

ANALYSIS OF MARKETING MIX STRATEGY IN INCREASING SALES VOLUME AT SAMATA HOUSE COFFEE SHOP SURABAYA



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Abstract

This study aims to evaluate the application of marketing mix strategies in increasing sales volume at Samata House Coffee Shop Surabaya. The method used is descriptive qualitative research with data collection techniques through observation, interviews, and documentation. The results showed that the 7P marketing mix strategy (product, price, place, promotion, people, process, and physical evidence) has a crucial role in increasing business attractiveness and competitiveness. SWOT analysis resulted in a factor score of 3.07 strengths, 0.26 weaknesses, 2.58 opportunities, and 0.56 threats. The IFAS and EFAS matrices scored 3.33 and 3.14, respectively, indicating the dominance of internal strengths and external opportunities. Based on the SWOT matrix analysis, Samata House is in Quadrant I, which recommends an aggressive growth strategy by leveraging internal advantages and external opportunities to increase sales volume. The Strength Opportunities (SO) strategy enhances competitiveness and market penetration amid the coffee shop industry's competition.

Keywords: Marketing Strategy, Marketing Mix, SWOT, Sales Volume

INTRODUCTION

The rapid growth of businesses in Indonesia is fueled by digital transformation and supportive government policies, which encourage innovation and efficiency across sectors. In line with the projected economic growth of 5.0% in 2024 and rising consumer purchasing power, businesses are driven to adopt more innovative strategies to meet market demands (Limanseto, 2024). However, despite the optimism, intense market competition and high inflation remain major challenges (Mae, 2024). This phenomenon is evident in Surabaya's coffee shop industry, which has experienced annual growth of 16%–18% since 2019, resulting in heightened competition and a saturated market landscape (Widarti, 2024). The food and beverage industry contributes significantly to East Java's economy, accounting for 38.87% of the province's manufacturing sector, with MSMEs (UMKM) dominating through strong domestic consumption and export potential (Manufacturing Surabaya, 2021).

To survive in this competitive environment, businesses are encouraged to implement sustainable marketing strategies, particularly those that engage the community, such as creative exhibitions, workshops, and local events. According to Kotler and Keller (2021), marketing revolves around understanding customer needs and creating value-driven offerings. A key component is the marketing mix (7P), which can be optimized through SWOT analysis to assess strengths, weaknesses, opportunities, and threats. This enables businesses to develop strategies that enhance customer satisfaction while minimizing risks.

One innovative approach within the coffee shop industry is the emergence of "Coffee Art Space" concepts that blend art, community, and coffee experiences. Samata House in Surabaya exemplifies this model by functioning as both a café and a space for exhibitions and collaborative activities. Established on March 5, 2021 by Nigel Angga Putra Harida, Samata House relocated in March 2024 to Jalan Karimata No. 6 to address space constraints and improve service quality. Despite its innovative concept, the business faces challenges in maintaining sales, particularly during the rainy season and university holidays, as approximately 70% of its customers are university students.

The high density of coffee shops in the Ngagel area of Wonokromo Sub-district, Surabaya, creates stiff competition for Samata House. Based on 2025 Google Reviews, Samata House earned a 4.6/5.0 rating from 215 reviews—reflecting good service quality yet indicating a need to enhance visibility and appeal amid more popular competitors. The number of reviews serves as a key indicator of reputation and customer acquisition.

To strengthen competitiveness, Samata House employs strategies such as special discounts, promotional packages, and operational evaluations. Its unique concept as a coffee art space—blending coffee, art, and community engagement—serves as a key differentiator. Collaborations with local artists and communities expand market reach and brand presence. Programs like SamArtA (art exhibition), Funky Junky (MSME pop-up market), Sama Tunes (mini gigs), and Layar (community film screening) help attract new customers and retain loyal ones. This innovative marketing approach supports sales growth and reinforces business positioning in Surabaya's dynamic coffee shop industry.

Table 1.

Samata House Sales Revenue Data January - November 2024

Months	Revenue (millions)
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January	200
February	185
March	150
April	175
May	180
June	185
July	155
August	165
September	175
October	175
November	180

Source: Samata House Owner, 2024

Samata House's sales data from January to November 2024 shows a relatively stable trend despite several fluctuations. The highest revenue was recorded at Rp 200 million in January, and the lowest at Rp 150 million in March, mainly due to maintenance for location relocation and external factors such as the rainy season and academic holidays. This revenue stability is supported by its unique coffee art space concept, collaborative events, and a comfortable environment that fosters customer loyalty. To sustain this performance, ongoing internal evaluations and adaptive strategies are essential. Therefore, this study aims to analyze the marketing mix strategies implemented by Samata House to increase sales volume and strengthen customer loyalty amidst growing business competition.

REVIEW OF LITERATURE

Marketing

Marketing is the process of creating value and building long-term relationships between companies and consumers through a series of integrated activities (Kotler et al., 2020; Misra et al., 2024). It goes beyond mere sales transactions by focusing on fulfilling consumer needs and wants in a comprehensive manner. The marketing process encompasses market research, the development of value-oriented strategies, the implementation of integrated marketing programs, and the management of mutually beneficial relationships with customers and other stakeholders (AMA, 2024).

A marketing strategy is a systematic plan for promoting products or services effectively and efficiently, with the objective of enhancing customer satisfaction and achieving business goals (Tjiptono & Chandra, 2012; Misra et al., 2024). The formulation process includes market segmentation, target market selection, and both differentiation and positioning strategies aimed at shaping a distinctive product image in the minds of consumers (Kotler & Armstrong, 2014).

Marketing Mix

Marketing mix is a strategy that combines marketing elements optimally to achieve effective and efficient business goals (Alma, 2016 in Tenda et al., 2022). According to Kotler and Keller (2016 in Haryanto et al., 2022), the marketing mix is a set of strategies designed

to attract target markets and evaluate marketing performance. Misra et al. (2024) outline the four main elements of the marketing mix, known as the 4Ps: product, price, place, and promotion. The product element includes goods or services offered with attention to uniqueness, quality, and design (Tenda et al., 2022). Price is determined by balancing production costs, profit margins, and perceived consumer value (Kotler, 2009 in Haryanto et al., 2022). Place focuses on strategic location and consumer accessibility. Promotion aims to build brand awareness, stimulate purchase intention, and maintain customer loyalty through methods such as advertising, personal selling, direct marketing, and public relations (Misra et al., 2024).

Booms and Bitner (1981 in Misra et al., 2024) expanded the marketing mix to 7Ps by adding elements tailored to the service sector: people, process, and physical evidence. The people element involves both consumers and human resources who contribute to delivering quality service experiences. Process refers to the series of activities, procedures, and workflows that ensure consistent and valuable outcomes (Tenda et al., 2022). Physical evidence includes tangible aspects such as building design, infrastructure, and other visual cues that reflect the business identity and the quality of the services provided. These seven elements work in synergy and serve as comprehensive guidelines in designing marketing strategies that prioritize customer satisfaction and competitive advantage.

SWOT Analysis

SWOT analysis is a strategic method used to evaluate an organization's strengths, weaknesses, opportunities, and threats in order to understand its competitive position (Kotler, 2009 in Rohmah, 2019). Internal factors comprise strengths and weaknesses, while external factors consist of opportunities and threats (Paroli, 2023). The SWOT matrix—integrating the results of IFAS (Internal Factor Assessment Strategy) and EFAS (External Factor Assessment Strategy)—serves as a comprehensive framework for formulating relevant and sustainable marketing strategies. According to David (2010 in Sylvia & Hayati, 2023), the SWOT matrix enables organizations to develop adaptive strategies, optimize potential, and minimize risk.

Sales and Sales Volume

Sales refer to the exchange process between sellers and buyers aimed at generating profit, playing a crucial role in supporting a company's profitability (Gunawan, 2023). According to Kotler (2001, as cited in Gunawan, 2023), sales involve interaction through persuasion and negotiation, while Basu Swastha DH (2004) emphasizes the importance of building long-term, mutually beneficial relationships. The objectives of sales include increasing sales volume, achieving optimal profitability, and supporting sustainable business growth (Martowinangun, 2019). Meanwhile, sales volume refers to the total number of products or services sold within a specific period and serves as a key indicator of marketing success, assessed through increased sales, profitability, and sustainable business development (Meutia & Syardiansyah, 2021; Wahyuni, 2020).

RESEARCH METHOD

This research adopts descriptive qualitative approach to analyze the marketing strategy implemented by Samata House, with a focus on the marketing mix and SWOT analysis. Data were collected through methodological triangulation, including in-depth interviews, observation, documentation, and literature review. The data sources consist of

primary informants (owners and employees), secondary informants (consumers), and secondary data obtained from the company's internal records. The variables in this study comprise the independent variable namely, the marketing mix strategy, which includes seven elements: product, price, place (distribution), promotion, process, people (human resources), and physical evidence and the dependent variable, which is the sales volume at Samata House Coffee Shop Surabaya.

The data analysis technique in this study utilizes SWOT analysis to identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the implementation of marketing strategies. The SWOT analysis is further strengthened by the application of the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The IFAS matrix is used to evaluate internal factors by assigning weights and ratings to identified strengths and weaknesses, while the EFAS matrix analyzes external opportunities and threats. The results of the IFAS and EFAS analyses provide an overview of Samata House's strategic position and serve as a foundation for developing appropriate marketing strategies to effectively and sustainably increase sales volume.

RESULTS AND DISCUSSION

SWOT Analysis

Based on data obtained from interviews with informants including the owner, employees, and consumers of Samata House coffee shop as well as field observations and documentation, the following is a SWOT analysis outlining the Strengths, Weaknesses, Opportunities, and Threats of Samata House Coffee Shop in Surabaya.

1. Strength

- a. Samata House has a unique concept and strong brand image through its Coffee Tea Art Space, which combines coffee and art as a platform for creative communities.
- b. Strategically located, Samata House has been relocated to a larger space, enhancing customer comfort, especially for event collaborators.
- c. It offers a varied menu with good quality and competitive pricing, including artisan tea and manual brew starting at Rp25,000, aligned with the student market segment.
- d. The coffee shop provides a cozy atmosphere across indoor, outdoor, and semi-outdoor areas, including an indoor smoking area that enhances customer comfort.
- e. Its branding strategy is carried out through collaborative art events such as exhibitions, mini gigs, pop-up markets, and film screenings, which boost customer engagement.
- f. A complete payment system including cash, QRIS, and debit cards offers convenience for customers, particularly those who are cashless.

2. Weakness

- a. Issues such as leaks during heavy rain in the back indoor area and toilet hygiene problems require greater attention to maintain cleanliness.
- b. Limited indoor seating, which is often fully occupied, and the insufficient indoor smoking capacity still fail to meet customer demand.

3. Opportunities

- a. Expansion plans to open new branches have the potential to increase market reach and customer engagement, thereby boosting Samata House's revenue.
 - b. Introducing new dessert menu innovations while maintaining Samata House's uniqueness can enhance customer appeal.
 - c. Customer requests for extended operating hours, if supported by effective work management, have the potential to attract more customers at night.
4. Threats
- a. Competition with coffee shops offering similar concepts, which continue to grow in Surabaya, presents a challenge in retaining customers.
 - b. Customer fluctuations during academic holidays and the rainy season reduce sales volume, as the majority of Samata House's customers are students.

IFAS AND EFAS Analysis of Samata House’s Marketing Strategy

At this stage, the internal and external strategic factors that have been previously identified are entered into the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices to classify internal factors into strengths and weaknesses, and external factors into opportunities and threats. Each factor is then evaluated using weighting and rating. Weights, ranging from 0.0 to 1.0, indicate the relative importance of each factor and are calculated by dividing the significance value of each factor by the total significance value of all factors. Ratings, on a scale from 1 to 4, are used to assess the relative strength or weakness of each factor. This evaluation was conducted subjectively by the researcher based on interviews with informants and direct field observations to ensure relevance and accuracy in the strategic analysis.

IFAS Matrix (Internal Factor Analysis Summary)

Table 2.

IFAS Matrix (Internal Factor Analysis Summary)

No.	Strenght Factors	Weight	Rating	Score	Description
1.	Samata House has a strong brand image with its unique concept of Coffee Tea Art Space	0,15	4	0,6	The Coffee Tea Art Space concept and collaboration programs with art communities have enhanced Samata House’s brand image
2.	Samata House is strategically located	0,14	3	0,42	The new location of Samata House offers a spacious building suitable for art exhibitions, with adequate parking space for both motorcycles and cars, and strategic access for students as the main target market
3.	The menu at Samata House offers a variety of unique items with good quality	0,14	3	0,42	Samata House offers a diverse and unique menu, featuring items rarely found in other coffee shops, such as artisan tea and manual brew
4.	Samata House provides comfortable indoor, outdoor, and semi-	0,15	4	0,6	Samata House provides various seating options, including indoor, outdoor, and semi-outdoor areas,

	outdoor seating areas with a relaxed atmosphere				complemented by an indoor smoking area
5.	The branding strategy is effectively carried out through various collaborative events with art communities	0,16	4	0,64	Collaborative event programs serve as an effective branding strategy that helps expand the market reach
6.	Multiple payment systems	0,13	3	0,39	A variety of payment methods are available, ranging from cash to cashless options such as QRIS and debit cards, providing convenience for customers
	TOTAL	0,87		3,07	
No.	Weakness Factors	Weight	Rating	Score	Description
1.	Trouble areas include leakage during heavy rain in the rear indoor section and toilet hygiene issues that require more attention	0,07	2	0,14	There are trouble areas at Samata House, such as leakage in the rear indoor section during heavy rain and toilet hygiene issues that require regular cleaning to maintain customer comfort
2.	Limited indoor seating, which is often fully occupied, restricts customer accommodation	0,06	2	0,12	Samata House faces limited seating capacity in the indoor area, which is often fully occupied; thus, additional seating is needed to provide more options for customers preferring the indoor space
	TOTAL	0,13		0,26	
	TOTAL IFAS SCORE	1,00		3,33	

Source: Researcher, 2025

The IFAS matrix table shows that Samata House's strength factors are more dominant than its weaknesses, with a total strength score of 3.07 and a weakness of 0.26. This results in a total IFAS score of 3.33, which reflects the company's strong internal position in supporting the marketing strategy.

EFAS Matrix (External Factor Analysis Summary)

Table 3.

EFAS Matrix (External Factor Analysis Summary)

No.	Opportunity Factors	Weight	Rating	Score	Description
1.	Business expansion plans to open new branches	0,27	4	1,08	Opening new branches allows Samata House to expand its market reach, leading to an increase in sales volume

2.	Menu innovation plans by developing new dessert variants	0,26	3	0,78	Introducing new dessert menu items, such as cakes, presents an opportunity to attract customers to try new offerings
3.	Customer demand for extended operating hours	0,24	3	0,72	Extending operating hours in response to customer demand, if managed effectively, can contribute to higher sales volume
	TOTAL	0,77		2,58	
No.	Threat Factors	Weight	Rating	Score	Description
1.	Persaingan dengan <i>coffee shop</i> berkonsep serupa yang semakin meningkat di Surabaya.	0,10	3	0,3	The increasing number of coffee shops in Surabaya, particularly those with similar concepts, poses a challenge for Samata House in maintaining its competitiveness
2.	Fluktuasi jumlah pelanggan pada saat periode libur kuliah dan musim hujan.	0,13	2	0,26	Fluctuations in customer numbers during academic breaks and the rainy season present a challenge, as they contribute to a decline in sales volume
	TOTAL	0,23		0,56	
	TOTAL EFAS SCORE	1,00		3,14	

Source: Researcher, 2025

The EFAS matrix table shows that Samata House's external opportunity factors are more dominant than its threats, with a total opportunity score of 2.58 and a threat score of 0.56. This results in a total EFAS score of 3.14, reflecting a strong external strategic position that supports the company's efforts to enhance competitiveness and increase sales volume.

SWOT Diagram

Table 4.
SWOT Diagram

No.	Internal Strategy Factors	Score
1.	Total Strength	3,07
2.	Total Weaknesses	0,26
Total IFAS Score		3,33
Internal Factor Difference (Strength - Weakness)		2,81
No.	Internal Strategy Factors	Score
1.	Total Opportunity	2,58
2.	Total Threat	0,56

Total EFAS Score	3,14
External Factor Difference (Opportunities - Threats)	2,02

Source: Researcher, 2025

Based on the results of the IFAS and EFAS matrices, Samata House’s strategic position in the SWOT diagram indicates that internal strengths and external opportunities outweigh weaknesses and threats. The total IFAS score of 3.33, with a strength–weakness differential of 2.81, reflects a solid internal foundation. Meanwhile, the EFAS analysis shows an opportunity–threat differential of 2.02, suggesting that business opportunities—such as menu expansion and innovation—can be leveraged to enhance competitiveness. The coordinate points on the SWOT matrix are derived from the differences between internal (X-axis) and external (Y-axis) factors, which are then used to determine Samata House’s position within one of the four strategic quadrants. This positioning serves as the basis for formulating an appropriate strategic direction to sustain and enhance the company’s competitive advantage.

SWOT Matrix Diagram

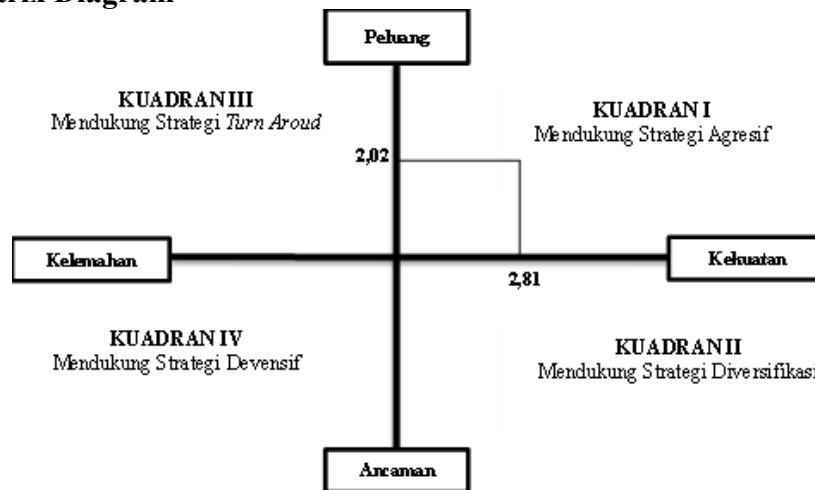


Figure 1.

SWOT Matrix Diagram

Source: Researcher, 2025

Based on the SWOT matrix diagram, Samata House Surabaya is positioned in Quadrant I, indicating a strategic stance characterized by the dominance of internal strengths and external opportunities. The internal factor difference of 2.81 and the external factor difference of 2.02 suggest that the company is in a highly favorable condition to adopt an aggressive growth strategy.

External Internal Matrix

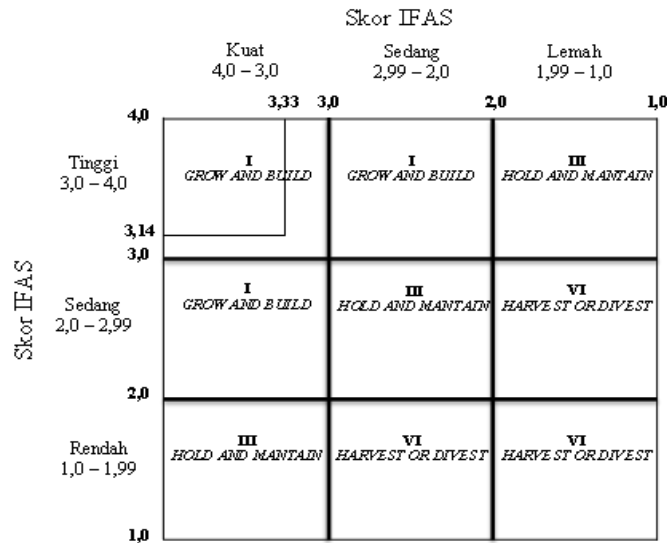


Figure 2.

External Internal Matrix

Source: Researcher, 2025

The strategic position of Samata House in the IE Matrix falls into Cell I, categorized as “Grow and Build,” indicating strong internal capabilities and high external opportunities. With an IFAS score of 3.33 (X-axis) and an EFAS score of 3.14 (Y-axis), this position supports the adoption of intensive strategies such as market expansion through new branches, product innovation, collaborative promotional efforts, and service optimization to enhance competitiveness and drive sustainable business growth.

SWOT Strategy Alternative Matrix

Table 4.

SWOT Strategy Alternative Matrix

IFAS \ EFAS	Strengths (S)	Weakness (W)
Opportunities (O)	Strategy SO $3,07 + 2,58 = 5,65$	Strategy WO $0,26 + 2,58 = 2,84$
Threats (T)	Strategy ST $3,07 + 0,56 = 3,63$	Strategy WT $0,26 + 0,56 = 0,82$

Source: Researcher, 2025

The SWOT strategy matrix shows that Samata House is in a favorable position, with the highest score in the SO (Strength–Opportunities) strategy at 5.65, indicating strong internal capabilities to leverage external opportunities. The ST (Strength–Threats) score of 3.63 reflects the ability to address threats using existing strengths, while the WO (Weakness–Opportunities) score of 2.84 highlights the need to improve weaknesses to seize opportunities. Lastly, the WT (Weakness–Threats) strategy score of 0.82 suggests that minimizing weaknesses is essential to reduce the impact of external threats.

Marketing Mix Strategy

1. Product

Samata House offers a wide variety of food and beverage products, including unique menu items such as artisan teas and manual brew coffee. Signature drinks are named using distinctive Sanskrit-inspired terms. Best-selling products include Aren and Choco Hazelnut beverages, as well as the Chicken Bowl BBQ. Continuous product innovation and quality improvements are carried out based on customer feedback.

2. Price

Prices are set competitively and tailored to the purchasing power of the primary target segment—university students. Samata House maintains price stability by negotiating with distributors and managing its supply chain efficiently, ensuring profitability without compromising quality.

3. Place

The relocation to Jalan Karimata serves as a strategic move to expand capacity and enhance customer convenience. Its strategic location, combined with good accessibility and complete facilities, contributes to increased customer visits. Visibility is also enhanced through digital platforms such as social media and Google Maps.

4. Promotion

Promotional strategies are executed through social media (Instagram) and collaborative events with local art communities. Online promotions are supported by periodic discounts, while offline promotions involve creative events that strengthen brand image. Partnerships with event organizers also help expand market reach.

5. People

Human resource management is conducted professionally. Baristas are not only responsible for product and service quality but also act as brand representatives. A flexible shift system, regular training, and a supportive work culture contribute to high-quality service delivery.

6. Process

Customer service is focused on speed, warmth, and flexible payment options. A customer engagement approach is applied to foster emotional closeness. Collaborations with art communities further enhance the experiential value offered to customers.

7. Physical Evidence

Samata House provides an aesthetically pleasing atmosphere and complete facilities, including a co-working area, ample parking space, restrooms, prayer room, and additional tenants (barbershop, florist, and photobooth). Its cozy and Instagrammable interior design positions Samata House as a creative space that supports community engagement.

Strategy Formulation

The following strategies can be implemented by Samata House in alignment with a growth-oriented business condition, leveraging internal strengths and external opportunities, as the company is best supported by a Strengths–Opportunities (SO) strategy.

1. Opening new branches in strategic locations serves as both a sales growth initiative and an opportunity to host collaborative events, supported by targeted market research to attract more customers and increase sales volume.

2. Menu diversification and the development of unique signature items using premium ingredients, along with seasonal offerings, are designed to enhance customer appeal and stimulate repeat visits.
3. Strengthening the Coffee Tea Art Space concept through branding, established market presence, and the organization of more diverse, creative, and frequent art-related events in collaboration with wider artistic communities.
4. Enhancing customer experience by developing a digital reservation system and implementing a loyalty program based on rewards points, discounts, and exclusive memberships to improve service efficiency and customer retention.
5. Optimizing interior design, curated music, and interactive elements such as the in-house photobooth and other supporting tenants to create a comfortable environment that aligns with the café's concept, thereby increasing customer satisfaction and loyalty.

CONCLUSION

The results of the research at Samata House coffee shop in Surabaya indicate that the implementation of the marketing mix (7P) strategy plays a significant role in increasing sales volume and enhancing business competitiveness. The results of the SWOT analysis show that Samata House is in a favorable position in quadrant I, which indicates that the most suitable strategy is an aggressive strategy. Based on the IFAS matrix, the strength factor has a score of 3.07, which is far more dominant than the weakness of 0.26. While in the EFAS matrix, the opportunity factor has a score of 2.58, which is greater than the threat which is only 0.56. With this position, Samata House has a great opportunity to develop more widely by optimally utilizing its internal strengths. Referring to the SWOT diagram and matrix, the recommended strategy is the SO (Strength-Opportunities) strategy with a dominating score. The direction of business growth at Samata House is "Grow and Build". Various strategies can be applied for sustainable business.

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