



## MARKETING STRATEGY FOR PRODUCTS IN SMALL AND MEDIUM ENTERPRISES (BANTAENG COFFEE CENTER) IN BANTAENG REGENCY

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**Keyword:**

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**Abstract:**

*The purpose of this study was to examine and analyse the constraints of product marketing strategies and development strategies of Small and Medium Enterprises (Bantaeng Coffee Center) in Bantaeng Regency. This research uses a qualitative approach with a descriptive type, aiming to analyse and understand in depth the condition of SMEs of Banyorang Coffee Processing Center in Bantaeng, through observation, interviews, and document analysis. The research will be conducted for two months in June and July 2024 at the SME, which is an important centre of coffee production. The focus of the research is the influence of the 7P Marketing Mix on SME business development, with research subjects including the Head of Marketing, Services Unit, Head of Production Unit, coffee farmers, and customers. The results showed that Bantaeng Coffee Centre SMEs face three main constraints in marketing strategy, namely coffee price fluctuations, processing constraints, and human resource quality, which significantly affect business competitiveness and sustainability. To overcome these challenges, the development strategies implemented include improving product quality, flexible pricing, promotion through various channels, human resource management, and optimisation of production processes, which overall contribute to improving SME competitiveness in local and international markets. Based on the results of the study, it can be concluded that Bantaeng Coffee Sentra SMEs face significant constraints in marketing strategies related to price fluctuations, processing, and quality of human resources, but have implemented effective development strategies through the 7P marketing mix to improve competitiveness and product quality in local and international markets.*

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### Introduction

Management is a discipline that studies how to manage the resources within an organization to achieve its established goals (Siswanto, 2021). Important aspects of

management include planning, organizing, directing, and controlling (Tahir et al., 2023). In the context of small and medium-sized enterprises (SMEs), management becomes crucial because the limited resources of SMEs require effective and efficient management (Suriani et al., 2023a). One of the vital aspects of SME management is marketing management, which includes planning, implementing, and controlling product marketing activities (Said, 2022).

Product marketing is a process aimed at promoting and selling products to consumers (Said, 2022; Suriani et al., 2023b). Product marketing aspects include identifying consumer needs and desires, developing appropriate products, setting competitive prices, distributing products, and effective promotions (Yusuf Saleh & Miah Said, 2019). Good marketing can help SMEs survive competition, increase sales, and expand market share (Harini, 2019).

Marketing strategy is a long-term plan designed to achieve specific marketing goals, whether increasing sales, expanding market share, or strengthening the brand position in the market (Haque-Fawzi et al., 2022). In the context of Small and Medium Enterprises (SMEs), the right marketing strategy is crucial because SMEs often face limitations in resources and capabilities compared to large companies (Sastradinata, 2024). An appropriate marketing strategy can help SMEs overcome challenges such as limited capital, lack of access to technology, and distribution reach limitations (El Hasan et al., 2023). Furthermore, an effective marketing strategy enables SMEs to seize market opportunities, such as changing consumer preferences, increasing access to new markets, and utilizing digital technology for marketing (Ananda et al., 2023).

An effective marketing strategy involves several key steps, starting with in-depth market analysis. Market analysis helps businesses understand market dynamics, including market trends, consumer behavior, and competitive conditions. The next step is market segmentation, which is the process of dividing the market into homogeneous consumer groups based on specific characteristics such as demographics, psychographics, and behavior (Puspitasari, 2019). After determining the market segment, the targeting phase is carried out to choose the most potential and relevant segment for the business. Positioning is then carried out to determine how the product or brand will be perceived by consumers in the targeted market segment (Manggu & Beni, 2021).

Another important component of marketing strategy is the marketing mix, which consists of product, price, place, and promotion (Nurhadi, 2019). The product must be designed to meet the needs and desires of the targeted consumers. Pricing must be competitive and aligned with the value offered to consumers. Distribution or place must ensure that the product is available in the right locations and at the right times, making it accessible to consumers (Martono, 2018). Promotion involves effective communication to raise consumer awareness of the product and encourage purchases. The right combination of these four elements is essential for marketing success (Manggu & Beni, 2021). In the development of SMEs, applying a comprehensive and effective marketing strategy not only helps businesses survive but also helps them grow and compete more effectively in the market. Therefore, understanding and implementing the right marketing strategy is one of the key factors for SME success and growth.

Coffee is one of the main commodities in the plantation subsector that significantly contributes to Indonesia's economy, particularly as a source of foreign

exchange. In addition, the agricultural sector, including the plantation subsector, also plays a significant role in providing employment opportunities and sources of income for many economic actors. In Indonesia, coffee is cultivated by farmers, with two main types, Arabica and Robusta, being cultivated. As an export product, coffee contributes foreign exchange and state revenue, serves as a source of income for farmers, creates jobs, stimulates the agribusiness and agroindustry sectors, promotes regional development, and helps preserve the environment. Coffee plantations in Indonesia are divided into large estates and smallholder plantations. Data from 2018 shows that the area of smallholder coffee plantations increased to 1,210.7 thousand hectares, while large estates experienced a slight decrease.

Coffee production from smallholder plantations tends to increase each year. In 2018, smallholder coffee production reached 727.92 thousand tons, a 6.14 percent increase from the previous year. The majority of Indonesian coffee production is exported to international markets, with main markets in Europe, Asia, America, and Africa. In 2018, the value of coffee exports reached 815.9 million USD with a volume of 279.9 thousand tons.

South Sulawesi is one of the central coffee-producing regions in Indonesia, with an area of 71,473 hectares of coffee plantations in 2020. The average coffee production in South Sulawesi is 34,059 tons per year, with Bantaeng Regency being one of the main producers of both Robusta and Arabica coffee. In 2019, the area of coffee plantations in Bantaeng Regency reached 3,840 hectares, with coffee production reaching 1,744 tons.

Bantaeng Regency, located in the southern part of South Sulawesi Province, has significant potential in coffee development. This region has varying altitudes ranging from 0 to 1,500 meters above sea level, which is ideal for coffee cultivation. Most of the coffee in Bantaeng is grown using an intercropping system, reflecting the involvement of local communities in managing coffee plantations. Given its great potential and existing challenges, it is essential to conduct a comprehensive and intensive study on the opportunities and prospects of coffee development in Bantaeng. The preparation of feasibility studies and effective marketing strategies is crucial to formulate policies for developing coffee as a leading commodity in Bantaeng, South Sulawesi.

Bantaeng Coffee Center is one of the SMEs located in Bantaeng Regency, focusing on coffee production and marketing. As one of the region's flagship products, coffee from Bantaeng has great potential for further development. However, like many other SMEs, Bantaeng Coffee Center faces various challenges in its product marketing strategy. These challenges may include limited capital, lack of marketing knowledge, and intense competition in the market.

Empirical studies show that marketing strategies have a significant impact on the success of Small and Medium Enterprises (SMEs). Research by Sofia and Wicaksono (2020) highlights the importance of analyzing the current business situation through SWOT analysis and the STP (Segmentation, Targeting, and Positioning) model in developing effective marketing strategies. Furthermore, research by Azis & Rosdaniah (2021) reveals how SMEs in Aceh Tengah increased coffee farmers' income through the use of social media as a marketing tool, emphasizing the role of the creative economy in coffee product marketing. Both studies underline the importance of innovative and community-based marketing

strategies to improve SME performance, especially in the coffee industry in Indonesia.

Further research on the development and implementation of marketing strategies in the SME sector, particularly in the coffee sector, remains limited, especially in regions such as Bantaeng, which has coffee as a flagship product. Research by Pandiangan et al. (2023) shows collective marketing strategies by understanding the internal and external factors of Samosir Coffee Synergy to help improve competitiveness using SWOT methods to develop domestic and international markets as a priority based on the highest TAS value in the QSPM Matrix, including maintaining coffee quality, improving online promotion, and collaborating with the government and financial institutions. Additionally, research by Wintoko & Marlina (2021) on SMEs in Rumah Kopi Temanggung highlights the importance of efficient marketing strategies to increase competitiveness, with internal and external factors affecting operations such as marketing, finance, and economic conditions. SWOT analysis identifies SO (Strength, Opportunity) strategies that optimize the internal strengths of SMEs to capitalize on external opportunities and maintain business sustainability.

The urgency of this research lies in the importance of marketing strategies in supporting the development of Small and Medium Enterprises (SMEs), particularly in the coffee sector in Bantaeng Regency, amid increasing business competition. Given Bantaeng's coffee as a regional flagship product, this study aims to analyze the constraints and marketing strategies at Sentra Kopi Bantaeng and develop effective recommendations to enhance competitiveness and local community welfare. The findings are expected to make a significant contribution to the literature on SME management and marketing, as well as support practitioners, academics, and policymakers in formulating more effective marketing strategies, both in the coffee sector and other SME sectors. This research is expected to provide valuable insights for the development of businesses in the future and strengthen the scientific literature on marketing strategies in the coffee sector.

## METHODOLOGY

This research uses a qualitative approach with the aim of deeply understanding the social phenomena that occur. Through a descriptive method, this study attempts to provide a detailed description of the field conditions, uncover relevant factors, and analyze phenomena based on observations, interviews, and document analysis. This technique allows for drawing informative and useful conclusions for theoretical learning. The research location is the Banyorang Coffee Processing SME Center in Bantaeng Regency, selected due to its significant role in coffee production and the local economy. The research took place over two months, in June and July 2024, with a focus on the impact of the 7P Marketing Mix on business development. The subjects of the study include various stakeholders involved in the operation and marketing of coffee, and it uses primary and secondary data collected through interviews, observations, and document analysis.

## RESULTS AND DISCUSSION

### a. Constraints in the product marketing strategy of Small and Medium Enterprises (Bantaeng Coffee Center) in Bantaeng Regency

The results of this study reveal that the Bantaeng Coffee Center SME faces several main constraints in its product marketing strategy, which can be categorized into three main areas: coffee price fluctuations, processing challenges, and the quality of human resources. These constraints have a significant impact on the sustainability and competitiveness of the business, particularly in facing local and global market dynamics.

First, coffee price fluctuations are a major challenge frequently faced by many coffee farmers and entrepreneurs, especially in Bantaeng Regency. These fluctuations mainly occur during the harvest season when coffee production increases significantly, causing a sharp drop in prices. This phenomenon aligns with the theory of supply and demand in commodity markets, where an increase in supply without a corresponding increase in demand leads to price declines (Mankiw, 2014). The significant price drop not only reduces farmers' income but also affects the sustainability of small and medium enterprises that rely on price stability. This finding is consistent with research by Listiyana (2021), which shows that coffee price fluctuations in the global market often lead to economic instability for farmers, particularly in developing countries. In the local context, strategies implemented by the Bantaeng Coffee Center SME, such as gathering harvests for export, are effective steps to stabilize prices and increase the economic value of coffee. This is supported by research by Alansa et al. (2022), which states that market diversification, including exports, can reduce the risk of price fluctuations in the local market.

Second, challenges in the coffee processing process, influenced by weather conditions and non-standard harvesting practices, are also significant issues faced by the Bantaeng Coffee Center SME. Unpredictable weather conditions, such as rain, often disrupt the coffee drying process, directly impacting the final product's quality. Non-selective harvesting practices, where coffee cherries are picked without considering their ripeness, also lower the quality of the resulting coffee. These findings are consistent with research by Septiani & Kawuryan (2021), which highlights that unpredictable weather can hinder the coffee bean drying process, leading to a decrease in product quality. Furthermore, non-standard harvesting practices have been shown to reduce the quality and market value of coffee (Wardiman et al., 2024). In the context of the Bantaeng Coffee Center SME, this study emphasizes the need for improvements in processing technology that are adaptable to weather conditions and raising farmers' awareness of the importance of proper harvesting practices.

Third, the quality of human resources at the Bantaeng Coffee Center SME is also a determinant factor in the success of its marketing strategy. Inadequate labor quality, both in terms of skills and commitment, often becomes a barrier to achieving optimal productivity. In line with human resource management theory, the quality and skills of the workforce significantly influence the operational effectiveness and competitiveness of the business (Armstrong & Taylor, 2014). This issue is also identified in research by Hasibuan et al. (2022), which shows that continuous training and capacity building of the workforce are strategic steps needed to improve productivity and production quality. Steps taken by the Bantaeng Coffee Center SME, such as providing training and supplying supporting equipment, align with the

recommendations from this research and are expected to improve HR performance and the quality of the coffee produced.

Overall, the results of this study confirm and expand upon previous findings regarding the challenges faced by the coffee industry in small-scale coffee-producing regions. A holistic approach involving price stabilization through market diversification, improvements in processing, and human resource development has been proven in various studies as an effective strategy for enhancing competitiveness and the sustainability of small and medium-sized enterprises in the coffee industry. Therefore, the Bantaeng Coffee Center SME can use these findings to optimize its marketing strategy and achieve greater success in broader markets.

## **b. Strategies for the Development of Small and Medium Enterprises (Bantaeng Coffee Center) in Bantaeng Regency**

The results of this study reveal various development strategies applied by the Small and Medium Enterprise (SME) Bantaeng Coffee Center in Bantaeng Regency in managing its product marketing. These strategies encompass several aspects of the marketing mix (7P), including product, price, place, promotion, people, process, and physical evidence. Each of these aspects plays an important role in enhancing the competitiveness of coffee products in both local and international markets.

### **a. Product**

The product strategy at the Bantaeng Coffee Center SME focuses on the quality and variety of the products offered. Based on interviews with Mrs. Sumiati, the main products offered include Arabica, Robusta, and Liberika coffee, each with its unique characteristics tailored to consumer preferences. Marketing mix theory states that product quality is a key factor in attracting and retaining customers (Kotler & Keller, 2016). In this case, focusing on the flavor and quality of the coffee shows that the Bantaeng Coffee Center is striving to meet the expectations of consumers who are increasingly critical of the coffee they consume. The product packaging adjustments also reflect the SME's flexibility in responding to the dynamic market demand, in line with research by Gunawan et al. (2024), which shows that product adaptation based on consumer needs can enhance competitiveness in the market.

### **b. Price**

The pricing strategy at the Bantaeng Coffee Center is conducted with consideration of various packaging sizes, allowing the SME to reach different market segments. This strategy aligns with pricing theory, which suggests price flexibility to target consumers from various economic backgrounds (Nagle & John, 2006). The varying price points, ranging from 100 grams to 1 kilogram, enable the SME to offer products that are affordable to individual consumers while also attractive to bulk buyers such as cafes. The adjustment of prices based on market dynamics also demonstrates the SME's ability to respond to changes in the market, which is a crucial element in maintaining product competitiveness (Herlinda et al., 2023).

### **c. Promotion**

The promotional strategy applied by the Bantaeng Coffee Center includes a soft marketing approach through coffee shops and hard marketing through souvenir

shops. This aligns with Kotler and Keller's (2016) view that effective promotion should use a combination of different tools to reach various market segments. Using coffee shops as a promotional medium allows consumers to experience the quality of the coffee firsthand, which can enhance customer loyalty. Meanwhile, partnerships with souvenir shops extend the market reach to tourists and consumers from outside the region. This approach not only increases product visibility but also strengthens the brand across various distribution channels, supporting the findings of Mangold and Lestari et al. (2023), which emphasize the importance of integrated promotional strategies in increasing brand awareness.

#### **d. Place**

The strategic location of the Bantaeng Coffee Processing Center (UPT) is one of the key factors in supporting the development of the coffee industry in Bantaeng Regency. This location, equipped with modern facilities and coffee processing technology, plays an important role in improving productivity and the quality of local coffee products. Research by Nugraha (2023) shows that strategic location and facilities can improve operational efficiency and product competitiveness in the market. Additionally, the existence of this UPT also provides significant support for local coffee farmers in processing their harvests, which ultimately adds value to the local coffee commodity.

#### **e. People**

The success of the Bantaeng Coffee Center heavily relies on the performance and skills of its human resources. Training and specialization provided to employees ensure that each stage of production is carried out with maximum expertise, which is crucial to maintaining product quality. Human resource management theory (Armstrong & Taylor, 2014) emphasizes that the quality of the workforce contributes significantly to operational effectiveness and customer satisfaction. In this regard, the Bantaeng Coffee Center demonstrates commitment to improving employee skills, aligning with research by Hermanto et al. (2023), which shows that ongoing training can improve productivity and the quality of production output.

#### **f. Process**

The coffee processing process at the Bantaeng Coffee Center includes both dry and wet processing methods, each with its own advantages. Dry processing allows the coffee beans to maintain a good texture, while wet processing results in smoother coffee beans. Research by Pancawati (2022) supports the importance of proper processing methods in ensuring the quality of the final product. By combining both methods, the Bantaeng Coffee Center is able to meet a variety of market needs, demonstrating flexibility in their operations.

#### **g. Physical Evidence**

Physical evidence at the Bantaeng Coffee Center, including the layout of the space, product arrangement, and use of social media, plays an important role in creating a positive experience for consumers. According to Saptadi et al. (2024), physical elements in the business environment influence consumer perceptions of service and product quality. A well-organized layout and attractive product displays

not only enhance the shopping experience but also reinforce the brand identity. This shows that the Bantaeng Coffee Center understands the importance of creating a comfortable and appealing environment for consumers, which ultimately increases customer loyalty.

Overall, the development strategies of the Bantaeng Coffee Center SME reflect a deep understanding of the marketing mix and its application in the local context. A holistic approach, which includes product quality, flexible pricing, effective promotional strategies, strategic location, good human resource management, optimal production processes, and attention to physical evidence, all contribute to the success of this SME in competing in both local and international markets. These findings are consistent with various marketing theories and previous research, providing a strong foundation for developing marketing strategies in the small and medium enterprise sector, particularly in the coffee industry.

## CONCLUSION

Based on the research findings and discussion, the following conclusions can be drawn:

1. This study found that the Bantaeng Coffee Center SME faces significant challenges in its marketing strategy, including coffee price fluctuations, challenges in the processing process, and limitations in human resource quality. Price fluctuations, particularly during the harvest season, lead to economic instability for farmers and business actors. Challenges in the processing process, such as unpredictable weather and non-standard harvesting practices, negatively impact product quality. Additionally, the suboptimal quality of human resources hinders productivity and operational effectiveness.
2. The Bantaeng Coffee Center SME has implemented development strategies that include the 7P marketing mix. These strategies include the development of high-quality products with a variety of types and packaging, flexible pricing according to market dynamics, promotions through partnerships with coffee shops and souvenir shops, and optimization of production location and facilities. Furthermore, this SME focuses on human resource development through training, skill enhancement, and the implementation of processing methods adaptable to weather conditions to ensure product quality remains competitive in both local and international markets.

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