quadrant cell which has implications for different strategic alternatives. By knowing the position of the company, the company can find appropriate alternative strategies to achieve company goals.

C. Decision Level

The final stage is the decision (decision stage) use AHP (Analytical Hierarchy Process). The analytical technique used in the third stage of the strategic planning framework formulation(Novianto, 2019; Rosiana & Bintama, 2023). Also called the decision stage (decision stage) using (AHP). In the AHP method, the following steps are carried out:

a. Hierarchical arrangement

The first step in designing AHP (Analytical Hierarchy Process) namely identifying problems by conducting an in-depth analysis of the problems faced and want to be solved.

The next process is the identification and selection of elements that will enter the system components such as focus, forces, actors, objectives, and alternatives in the AHP structure later. Then create a hierarchical structure starting with the main goal. The hierarchical structure can be seen in Figure 1. AHP is used because it represents complex problems into a logical and simple hierarchical model. AHP is used in making decisions on several criteria by providing procedures to check consistency in assessments thereby reducing bias in decision making. The tool used to process the data is Expert Choice.

The results of horizontal processing show related elements in one hierarchical level compared to other elements at different hierarchical levels. While the results of vertical processing describe the relationship and level of influence between elements at one hierarchical level and elements at other hierarchical levels. Processing results indicating the selection of alternative marketing strategies are obtained from vertical processing.

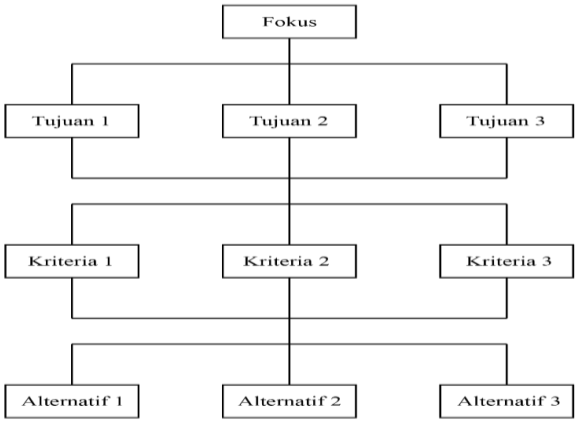

Figure 1. Hierarchy in the Analytical Hierarchy Process (AHP).
Image source: Saati (2008)

b. Pairwise Comparison

Create a pairwise comparison matrix that describes the relative contribution or influence of each element to the objectives or criteria at the level above it. To start the pairwise comparison process, a criterion is selected from the highest level of the hierarchy, for example K, and then from the level below, the elements to be compared are taken, for example K_1, K_2, K_3, K_N.

Table 1.Pairwise Comparison Matrix

	Criteria-1	Criterion-2	Criterion-3	Criteria-N
Criteria-1	K1/K1	K1/K2	K1/K3	K1/Kn
Criterion-2	K2/K1	K2/K2	K2/K3	K2/Kn
Criterion-3	K3/K1	K3/K2	K3/K3	K3Kn
Criteria-n	Kn/ K1	Kn/K2	Kn/K3	Kn/Kn

Source: Saati (2008)

c. Comparison Scale Value

Defines pairwise comparisons so that the results of the comparison of each element use a pairwise comparison scale value that shows the comparison of the importance of an element.

Table 2 Paired Comparison Scale Value

Importance Intensity	Definition	Explanation
1	Both elements are equally important	Two elements contribute equally to the trait
3	One element is slightly more important than the other	Experience and judgment strongly favor one element over the other.
5	One element is more important than the other	Experience and judgment strongly favor one
7	One element is clearly more important than the other elements	One element is strongly supported and its dominance is shown in practice
9	One element is absolutely more important than the other	Evidence in favor of one element over the other has the highest possible corroboration level
2, 4, 6, 8	Values between two adjacent values	A compromise is considered between two considerations
opposite	If activity i gets one point when compared to activity j, then j has the opposite value when compared to i	

Source:Saati (2008)

d. Eigen Value

Normalize the matrix where each column is multiplied by the matrix and calculates the eigenvalues and tests its consistency. If it is inconsistent then the data collection is repeated. Repeat steps 2.3.3, 2.3.4 and 2.3.5 for all hierarchical levels.

If A is a pairwise comparison matrix, then the weight vector is of the form:

$$(A)(W_T)=(n))(W_T)$$

can be approached by:

a) Normalize each column j in matrix A, such that:

$$\Sigma_i\, a(i,j)=1$$

Namely as A'

b) Compute the average value for each row i in A':

$$A': wi = \frac{1}{n} \Sigma i\ a(i,j)$$

With Wi is the i objective weight of the weight vector.

e. Hierarchical Consistency

Checking the consistency of the hierarchy. For example A is the pairwise comparison matrix and w is the weight vector, then the consistency of the weight vector w can be tested as follows:

a) Compute: $(A)(v^T)$

$$t = \frac{1}{n}\sum_{i=1}^{n} \quad (\frac{the\ i-th\ element\ on(A)(IN^T)}{the\ i-th\ element\ onIN^T})$$

b) Calculate the consistency index

$$CI = \frac{t-n}{n-1}$$

Information :

CI = Deviation ratio (*consistency index*)

t = Max =*eigenvalue maximum*

n = matrix size

c) Index random key-n (Rin)

Table 3.Random Index Value

N	2	3	4	5	6	...
RI_n	0	0,58	0,90	1,12	1,24	...

Source:Saati (2008)

d) Calculate consistency ratio (CR)

$$CR = \frac{THERE}{RI_n}$$

If CI = 0, then the hierarchy is consistent

If CR < 0.1, then the hierarchy is quite consistent

If CR > 0.1, then the hierarchy is highly inconsistent

3. Results and Discussions

3.1 Results of Identification of Internal and External Factors

3.1.1 Marketing Mix Analysis and STP (Segmentation, Targeting and Positioning)

Analysis of the marketing mix and STP used at PT Serela Prima Nutisia uses the 4Ps of the marketing mix, namely product, price, promotion, place and the STP concept, namely segmentation, targeting, positioning. In each factor, the three differentiations that have the most influence on each factor are taken. The three differentiations taken earlier will be used as sub-criteria in the decision-making hierarchy at AHP (*Analytic Hierarchy Process*) (Alfian, 2021).

The product mix at PT Serela Prima Nutritiona applies several product mix differentiations based on Assauri's theory (2017), namely quality, packaging and variety. The price mix at PT Serelia Prima Nutritiona applies several price mix differentiation criteria based on Assauri's theory (2017), namely product weight (quantity), product sales packages and partner prices. Place mix at PT Serelia Prima Nutritiona applies several place mix differentiation criteria based on Assauri's theory (2017), namely location, coverage and channel. The promotion mix at PT Serelia Prima Nutritiona applies several promotion mix differentiation criteria based on Assauri's theory (2017), namely advertising, offline marketing and online marketing.

In the concept of STP (segmentation, targeting, positioning) three differentiations will be taken according to the segmentation criteria according to Tjiptono (2015), namely age, lifestyle, benefits sought. Targeting at PT Serelia Prima Nutritiona applies several targeting differentiation criteria based on Tjiptono's theory (2015), namely target market, segment attractiveness, company resources. Positioning at PT Serelia Prima Nutritiona applies several positioning differentiation criteria based on Tjiptono's theory (2015), namely cost, credibility, service (Purwati et al., 2019).

3.1.2 Analysis of Internal Environment and External Environment

a. Internal Environment Analysis

The IFE matrix describes internal factors that influence the determination of alternative strategies at PT Serela Prima Nutrition.

Table 4.*Internal Factors Evaluation Matrix* (WE)

No	Internal factors	Weight	Rating	core
	Strength			
1	Has been certified Halal, and BPOM	.073	3.167	.231
2	Packaging *ergonomic* and *presentative* health product	.063	3.000	.188
3	Alternative breakfast replacement	.076	2.667	.204
4	Has a variety of different benefits	.073	3.000	.219
5	There is a discount	.063	2.833	.177
6	Direct sales and partners	.073	2.833	.207
7	Segmenting consumer age as a marketing segment (children, adults, elderly)	.063	2.500	.156
8	Marketing creative content through media *online*	.069	2.667	.185
9	The only arrowroot tuber cereal product in Bantul district	.056	2.333	.130
10	Being a local food processing company focused on health	.066	3.000	.198
	Amount			.894
	Weakness			
1	*Brand* Oriflakes is still little known	.069	2.500	.174

No	Internal factors	Weight	Rating	core
2	Lack of widespread promotion	.069	2.833	.197
3	Sale *offline* unable to meet sales targets	.059	2.333	.138
4	Not yet distributed to many areas	.069	2.667	.185
5	Segment *nice market* hard to find	.059	3.167	.187
	Amount			.880
	Total			.774

Source: Primary Data Analysis (2023)

Based on the IFE matrix in table 4, the total score obtained is 2.774 which exceeds the weighted average score of 2.5, this shows that PT Serelia Prima Nutritiona has a strong internal position in dealing with internal environmental dynamics (Ulfah et al., 2021). The strength factor that has the highest score is Halal and BPOM Certified with a score of 0.231. By carrying out quality control of raw materials and hygiene controls as well as standardized production processes, Oriflakes has been certified by BPOM and Halal so that by having production permits from the Food and Drug Supervisory Agency and the Indonesian Ulema Council, Oriflakes products are proven to be safe and halal.

b. External Environment Analysis

The EFE matrix describes the external factors that influence the determination of alternative strategies at PT Serelia Prima Nutritiona.

Table 5.*External Factors Evaluation Matrix* (WHAT)

No	External Factors	Weight	Rating	Score
	Opportunity			
1	95 million users *smartphone* Indonesian population in 2020	0.072	2.833	0.229
2	Market *offline* beyond DIY	0.056	3.000	0.219
3	Economic Policy XIV	0.065	3.500	0.188
4	Market *online* not limited by space and time	0.069	3.667	0.230
5	Healthy living culture	0.075	3.167	0.229
6	Purchase trend *online* Indonesian society	0.065	3.333	0.240
7	Many product promotion media	0.078	3.500	0.219
8	*Feedback* Good customer testimonials	0.052	2.333	0.205
9	Human resource support around the production site	0.059	3.000	0.128
10	Not many competitors yet	0.075	2.833	0.177
	Amount			2.064
	Threat			
1	Delay in delivery of raw materials	0.066	1.500	0.099
2	Location of multiple partners *retailer* that are not spread across the marketing area	0.069	1.833	0.127
3	Marketing *offline* hampered by Covid-19	0.059	2.667	0.158
4	Advertising costs *online* expensive	0.072	2.000	0.145
5	Market tastes are always changing	0.069	2.833	0.196
	Amount			0.724
	Total			2.788

Source: Primary Data Analysis (2023)

Based on the results of the EFE matrix analysis in table 5 it is known that the total score of the EFE matrix is 2.788. This figure is more than the average total score of 2.5 which indicates that PT Serelia Prima Nutritiona, in facing the dynamics of the external

environment, has a relatively strong business position or the company responds well to the opportunities and threats that exist in its industry. The external opportunity factor that has the highest score is the online purchasing trend of the Indonesian people with a score of 0.240. The threat factor that has the highest score is market tastes that are always changing with a score of 0.196.

3.2 Marketing Strategy Identification and Analysis Results

After going through the analysis of internal factors and external factors, the next stage is the matching stage. The analysis used uses the IE (Internal-External) Matrix by mapping the scores of the IFE and EFE matrices that have been generated from the input stage which consists of 9 cells to determine the position of PT Serelia Prima Nutritiona. The nine cells are formed by the X axis and Y axis. The X axis is formed by the total IFE score in the form of the sum of the dimensions of strengths and dimensions of weaknesses of PT Serelia Prima Nutritiona, while the Y axis is formed by the total EFE score in the form of the sum of the dimensions of opportunities and dimensions of threats of PT Serelia Prima Nutritiona. The results of this IE matrix will be used as a focus on decision-making methods using AHP (Analytic Hierarchy Process) (Ishizaka, 2019).

Table 6. Internal-External (IE) Matrix

X axis	
Strategic Factors	Total Shoes
Strength	1,894
Weakness	0,880
Total Shoes IFE	**2,774**
Y axis	
Strategic Factors	Total Shoes
Opportunity	2,064
Threat	0,724
Total Skor EFE	**2,788**

Source: Primary Data Analysis (2022)

Based on table 6, the calculation of the coordinates of the X axis and Y axis determines the strategic position of the matrix (Internal-External). The X axis is located at coordinate 2.774 and the Y axis is located at coordinate 2.788. The coordinates (X,Y) will show the position of the cell containing alternative strategies that PT Serelia Prima Nutritiona can implement.

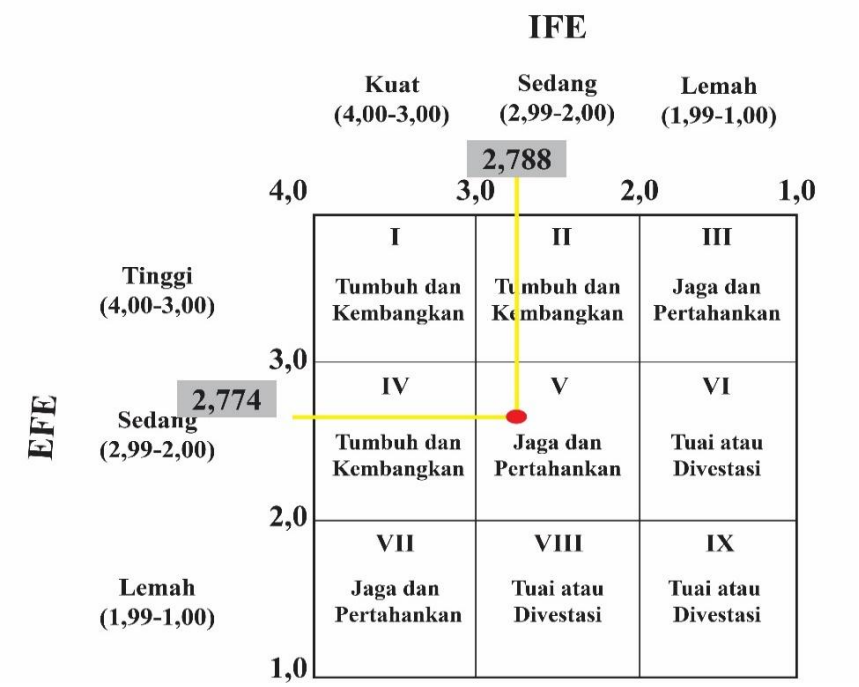

Figure 2. Internal-External (IE) Matrix Quadrant
Image source: Primary Data Analysis (2023)

Based on figure 2 the results of the Internal-External matrix of PT Serelia Prima Nutritiona, it can be determined that the strategic position based on the IE (Internal-External) matrix is in cell V, namely guard and maintain, where there are two alternatives used, namely market penetration and product development.

3.3 Recommended Marketing Strategy Identification Results

Analysis of alternative strategies recommended will use AHP (Analytical Hierarchy Process). After getting the alternative strategy results from the IE Matrix where the business position is in the fifth quadrant (maintain and maintain), then the next stage is making alternative strategic decisions using AHP. The main focus taken based on the business strategy in the current guard and maintain position is market penetration. The goals taken based on the Vision and Mission of PT Serelia Prima Nutritiona are to focus on developing local processed food products. The criteria taken are based on the 4P marketing mix (product, price, promotion, place) and STP (Segmentation, Targeting, Positioning). The sub-criteria taken are three differentiations of the 4P and STP marketing mix according to the conditions in the field. Alternatives are taken based on the marketing strategy obtained based on the position of the business to maintain and maintain, namely market penetration and product development. After obtaining the focus, objectives, criteria, sub-criteria and alternative strategies, the AHP hierarchy can be made as follows:

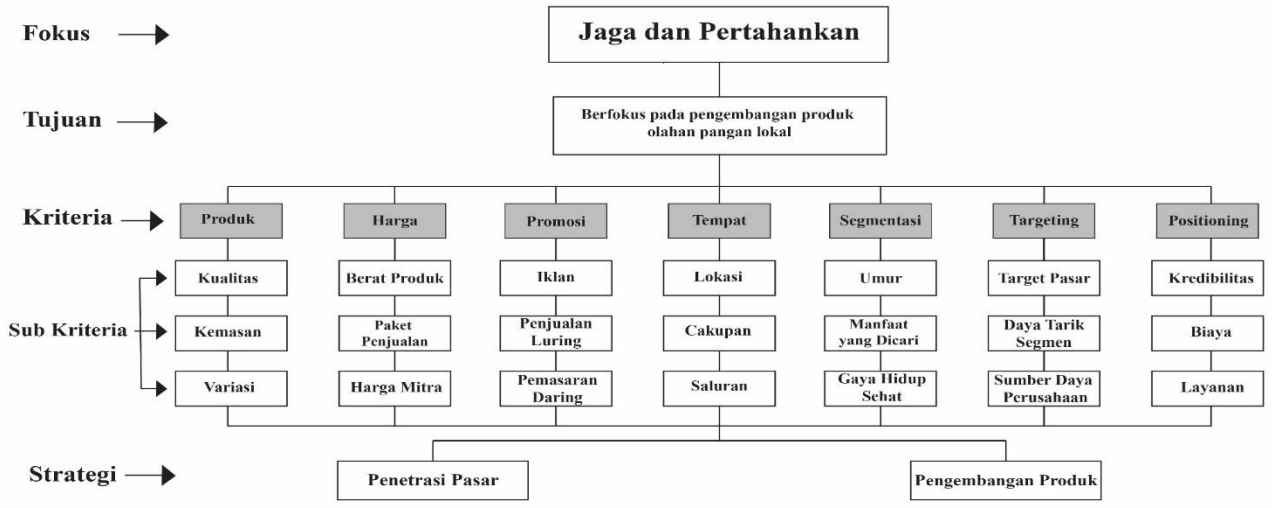

Figure 3. Alternative Priority Hierarchy of PT Serelia Prima Nutritiona's Marketing Strategy
Image source: Primary Data Analysis (2023)

3.3.1 PT Serelia Prima Nutritiona Priority Marketing Objectives Based on Business Level Strategy

Table 7. Oriflakes Marketing Weight and Priority

Objective	Weight	priority	AND
Focusing on the Development of Local Processed Food Products	1	1	0,00

Source: Primary Data Analysis (2023)

Based on the results of the AHP analysis in table 7, it can be seen that the priority of PT Serelia Prima Nutritiona's first goal is to focus on developing local food ingredients. Development of foodstuffs is an activity carried out in the face of the possibility of changing a material into a product in a better direction, so as to provide greater usability and satisfaction. This product must involve a new or improved product offering for an existing market. By focusing on product development, companies can understand market needs and wants, and see the possibility of adding or changing the special characteristics of the product, in order to create quality improvements or add types or sizes to better satisfy the available market (Tjiptono, 2015).

3.3.2 Priority Criteria Based on Objectives Focus on Development of Local Processed Food Products.

Table 8. Weight and Priority of Criteria Based on Objectives Focus on the Development of Local Processed Food Products

Criteria	Weight	priority
Product (*Product*)	0,337	1
Price*(Price)*	0,095	4
Promotion*(Promotion)*	0,038	7
Placed*(Place)*	0,075	6
Segmentation	0,088	5
Targeting	0,118	3
Positioning	0,250	2
Total	**1**	
IR (Inconcistency Ratio)	**0,03**	

Source: Primary Data Analysis (2023)

Based on the results of table 8, the first priority criteria is obtained with the aim of focusing on the development of local processed food products, namely products with a weight of 0.337. From the point of view of producers or marketers, a product is anything that can be offered by a producer to be noticed, demanded, purchased, used or consumed by the market to fulfill the needs or wants of the relevant market. From a consumer perspective, a product is everything that a customer receives from an exchange with a marketer (Tjiptono, 2015). PT Serelia Prima Nutritiona always tries to make Oriflakes products have advantages that can compete with their competitors. Such as having BPOM and Halal certification for their products, designs and packaging that represent health products that display the brand name, nutritional content and how to use them, as well as the many variations of flavors and benefits that adjust the segmentation of Oriflakes marketing. In addition, to focus on developing local processed food products, skills and knowledge are needed in the field of arrowroot root falkes processing. Because the company has experience and qualified capabilities in product processing, it will be easier to focus on developing local food preparations, namely arrowroot tuber flakes as the basic ingredient for Oriflakes. Having a product that meets consumer needs will be a strong basis for companies to compete in the competition, making it easier for marketers to offer their products.

3.3.3 Priority of Sub-Criteria Based on Vision Focuses on the Development of Local Processed Food Products.

Table 8. Weight and Priority of Criteria Based on Vision Focusing on the Development of Local Processed Food Products

Criteria	Dimensions	Weight	IR(Inconsistency Ratio)
	top quality	0,176	
	Packaging	0,167	0,0002
Product	Variation	0,657	
	Product weight	0,500	0,03
	Package product sales	0,335	
Price	Partner Price	0,165	
	Advertisement	0,267	
	Sales o*ffline*	0,482	
Promotion	Marketing o*online*	0,251	0,0001
	Location	0,355	0,03
	Scope	0,528	
Place	Channels	0,117	
	Age	0,136	0,005
Segmentation	Benefits Wanted	0,636	
	Lifestyle	0,228	
	Target Market	0,119	0,03
Targeting	Segment Attraction	0,210	
	Enterprise Resources	0,671	
	Credibility	0,660	
Positioning	Cost	0,227	0,04
	Service	0,113	

Source: Primary Data Analysis (2023)

Based on the results obtained from table 8, product mix, variation is the first priority with a weight of 0.657. Quality and packaging respectively on the second and third priority with a weight of 0.176 and 0.167. According to (Kotler & Armstrong, 2008) defines product variety as a separate unit within a brand or product line that can be differentiated based on size, price, appearance or some other characteristic. This product variation is done to provide choices to consumers so they don't get bored with just one product and have different elements from other common products and provide solutions to consumer needs with the variety of benefits offered (Tjiptono, 2015). In line with the growth of the company, which initially only targeted diabetics, it has developed a variety of products that can now benefit people with stomach acid, diet programs and are good for children's consumption as a substitute for breakfast. Increasing variety also supports marketing for the company, where at the beginning of the company's establishment in 2014, Oriflakes sold 100 boxes until 2022 sales of Oriflakes reached 25,000 boxes. Therefore, variety is the first priority in driving marketing capabilities at PT Serelia Prima Nutritiona to be more effective in market competition and increase sales of Oriflakes with a continuously growing selection of product variations.

3.3.4 Appropriate Alternative Strategies to be Suggested to PT Serelia Prima Nutrisa

In the IE matrix, PT Serelia Prima Nutritiona's business position has been obtained, namely guard and maintain position. From the guard and maintain position, several alternative strategies are obtained according to David (2015), namely market penetration and product development. Market penetration, namely increasing sales of existing products and markets through more aggressive efforts. Product development is increasing sales by offering new or modified products to current market segments. The following is the result of a comparison of alternative strategies using expert choice.

Table 9. Weight and Priority of Appropriate Marketing Strategy Alternatives to be Suggested to PT Serelia Prima Nutritiona

Criteria	Sub-criteria	Alternative Strategy	Weight	IR(Inconsistency Ratio)
Product	Quality	Market penetration	0,176	0,00
		Product Development	0,824	
	Packaging	Market penetration	0,442	0,00
		Product Development	0,558	
	Variation	Market penetration	0,210	0,00
		Product Development	0,790	
Price	Product weight	Market penetration	0,421	0,00
		Product Development	0,579	
Place	Sales Package	Market penetration	0,656	0,00
		Product Development	0,344	
	Partner Price	Market penetration	0,746	0,00
		Product Development	0,254	
Promotion	Advertisement	Market penetration	0,720	0,00
		Product Development	0,280	
	Sale *Offline*	Market penetration	0,696	0,00
		Product Development	0,304	
	Marketing *Online*	Market penetration	0,746	0,00
		Product Development	0,254	
Place	Location	Market penetration	0,483	0,00
		Product Development	0,517	
	Scope	Market penetration	0,377	0,00
		Product Development	0,632	
	Channels	Market penetration	0,766	0,00
		Product Development	0,224	
Segmentation	Age	Market penetration	0,245	0,00
		Product Development	0,755	
	Benefits Wanted	Market penetration	0,190	0,00
		Product Development	0,810	
	Healthy lifestyle	Market penetration	0,257	0,00
		Product Development	0,743	
Targeting	Target Market	Market penetration	0,430	0,00
		Product Development	0,570	
	Segment Attraction	Market penetration	0,290	0,00
		Product Development	0,710	
	Enterprise Resources	Market penetration	0,155	0,00
		Product Development	0,845	
Positioning	Credibility	Market penetration	0,314	0,00
		Product Development	0,686	
	Cost	Market penetration	0,340	0,00
		Product Development	0,660	
	Service	Market penetration	0,746	0,00
		Product Development	0,254	

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Source: Primary Data Analysis (2023)

Based on the results of six respondents by analyzing the AHP (Analytic Hierarchy Process) questionnaire using the expert choice application, alternative strategies for market penetration and product development were obtained (Purba & Simangunsong, 2021). The graph of the highest and lowest percentage of alternative strategy weights is obtained as follows:

Figure 1. Graph of Alternative Strategy Weights for PT Serelia Prima Nutritiona
Image source: Primary Data Analysis (2023)

In Figure 5.3, the strategy alternative that has the greatest weight is product development with a value of 66.8%. While the strategy alternative that has the lowest weight is market penetration with a weight of 33.2%.

4 Conclusion

Alternative strategies obtained are market penetration and product development strategies. The alternative strategy recommended for PT Serelia Prima Nutritiona is a product development strategy. PT Serelia Prima Nutritiona is advised to make good use of online market opportunities that are not limited by space and time in overcoming the threat of ever-changing market tastes. PT Serelia Prima Nutritiona is advised to expand the Oriflakes marketing promotion to overcome the weaknesses of offline sales which have not been able to meet sales targets. PT Serelia Prima Nutritiona is advised to use alternative product development strategies. In the product development strategy, this can be done by developing new products or developing existing products in the arrowroot cereal market

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