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Product innovation and optimization of the role of HR on the Snackqu Business Unit in Indonesia

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Abstract. Snack Qu (SQ) is a business unit that is engaged in the light food business or what is often referred to as snacks with the concept of serving Indonesian flavors, among which the products are Cacang (bottled nuts with various Indonesian flavors). The Snack Qu business unit must develop a sales strategy that is in accordance with the development of industry 4.0, for this reason what is used in this business concept is direct and online marketing. Direct marketing is also carried out through SnackQu partner shops, which are located in the Sleman area. For the human resources of the snackqu business unit in the early days of its establishment, Snackqu only consisted of three members, namely the owner who was also an operation and two staff who were engaged in production and marketing. In the development in the field, the Snack business unit turns out to have several realities that are not in accordance with what was planned. Like the first product that was not in demand in the market, it required Snackqu to stop production and make other product innovations. The role of human resources, which is limited in number with an erratic workload, is also an obstacle so that it is necessary to optimize the role of the company structure. With this gap, the best solution is sought to develop a future Snackqu business unit for the HR sector by utilizing beer theory about role clarity theory and structural theory. The solutions taken were in the form of developing clear SOPs between staff and leaders, transferring marketing staff to operational staff, and building partnerships with best friend SQ (resellers). For the marketing field, Snack Qu presents several solutions.

Keywords. Role Optimization, Product Innovation, Snackq

Introduction

SnackQu (SQ) is a business unit that is engaged in the light meal business or what is often referred to as snacks with the concept of serving archipelago flavors, among which the products are Cacang (bottled nuts with various Indonesian flavors). This business venture emerged based on the high interest of the Indonesian people in consuming food, especially snacks. People are more often served with a variety of contemporary snacks with flavors such as cheese, barbeque, pizza, green tea, bolognese and others. This shows the influence of external food that is developing in Indonesia quite rapidly and massively. Unfortunately, there are still rare snacks with an archipelago flavor so that Indonesian dishes are getting less and less attractive. Based on these observations,

The Snack Qu business unit was founded in January 2020 by initiating the "Nusantara Flavor Snack" by using a fish snack called Makaren. However, along with its development, this Makaren product did not have many fans. Sales that were carried out for about six months did not produce maximum results. After further observation this was due to the unsuitable taste and unattractive packaging, so the production process of this product was stopped.

Based on the results of observations made, this failure was due to use focus low cost strategy that is looking for products with cheap raw materials that can be processed with Indonesian flavors so that they can be sold at low prices. Without thinking about consumer interest and with a relatively unattractive taste that causes failure of this product. This failure has become a reference for creating new products that can present delicious and attractive products to consumers while still using strategy focus low cost strategy by combining the interests of millennials consumers. Based on this, the product Cacang (archipelago flavored bottled peanut snack) was born. This product began production in May 2020.

Peanuts as a snack are very popular with all people. According to the Research and Development Agency (2012), peanuts contain high levels of arginine, which is an amino acid that is useful for preventing heart attacks and cancer, strengthening immunity, strengthening muscle development, accelerating wound healing, reducing fatigue and curing impotence. Peanuts have a high fat content where every 100 grams of peanuts contain 49.2 grams of fat, 567 kcal of energy and 25.8 grams of protein. Seeing the high interest and content and benefits, peanuts are a potential raw material for snacks that will be produced by Snack Qu.

With quite a lot of workloads, this business unit that has been established for one year only has three human resources. This results in a dual role that each staff must play. As in the production sector which is still run by one person. Therefore, it is deemed necessary to optimize roles and establish clear SOPs in order to align performance with the current workload. By looking at what has been previously stated, what then becomes a challenge in the development of the Snack Qu business unit is how to innovate and develop both in terms of taste, packaging and form of marketing and how to optimize the role of HR in running the Snack Qu business unit.

2. Literature of Review

Clarity of Employee Roles and Relation to Customer Satisfaction

Today, economic growth is growing very rapidly. This is of course very influential on various aspects ranging from large, small and medium markets. This condition requires business actors to use their resources appropriately and efficiently. Therefore, it is necessary to have a high understanding of the objectives and information relevant to the job in order to improve performance.

In a buying and selling business unit, the influence of role clarity has an important influence on the progress of a buying and selling business unit. Role clarity is closely related to customer orientation. The clarity of roles for employees is closely related to high customer orientation. But if there is no clear role, only employees who want to learn can show a high customer orientation. The clarity of roles according to Yulk (2002) is an individual's understanding of their job responsibilities and knowledge of what to do and the abilities needed to carry out that role. Clarity of roles is characterized by the ability to communicate work plans, the roles expected of workers and instructions for carrying out tasks.

The relationship between role clarity and customer satisfaction is one that rarely yields contradictory results. Research on role clarity is discussed in a study conducted by Mifayettey (2009) that the role clarity affects the achievement of work goals which then affects job satisfaction. Research on job satisfaction has also consistently shown that worker job

satisfaction has a positive impact on customer satisfaction in various industries. (Won-Moo Hur., Et al., 2015).

Employees with high levels of job satisfaction are more likely to provide better service, so customers make a more satisfactory evaluation of the quality of service they receive, which results in better financial performance for the company. The service-profit chain framework argues that the relationship between employee job satisfaction and customer satisfaction is based on the cumulative perceptions of service quality and value shaped by employee-customer interactions during service encounters. Thus, employees with high levels of job satisfaction are more likely to have better performance motivation (i.e. extra-effort service behavior), and provide better service quality and value than those with lower job satisfaction levels.

Snackqu as a business unit engaged in the buying and selling business certainly requires certainty of roles between employees, but for now there is no certainty about the role of Snackqu employees, especially in this case. jobdesk still have no clarity. In the Snakcqu unit, all personnel carry out all tasks without any clarity of roles. For this reason, in business practice this time we will try to create a human resource scheme to overcome the problem of role certainty for the next development of the Snack Qu business unit.

Organizational structure

The snackqu business unit tries to use the functional structure system theory, which This organizational structure is formed referring to the functions required by the organization. This model is generally used by small organizations that have little programmatic focus. One of the well-known theories of functional structure is the VSM theory proposed by Beer.

VSM originates from a transdisciplinary cybernetics perspective that can be described as effective organizational science through communication and control, or system regulation to ensure its sustainability.

According to Beer, all organizing and management activities are shown to address complexity (Beer and Nohria, 2000). It describes a measure of complexity as the variation or number of possible states of a system. The diversity of systems also depends on the context in which these systems are embedded. variations grow rapidly and exponentially with increasing system complexity.

According to Beer, a decent system consists of 5 subsystems or interacting components:

System 1: main activities.

The operational system (System 1) is the basic work unit for carrying out tasks, producing goods or services. This system has various interconnected sub-systems, linked to the broader management system, which acts as a local management center with functions of policy, development, operational control, coordination and implementation.

System 2: coordination.

Operating environments may overlap and interfere with one another and must be coordinated to reduce disruption. If the possible interference arising from this overlap must be reduced some form of coordination is required between the main activities, a second system namely the coordination system is needed. the role of the coordination system is to reduce the possibility of disruption from interdependence between main activities. The second system (system 2) fulfills a coordination function to ensure the various rules and regulations of the organization act to ensure the cohesion and alignment of the operational elements in System 1.

System 3: control.

System 3 provides control functions to monitor and check rules and regulations imposed by System 2 that it adheres to. The role of System 3 includes day-to-day operations of the company and management of support services (such as human and financial resources).

System 4: intelligence.

System 4, often referred to as "intelligence", is the place where internal information received from System 3 is aggregated with captured information about the organization's total environment and its kinds and presented in a way that facilitates decision making that supports "required variation". System 4 helps organizations represent themselves (through marketing, planning, research and public relations development) to the environment.

System 5: policy.

Beer calls this system policy. Its job is to support and coordinate discussions between coordination and control about the future of the organization and to consolidate the results. Lastly, System 5 should ensure that the organization adapts to the external environment when needed, but maintains the benefits of internal stability. Systems 3-5 are referred to as "meta-systems", and they are responsible for identifying and managing change. In this meta-system, System 5 establishes policies and directions, System 4 identifies the changes needed while System 3 is responsible for implementing these changes (Burgess and Wake., 2013: 31) in terms of what they have to do make VSM a functional feasibility model.

2.3. Brand Awareness

Brand awareness is the ability of a potential buyer to recognize or recall a brand that is part of a product category. The following are levels of brand awareness:

Unaware of Brand Unaware of Brand(not aware of the brand) is the lowest level in the brand awareness pyramid, where consumers are not aware of a brand. At this stage the customer feels doubtful or unsure whether he already knows the brand mentioned or not. This level should be avoided by companies.

Brand Recognition Brand recognition(brand recognition) is the minimum level of brand awareness, where the introduction of a brand appears again after aided recall. At this stage, the customer is able to identify the brand mentioned.

Brand Recall Brand recall(brand recall) is brand recall without assistance (unaided recall). At this stage, customers are able to remember the brand without being given a stimulus.

Top of Mind Top of Mind(top of mind) is a brand that is mentioned first by consumers or which first appears in the minds of consumers. At this stage, customers remember the brand as the first thing that comes to mind when talking about certain product categories (Nadya., 2017: 234).

Marketing 8 Ps

McCarthy's 4P evolution stems from the microeconomic price theory. Culliton said the addition of Ps such as production planning, profit and so on. By the 1960s, the view of the Culliton idea had been adopted and developed by McCarthy into a core marketing mix strategy. This includes products, prices, promotions and places. This marketing strategy is usually used by companies that offer tangible products. In the 1980s, Boom and Bitner proposed adding three elements - participants, physical evidence, and process to McCarthy's 4P strategy and becoming a 7P strategy. Lovelock and Wirtz add the "productivity and quality" of MaGrath's work to become an integrated marketing 8P (Melissa ., 2016: 5).

Product

Products are everything that can be offered to the market to be noticed, owned, used, or consumed so that they can satisfy the needs and desires of consumers (Kotler, et al., 2016: 325).

Price

Price is the amount of money (possibly plus a few items) required to acquire some combination of a product and the accompanying service. Pricing is influenced by product demand, target market share, competitor reactions, pricing strategies, other parts of the marketing mix and operating costs.

Promosion

Basically, the promotion is aimed at introducing new products, as well as to maintain a product that is being marketed which is ultimately the target of the promotion to increase sales. So promotion means maintaining the survival of the company. To better understand the concept of promotion, it can be stated that the opinion of promotion nitisemito is one of the activities in the field of marketing which aims to increase sales turnover, by influencing consumers, both directly and indirectly.

According to Payne, promotion is what service organizations can use to communicate with their target markets (Yakob., Et al., 2013: 3).

4. Place

Place is a strategy that determines where and how we sell a particular product. The most important thing in this strategy is to determine the location, distributor or outlet where consumers can see and buy the goods offered.

5. People (Human Resources)

Human resource management is a process of dealing with various problems within the scope of employees, employees, laborers, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals. Therefore managers must ensure that the company or an organization has the right workforce in the right place, and at the right time, who has the ability to complete the tasks that will help the company achieve its overall means effectively and efficiently. (Husaini, Abdullah., 2017: 2).

6. Physical evidence (physical appearance)

The physical appearance of the product is a vital instrument to achieve success and prosperity in a modern company. The product offered by the company should be a product that has an attractive physical appearance, has a good appearance (physical form) (Achmad Safrizal Yafie and Yusri Abdillah, 2016: 12)

7. Productivity and Quality

In general, productivity can be defined as a measure of how optimal the resources are used jointly in a company. Productivity is viewed from two sides at once, namely the input side and the output side. Thus it can be said that productivity is related to the effectiveness and efficiency of using input in producing output (goods and services) (Febriana Wurjaningrum., 2012: 118)

Online shopping and digital marketing trends are opportunities for producers to welcome the era of the industrial revolution 4.0. Online shopping or online shopping activities have become a new lifestyle for Internet users. Open communication that is parallel, flat, and broad has opened unlimited possibilities for communication between Internet users, which in turn also opens up opportunities for buying or selling transactions. The platform or forum for buying and selling channels that is most often used, especially for male internet users, for online shopping. Meanwhile, female internet users are more likely to choose social networking sites at 50.6%, and male internet 24% (Hausman and Siekpe, 2009: 5). The Internet exhibits various facets of the marketing function, acting as a mechanism for building demand, directs consumers

to buying action, fills orders, provides customer service, and also serves as a multipurpose advertising medium. The internet is claimed to be a better communication medium because of its versatility and superiority in targeting consumers (Maoyan, et al., 2014: 93).

The meaning of the business unit's logo and tagline



Source: processed by yourself

The logo is designed to add to the originality of our products because it can be found both on goggles and on other platforms, there is no logo like this one.

Color Description

Red: Symbolizing fire means that we will dare to build and create various innovations and various breakthroughs that will develop our business units besides that the red symbol also symbolizes product maturity in terms of processing

Blue: The meaning of the blue color that we will offer comes from the color of the sea, which means it symbolizes the breadth of thought and can adapt to various places and situations.

Yellow: Yellow symbolizes the color gold means wealth / success. This color means our hope for this business unit will hopefully in the future be successful.

Circle: Symbol of an uninterrupted process

Claws: Keeness in thinking and innovation

Fish: Flexibility

8. Production Aspects

a. Production process

Production process is an activity to create or add value to an item to meet needs. The technical or operational aspect is also known as the production aspect. So, the technical / operational aspect is to assess the readiness of the company in running its business. emphasizes the definition of production and operation activities on 3 things, namely:

Management of organizational functions in producing goods and services.

The existence of a transformation system that produces goods and services.

There is decision making, an essential element of operations management.

In the operation of this business, with the help of two SQ staff and friends, starting from obtaining raw materials, processing ingredients into dough according to the guidelines and measurements of the Production SOP, the frying process, draining to the packaging process and finally giving labels and final inspection of product quality and completeness of product contents.

Product

A product is anything that is offered to the market for attention, possession, use or consumption so that it can satisfy a desire / all needs. As a business unit engaged in culinary snacks, the snackQu business unit presents a product called Cacang Bottled (various flavors of bottled peanut snacks) as its superior product. This bottle of chopped nuts uses peanuts as the main ingredient which is given spices with an archipelago flavor and then packaged in a unique bottle.

Product dimensions

The product offered is a product of bottled peanuts (various flavors of bottled peanut snacks) as its superior product. This product can be found in SQ partner stores and SQ Friends can also be ordered via online Instagram and shopee @CacangQu or can be contacted at number 08971151135. This product is packaged hygienically, so that product packaging is very concerned about. This is to be able to maintain product standardization. This product is also processed with several standardization steps including the selection of nuts, processing, packaging, cleanliness, taste, and packaging. The thing that is the advantage of this product is that it raises the taste of the archipelago as a flavor variant of this bottle chopped. The form of packaging that is packaged in a bottle with a unique shape is also an added value and is the hallmark of this product. This is because there is no concept of peanut snacks with flavor variants and packaged in bottles.

Value added / product benefits

Peanuts as the main raw material for the product have a high fat content, where every 100 grams of peanuts contain 49.2 grams of fat, 567 kcal of energy and 25.8 grams of protein. This content provides many health benefits. In addition, this product also invites the public and millennials to return to love the taste of the archipelago. And in order to increase public interest in consuming snacks with traditional flavors in Indonesia. With the existence of this interesting Indonesian flavored snack product, it is hoped that the public will be more interested and interested in consuming Indonesian food.

Types of products

The SnackQu business unit with the second product Cacang Botol which provides Indonesian flavored snack products can be categorized as buying and selling of goods. Where the SanckQu business unit focuses on culinary business producers, especially snacks with Indonesian flavors.

Production process

The process of making SanckQu production has several stages, including:

Market and demand survey

The first thing to do is survey potential markets and the potential demand for the products we are planning. In this stage, we use 2 types of surveys, namely primary data surveys and direct field surveys of the public and consumers. At this stage, a mapping of potential consumers as consumers of snack products is carried out.

Concept maturation

After obtaining data on segmentation and market needs, the next step is to finalize the concepts that will be applied to the SnackQu business unit, this is very important to ensure that the concepts to be built are in accordance with market interests. At the maturity stage of this concept, peanuts will be appointed as the first product to be appointed considering that nuts are a snack that is in demand by almost all groups so that the target market will be wider.

Product production

After the concept is ripe, next is execution. In this stage, various stages of production are carried out. For the Bottle Cuts product itself, the production stages carried out are:

Processing

At this stage, various kinds of procedures are carried out to maintain the standardization of the product, including the truth test here, each product is tested for the correctness of the

product. Then enter the form test stage, in this stage the product starts to be sorted, only the quality of the shape is still intact and the best and clean can enter the taste test stage. When entering the product taste test stage, what is the taste and quality test, if it feels good, then the final stage is packaging.

Packaging. At this stage of packaging, it is carried out after the beans are confirmed to be cold. Then packed into bottles while maintaining product hygiene. This is to maintain product quality up to the hands of consumers.

Testimonials and enhancements

After the product is finished, the last stage is the testimonial stage, in this stage the product samples are distributed to the public for testing regarding the quality of this Bottle Cuts product. The results of the testimony are then used for evaluation with the SnackQu team for further product development.

Product Selling Price

There are two sizes of Bottle Cuts with price variations as follows:
Large size 350 gram Rp. 27,000



Market Aspects

Analysis of market aspects can be identified by STP analysis, namely segmentation, targeting and positioning. The prison is described as follows.

Segmentation

Market segmentation is a process where the market is divided into groups of consumers based on similar needs and characteristics and will react similarly to the products and marketing programs offered. based on the segmentation that Kotler has put forward, it can be chosen to be:

Geographically

This segment is based on the location of an area. For this initial segment, SanckQu focuses on the people of the Javanese area, especially the Yogja and Sleman areas. With the hope that taking a focus on these areas can simplify the low cost strategy where the postage price of the island of Java is still less burdensome for consumer spending.

Based on demographics

This segment is based on several variables, such as gender, age, income level and income for the age variable according to the sanckqu market is young people aged 14-50 years because they like to eat snacks, and among housewives who want peanut products. which is usually prepared on Eid al-Fitr or after.

Based on Benefits

Based on the principle of benefit, in general this product targets the entire market because this product is a product that is a light meal in the form of snacks with a taste of the archipelago.

Targeting

The main target of this product is a group of young Indonesians, namely 14-50 years old because they like to eat snacks. Apart from age, this product also targets housewives who want peanut products, both on holidays and after. We hope this community group can become a driving force for other community groups to consume products from the Snackqu business unit.

Positioning

In the subject of Positioning, the marketing of products from the Snackqu business unit refers to differentiation and Brand. Differentiation in the sense that uniquely distinguishes a product (which is the reason consumers decide to use the product) against other products that generally provide the same benefits to consumers. While the brand here is how the consumer positions the brand in his mind, what does the brand mean to the consumer.

The Snackqu business unit as a business unit engaged in the culinary snack business offers various additional points including Snackqu itself as a business unit that is engaged in Indonesian-flavored snacks, thus making the snackQu business unit more value than other snack business units. Then each Snackqu product itself was born with a different value differentiation in each product, for example, Snackqu's flagship product, Cacang, is the first bottled peanut vionir with various flavors of the archipelago.

Marketing aspect

The product created is a type of new product innovation, so it is more focused on product introduction (brand awareness) to the public. However, before the introduction process is carried out, an internal assessment is first carried out. This is important to do so that the introduction process will be more effective. In conducting the internal assessment, a SWOT analysis is carried out.

SWOT analysis

SWOT analysis is an evaluation of all the strengths, weaknesses, opportunities and threats that exist in an individual or organization. Meanwhile, according to Pearce and Robinson, the notion of SWOT analysis is part of the company's strategic management process, which aims to identify the company's main strengths and weaknesses.

Strength (S)

STRENGTH is an analysis of the strengths, situations or conditions which are the strengths of an organization or company at that time. What needs to be done in this analysis is that each company or organization needs to assess its strengths and weaknesses compared to its competitors. For example, if the strength of the company is superior in its uniqueness or taste, then that advantage can be used to fill market segments that require this uniqueness.

The SQ business unit itself has several strengths including:

already has a Sleman UKM Home Industry Product Permit

The SQ business unit already has several market shares that spread across the island of Java, including Sleman, Jogja, Cikampek, Karawang, Kuningan and Magelang.

The bottle packaging taken by the SQ business unit is a unique package and is not found in other nut snack manufacturers.

Already have an internet-connected ordering system that makes it easier for customers to buy chopped products.

Weaknesses (W)

Weaknesses is an analysis of weaknesses, situations or conditions which are weaknesses of an organization or company at this time. Is a way of analyzing weaknesses in a company or organization that are serious obstacles to the progress of a company or organization.

The SQ business unit itself has several weaknesses, including:

Lack of clarity on roles, making coordination difficult

The number of members is still small, so one person has to handle several job tests.

The flavors of the archipelago are still not varied.

It does not yet have a clear mechanism because there is no appropriate division of roles.

Opportunity (O)

Opportunity is an analysis of opportunities, situations or conditions that are opportunities outside an organization or company and provide opportunities for development for the organization in the future. This method is to look for opportunities or breakthroughs that allow a company or organization to develop in the future.

The SQ business unit itself has several opportunities, including:

In the industrial era 4.0, business opportunities are more wide open, with the internet being made easier so that marketing can be made easier.

A very global business expansion.

Business development is fast and wide-ranging.

Promotions that can be done at any time via the internet will make Snackqu continue to be seen by customers.

The number of people who are crazy about shopping, especially online shopping is one of our great opportunities.

Threats (T)

Threats is a threat analysis, a way of analyzing the challenges or threats that a company or organization must face to deal with various kinds of unfavorable environmental factors in a company or organization that cause if not immediately addressed these threats will become a barrier to a business concerned both in the present. and in the future.

The SQ business unit itself has several threats including:

Very many competitors.

Changes in the market environment.

Product innovation must always be done.

suppliers that must always be updated in order to get the best quality and quantity of products.

After the SWOT analysis is carried out, a communication strategy is formulated for marketing. The strategy implemented is brand awareness. Namely a marketing communication strategy to build public awareness (potential consumers) of new products. It is from these considerations that the brand awareness strategy is used for our first step in promoting the product.

Brand Awareness

Brand awareness is brand awareness showing the ability of a consumer (or prospective buyer) to recognize or recall that a brand is a part of a certain product category.

The definitions of experts regarding brand awareness can be concluded that brand awareness is the general purpose of marketing communication, with high brand awareness it is expected that whenever the need for categories arises, the brand will be brought back from

memory which is then used as a consideration for various alternatives in decision making. brand awareness shows consumer knowledge of the existence of a brand.

Rankings in Brand Awareness

1) Brand Recognition

brand recognition which is also often called aided recall, is the ability of consumers to recognize a product when they see the product. Not necessarily that consumers can remember the brand name, but they recognize it when they see the visuals of the product such as appearance, logo, slogan, or color.

2) Brand Recall

Brand recall, also known as aided recall, or spontaneous recall, refers to the ability of consumers to remember a brand name from their memory based on product category. At this level, consumers simply hear the product category or catch a glimpse of the product they need to brand the product with. If the brand is already in this position, it means that the consumer and prospective consumer already has a stored memory about this brand.

According to research, consumers are usually able to name 1-7 brands in one category, for example, when someone wants to buy mineral water and see a drink display, they are likely to prefer a brand that is more feminine in their memory. A person's ability to remember is influenced by several factors such as brand loyalty and frequency of product use. The more often someone uses a product and if they have high interest in the product category, they will be able to remember more brand names than consumers who use the product less often and are less interested in the product category.

3) Top-of-mind awareness

Top of mind awareness (TOMA) refers to a brand or product that first appears in consumers' minds when they are thinking about a certain industry or category.

BCG Analysis (Boston Consulting Group)

The BCG matrix is one of the easiest decision-making tools, just by reading the graph, one can easily see which position their company is in. This matrix focuses on cash flow, investment characteristics, and the needs of various organizational divisions. Divisions may change from time to time.

The BCG matrix analysis method helps business units to determine their position in four categories, namely the dog category, question mark, star, and cash cow, the determinants of which are based on a combination of market growth and market share relative to the largest competitors. This matrix can also be used to map strategic product attributes that can generate profits for the company.

The company analyzes and then places a business unit into the BCG matrix in the following four categories:

Question marks

Question marks is a condition of a business unit in a growing market, low market share and high market growth rate but has a low market share. The BCG matrix recommends investing in a "question mark" if the product has the potential to become a star (or divest, vice versa). This condition is usually found in new products, where there are still few buyers who use these products, the product can have a high level of demand but a low return rate due to low market share. The objectives of the strategies that can be used are market penetration, market development, or product development.

Stars

Stars is a business unit that has a high market share in developing markets, a product with a high market share and a high market growth rate. Therefore, companies are advised to invest in Stars.

Cash cows

Cash cows is a condition of a business unit that is in a position of high market share and a low market growth rate. Once a competitive advantage has been achieved, Cash cows have high profit margins and generate lots of cash flow. Several investments are recommended for dairy cows to maintain a certain level of cash flow. Due to low growth, promotion and investment placement are also low. Products in this condition are usually championed by the company. The best strategy is product development or verification. However, when this condition weakens, another strategy alternative is shrinking or divesting.

Dog

Dogs is a condition of a business that is in a low market share position in a market with low growth. This product group is a prime candidate for downsizing (or even exiting the market). These conditions often mean that a division must be liquidated, devastated, or trimmed through shrinkage. Products that are in this state for the first time, the best strategy is shrinkage. Therefore, the market exit plan can be postponed until its relative market share decreases.

Snackqu position based on BCG Matrix analysis

Based on the BCG matrix analysis above, Snackqu is in the Question Mark position. This can be seen from the products presented by the Snackqu business unit, which are new products with bright prospects, for example, the main product of the Snackqu business unit, namely Cacang, the progress of the development of peanut food in Indonesia, the greater the desire of the Indonesian people to consume peanuts is also quite wide. The low market is due to the lack of socialization and promotion carried out in such a position, the strategy that Snackqu must do is market penetration, promotion strategies must be more intense and various permits to be able to enter large markets must also be done.

In this effort we can see from the increase in promotions almost every day and in the future it is hoped that you will be able to get a permit letter to make it easier to enter the big market and in the future there will be SQ friends, a community that is not tied to an organization that helps in marketing SQ products in the future.

Marketing (8 ps)

In the marketing process, Snackqu uses the 7p strategy (marketing mix) because the core offered by this business unit is product products. Marketing strategies can stimulate consumer purchases when planning a marketing program. The marketing mix as a set of controllable technical marketing tools that the company integrates to generate the desired response in the target market. The marketing mix consists of everything a company can do to influence demand for its products. Most of them focus on 4 key components, namely:

Product

Products are everything that can be offered to the market to be noticed, owned, used, or consumed so that they can satisfy the needs and desires of consumers (Kotler, et al., 2016: 325). Snackqu business unit products are engaged in the culinary sector, especially culinary snacks with Indonesian flavors. Snackqu is expected to be the pioneer of Indonesian food with a modern and unique packaging. By using the flower of service theory analysis, services in the Snackqu Business unit can be described as follows:

Information, in order to simplify the promotion and marketing of SnackQu products, having the IG of each product is confirmed by IG SnackQu, apart from using Instagram,

information about SnackQu products can also be obtained through Shopee and through WA each SnackQu team member. Information about products can also be obtained via Instagram @cacangqu and Shopee Cacangqu.

Order taking. Receiving orders made by SnackQu, namely in two ways:

Through IG for each Snackqu product, for example via IG @cacangqu. Then this IG was confirmed with WA Snackqu, so that by clicking on the IG bio of Snackqu products, consumers could order SnackQu products.

By directly contacting the SnackQu number at 08971151135 and the SnackQu personnel member number.

Through the Facebook marketplace, consumers can order products directly by sending messages or providing comments on products.

In the future, it is hoped that SnackQu will have promotional agents who can be relied on to distribute Snakqu products directly to consumers, as droppers and resellers.

Billing. Billing made by Snackqu, namely product costs and postage costs, which are sent to customers whose value is in accordance with the agreement of both parties.

Payment. Payment of the snackQu bill is made after the buyer orders the product to be sent to the buyer's address, via transfer to BRI Cacang.

Consultation. If customers have questions regarding SnakQu products, you can contact the Snackqu business unit directly at 08971151135.

Hospitality. Friendliness to customers, products from the Snackqu business unit are the main point behind the success of Snackqu going forward, because of that we strive for the Jogja area and its surroundings, we go straight to ensure the product reaches the hands of the consumer, for the Java region as a whole itself will be processed as soon as possible, and the quality of the packages we make in layers is expected to maintain the quality of snackQu products.

Safekeeping. SnackQu products are stored in a storage box and put into a storage rack to maintain the quality of Snackqu products, then when there are customers who order Snackqu products, the products are immediately made and shipped that day to maintain product quality. and in the packaging of package delivery, various standardization steps are carried out, such as the use of bubble wrap, thick cardboard and plastic bags so that they are not easily damaged.

Exception. The product will be sent on the same day when the money has arrived in the seller's hand, delivery using the package according to the consumer's choice. the consumer bears his own postage costs. However, for the Jogja and Sleman areas, a minimum order of 5 bottles / Snackqu orders will send directly to customers free of charge. The products offered by Snackqu include:

Chopped.

The culinary development of peanuts every year always has a large market share, Indonesians in general really like snacking on peanuts, but we often find peanut products with just that packaging, and peanut onion products generally only have two flavors, namely original, or lime leaves. For this reason, the Snackqu business unit presents a new variant of peanut snacks, namely Cacang products. Cacang is the second product of the SnackQu business unit, as an output product of the Snackqu business unit, of course, chopped nuts come with the theme of the taste of the archipelago, which distinguishes the peanut product managed by the snackQu usha unit compared to other competitors, namely chopped nuts is a bottle peanut vionir with many variants. taste.

For the taste variant, my cacanku itself has 6 (six) flavors including, Balado (Padang), Roast Beef, Grilled Chicken (Grilled), Onion Chicken, Original and Sate. Another advantage of other peanut snack products is that the chopped products are packaged using beautiful bottles,

very much different from other peanut products, which still use a lot of plastic. The chunks themselves have two different packaging sizes, namely the large size 350 grams and the small size 175 grams.

Price (price)

Price is the amount of money (possibly plus a few items) required to acquire some combination of a product and the accompanying service. Pricing is influenced by product demand, target market share, competitor reactions, pricing strategies, other parts of the marketing mix and operating costs. 175 gram Rp. 17,000.00 and 350 grams of Rp. 27,000.00

Promotion (promotion)

As a step to introduce and attract consumers in order to increase the number of customers, Snackqu implements an IMC (integrated marketing communication) strategy, this strategy is considered efficient because the targeted market backgrounds are quite varied. Based on that, SnackQu takes an integrated promotion strategy between online and offline media. The promotional steps taken include:

Through IG each Snackqu product that is integrated with WA Snackqu

Shopee online shopping

Snackqu members and family take part in the promotion of SnackQu products to consumers, usually their closest friends

Publications via WA for each Snackqu member

With testimonials from customers themselves mentioned to the IG of SnackQu products.

Display snackqu products on various occasions

Place (distribution)

Processused sales have a special place. For our own Snackqu products, we divide them into two types, namely:

On line. For the online market, we sell through two trusted sites, namely IG and Shopee, because these two trusted sites are the ones most frequently used by Indonesians today. For customer IG, just click the bio which has been integrated with Wa Snackqu for the order process.

Offline. For offline Snackqu divides the system and size based on criteria, in this offline we are working with traditional grocery stores, such as grocery stores, and we are arranging other permits to enter modern markets, such as malls and supermarkets.

marketing process

Hold an open PO

As new business units are bound to experience shortages in terms of funding, we are trying to overcome them, by holding open POs, open POs we do through wa and IG Snackqu products. This Open PO will be held based on important national and religious days.

1) Cooperate with SQ partner shops

We also work with small traditional shops as part of our partners, these stores will get a profit sharing of 2% of the profits of the SQ products that have been successfully sold. For example, we submit chopped products to several traditional shops to help market SQ products. The hope is that SQ products can also enter modern shops such as supermarkets and malls.

3. Financial aspect

3.1. Capital requirements

Financial analysis in Snackqu business planning needs to be done to determine the feasibility of the business and the required budget.

3.2 business funding source strategy

The source of funding used by the Snackqu business unit is to use personal investment money.

capital requirements

In the initial plan for the establishment of the Snackqu business unit and in each initial plan for the manufacture of the Snackqu business unit products, data is collected on what needs are needed for the initial investment. Here is a list of what you need

Capital requirements table

no	category	information	total	unit price	total (Rp)
1	Fixed assets	2 gas stove waiting for me	1	325000	325,000.00
		Gas cylinders	1	165000	165,000.00
		Oven	1	723000	723,000.00
		Pan	2	65000	130,000.00
		Remove the oil filter	2	18000	36,000.00
		Sepatula	2	22500	45,000.00
		Stamp	1	30000	30,000.00
		Mobile	1	1500000	1,500,000.00
		Basin	4	16000	64,000.00
		Working capital	Seasonings	50 pockets	5,000
	Oil		8 L	24,000	192,000.00
	Nuts		131 KG	35,000	4,585,000.00
	Garlic		45 ounces	3,000	135,000.00
	Bottle		500 bottles	2,000	1,000,000.00
	Small cardboard		100 boxes	1,000	100,000.00
	Envelope		1 box	17,000	17,000.00
	Sticker		18 sheets	14,000	252,000.00
	Note		4 books	15,000	60,000.00
	Delivery of goods				25,000.00
	Internet	1 time	58,000	58,000.00	
	Legality			1,000,000.00	
	Total			10,692,000.00	

Depreciation (depreciation)

Any items that are assets of the business unit and have an economic life of more than 1 year will be depreciated. The following table illustrates the decline in value of each item that is an asset for the business unit:

Depreciation table for each company asset

List of assets and depreciation - right line method

No.	Asset name	total	Price per unit (RP)	Acquisition cost	Econo	Next purchase	Resid	Year 1 (RP)	Year 2 (Rp)	Tahu	Year 4 (Rp)	Year 5 (Rp)
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				(RP)	mic age		ual value (Rp)			un 3 (RP)		
1	gas stove 2 is waiting for me	1	325,000	325,000	5	6th year	65,000	52,000	52,000	52,000	52,000	52,000
2	Gas cylinders	1	165,000	165,000	1.5	year 3.5	33,000	88,000	11,000	88,000	11,000	88,000
3	Oven	1	723,000	723,000	4	5th year	144,600	144,600	144,600	144,600	144,600	144,600
4	Pan	2	65,000	130,000	3	4th year	26,000	43,000	43,000	43,000	42,000	43,000
5	Remove the oil filter	2	18,000	36,000	3	4th year	7,200	9,600	9,600	9,600	16,800	9,600
6	Sepatula	2	22,500	45,000	3	4th year	9,000	12,000	12,000	12,000	12,000	12,000
7	Stamp	1	30,000	30,000	1	year 2,3,4,5	6,000	24,000	18,000	24,000	24,000	24,000
8	Basin	4	16,000	64,000	1	year 2,3,4,5	12,800	51,200	38,400	51,200	38,400	51,200
9	Mobile	1	1,500,000	1,500,000	5	6th year	300,000	240,000	240,000	240,000	240,000	240,000
	total	9		3,018,000			603,600	664,400	568,600	664,400	580,800	664,400

* The assumed residual value is projected at 20% of the historical price

Income projections
Income table in 5 years

Information	Year 1	Year 2	Year 3	Year 4	Year 5
total					
Big bottle	3,000	3,600	4320	5184	6220
Small bottle	3,000	3,600	4320	5184	6220
Selling price / bottle					
Large (Rp)	30,000	33,000	36,300	40,000	44,000
Small (Rp)	20,000	22,000	24,200	27,000	29,700
Increase in sales	0	20%	20%	20%	20%
Increase in selling price	0%	10%	10%	10%	10%
Big bottle income	90,000,000	118,800,000	156,816,000	207,360,000	273,680,000
Small bottle income	60,000,000	79,200,000	104,544,000	139,968,000	184,734,000
Total income	150,000,000	198,000,000	261,360,000	347,328,000	458,414,000

The projection of income in the first year we are trying to sell 3000 bottles / year as for the percentage increase in sales of 20% in the second year due to market development which is expected that year all types of permits have been achieved and can open a wide market to modern markets like supermarkets and malls, and in the following year increased by another 20% due to business development. and the percentage of an annual price increase of 10%, this is due to planning related to changes in Indonesia such as fuel price developments, natural disasters and so on that trigger an increase in selling prices.

4. Identification and Discussion Of Problems

Identification and discussion of general aspect problems

Problem identification or also known as Problem Identification is a process and result of problem recognition or problem inventory, in other words, problem identification is one of the research processes which can be said to be the most important step among the other process steps.

Research problems or Research Problems will determine the results and quality of a study and can even determine whether it is a research or not. In this business practice, problem identification of various aspects of business management is carried out, namely marketing aspects, market aspects, production aspects, financial aspects, and human resources aspects.

The business analysis in the report is described based on 2 analyzes, namely general analysis and specific analysis. General analysis is carried out to compare the planning aspects of a business report with the gaps that occur. Then outline some comparisons and realizations of each aspect of the business report.

Identify marketing aspects

Marketing is a managerial process in which people get what they want and need through the creation and exchange of products offered and the value of their products to others. Before marketing is implemented, you must first determine the right marketing strategy so that sales targets can be achieved. (Kotler, et al., 2008: 2)

Planning, Realization, and Gap

With a business plan, in the marketing aspect, gaps are found as shown in the following table.

Planning, Realization, and Gap

With a business plan, in the marketing aspect, gaps are found as shown in the following table:

Aspect	Plan	Realization	GAP
Marketing	Promotion improvement strategy almost every day	promotions are carried out every important event and when it has good content.	Not yet having reliable marketing staff in creator content and social media.
	Snackqu has two main marketing strategies, namely offline and online	Sanckqu moves online and online by utilizing SQ friends	There are several areas of offline promotion untouched
	Having various licenses to be able to enter the big market must also be done.	The snackqu product already has legality for the cacangqu product, but it's not ready to make it strong in marketing.	Don't have a big partner market yet,
	Organizing SQ friends who help in the marketing of SQ products in the future.	SnackQu using 5 SQ friends was held in early November	Do not have proper preparation in forming SQ friends

	in order to simplify the promotion and marketing of SnackQu products, the IG of each product is confirmed by IG SnackQu, fb and wa	SnackQu has active IG and promotion via wa	snackqu fb is not active
	selling prices using a low cost strategy by considering hpp, production and operational costs	The selling price was slightly increased for the allocation of the SQ friend bonus and offline selling expenses	Prices that apply in the market are prices that have been increased and are not in accordance with the initial plan

Problems and Solutions

With a business plan that has previously been prepared, several problems arise in the marketing aspect with solutions made as follows:

Aspect	Problem	Solution to problem
Marketing	Not yet having reliable marketing staff in creator content and social media.	Median training is carried out at the end of each week
	There are several areas of offline promotion untouched	maximizing the online realm in the form of IG development at a certain time and promotion of wa status every day get PIRT permission to enter big market
	Don't have a big partner market yet,	approach the big market each month
	Do not have proper preparation in forming SQ friends	Supervise, monitor and mentor every week to SQ friends
	Prices that apply in the market are prices that have been increased and are not in accordance with the initial plan	tie the promotion by increasing the buy 5 get 1 free discount

Identify market aspects

The study of the Market Aspect aims to determine the amount of demand for the products to be provided and to place the products to be marketed in an advantageous position so that the project can be carried out.

Planning, Realization, and Gap

With a business plan, gaps are found in the market aspect as shown in the following table:

ASPECT	PLAN	REALIZATION	GAP
Market	Focusing on segments of the Javanese community in particular in the Yogja and Sleman areas.	The area spreads to various areas in answer including in the area of Central Java and East Java	The areas of Jogja and Sleman do not get a special focus so that the interest of their share is still lacking.
	The main target of Indonesian community groups aged 14-50, and mothers	The majority are still mothers and only a few are targeting the millennial market share	Millennial market share interest is still lacking
	Snackqu moves to the taste of Indonesian snacks	Development of flavors outside the archipelago to attract milenias dumplings	A less archipelago millenic flavor adjustment
	Snackqu products always have velue differentiation	Snackqu products present a variety of uniqueness in each product	There is no gap between plan and realization

Problems and solutions

With a business plan that has previously been prepared, several problems arise in the marketing aspect with solutions made as follows:

Aspect	Problem	Solution to problem
Market	The areas of Jogja and Sleman do not get a special focus so that the interest of their share is still lacking.	forming SQ friends who move offline in order to increase the offline market share in Yogyakarta and utilize Snackqu staff as a promotional media for Snackqu products.
	Millennial market share interest is still lacking	creating innovations in accordance with the millennial market share slera develop promotion through social media and create a Snackqu youtube account
	A less archipelago millenic flavor adjustment	To capture the market share of the millenias, a taste of millenias is innovated

Identification of operational aspects

A series of activities that produce value in the form of goods and services by converting inputs into outputs. So from that, why the average large company around the world applies MO (Operational Management) techniques because of the awareness of the importance of attention in the production process in order to increase production value and earn profits (Haizer and Render 2009: 17).

Planning, Realization, and Gap

With the exposure to business implementation as it is, when juxtaposed with a business plan, the marketing aspect finds gaps as shown in the following table:

ASPECT	PLAN	REALIZATION	GAP
Operational	Increase the amount of production per month according to the target	The number of production has experienced growth but has not met the target	The production target has not been achieved
	availability of raw materials	It takes time between the amount of po and the availability of raw materials	There is still a mini supply of peanuts, so if the first supply store closes, it will still be difficult to find supplies
	Prepared a production schedule And in an orderly manner	The production schedule still depends on the number of POs	There are advantages to the work role of operational staff.

problems and solutions

With a business plan that has previously been prepared, several problems arise in the marketing aspect with solutions made as follows:

Aspect	Problem	Solution to problem
Operational	The production target has not been achieved	increase sales volume increase product promotion build SQ friends in order to increase promotion
	There is still a minimal supply of peanuts and spices which are still too expensive, so if the first soup shop closes it will still be difficult to find supplies	looking for suppliers both online and oflen and opening up opportunities to find suppliers directly from farmers
	There are advantages to the work role of operational staff.	move marketing staff to operations,

Identification of Production aspects

According to Kotler and Keler (2016), a product is everything that is offered to the market to be noticed, owned, used or consumed so that it can satisfy a desire / all needs (Kotler, et al., 2016: 325).

Planning, realization and Gap

With the exposure to business implementation as there is, when juxtaposed with a business plan, in the marketing aspect a gap is found as shown in the following table:

ASPECT	PLAN	REALIZATION	GAP
Production	Mapping potential consumers as consumers of snack products	consumers are still limited by being more specific to peanut lovers.	There is an untouched market share
	producing peanut snacks with Indonesian flavors	Innovations were made in the form of products that were not only the taste of the archipelago but also the taste of the millennials in order to attract the millennial market share	Taste adjustments that are not only the taste of the archipelago
	the use of testimonies as a measuring tool for product development	Testimon is a tool for product promotion and is not yet a measuring tool for product development	Don't have clear guidelines about what kind of testimonies should be done in product development
	packaging process with unique packaging to attract the Millenias market share	Making innovations by enhancing millenis flavors and increasingly unique packaging, to attract millenis market share	Millennial market share interest is still lacking
	selling prices using a low cost strategy by considering hpp, production and operational costs	The selling price was slightly increased for the allocation of the SQ friend bonus and offline selling expenses	Prices that apply in the market are prices that have been increased and are not in accordance with the initial plan

Problems and Solutions

With a business plan that has previously been prepared, several problems arise in the marketing aspect with solutions made as follows:

Aspect	Problem	Solution to problem
Market	There is an untouched market share	innovations and creations are carried out in order to develop new market shares forming SQ friends in order to develop a wider market share
	A taste adjustment that is not only an archipelago taste	To increase the market share of Millenias, innovations were made by prioritizing the taste of Millenias
	Don't have clear guidelines about what kind of testimonies should be done in product development	A team was formed to discuss what things are needed in testimonies that can develop products to be used as guidelines in testimonies
	Millennial market share interest is still lacking	innovating packaging to attract millennials innovating flavors to reach the millenis market share
	Prices that apply in the market are prices that have been increased and are not in accordance with the initial plan	increase promotion intensify the buy 5 get free 1 discount

Identification of financial aspects
capital requirements

The capital funds that Snackqu Indonesia spent are in accordance with the initial plan of the Snackqu business unit and in fact the capital expenditures of the Snackqu Indonesia business unit can be utilized for three months. The following is an overview of the initial capital for the Indonesian Snackqu business unit

Capital requirements table

No.	Category	Information	Total	Unit price	Total (Rp)
1	Fixed assets	2 gas stove waiting for me	1	325000	325,000.00
		Gas cylinders	1	165000	165,000.00
		Oven	1	723000	723,000.00
		Pan	2	65000	130,000.00
		Remove the oil filter	2	18000	36,000.00
		Sepatula	2	22500	45,000.00
		Stamp	1	30000	30,000.00
		Mobile	1	1500000	1,500,000.00
		Basin	4	16000	64,000.00
	working capital	Seasonings	50 pockets	5,000	250,000.00
		Oil	8 L	24,000	192,000.00
		Nuts	131 KG	35,000	4,585,000.00
		Garlic	45 ounces	3,000	135,000.00
		Bottle	500 bottles	2,000	1,000,000.00
		Small cardboard	100 boxes	1,000	100,000.00
		Envelope	1 box	17,000	17,000.00
		Sticker	18 sheets	14,000	252,000.00
		Note	4 books	15,000	60,000.00
		Delivery of goods			25,000.00
		Internet	1 time	58,000	58,000.00
	Legality				1,000,000.00
	Total				10,692,000.00

5. Conclusion

Based on the overall results of the Snackqu Business Unit business practice report, it can be concluded as follows:

1) Innovation and creativity are needed in business, especially product differentiation and exploring the added value of products, in a business it is important to seize existing opportunities, identify trends and needs of today's society. Not only pursuing profit, but the business must have an impact and benefit for others. Including what we are doing is raising the taste of the archipelago, trying to restore the hegemony of the taste of the archipelago to be enjoyed by the wider community, especially the millennials.

2) To synergize the four management functions in business, it is necessary to be guided by the business plan that has been prepared, the four aspects must adapt to each other's conditions, and their performance must be regularly monitored.

3) In this business practice, we understand a number of things, namely delegating tasks in the job description to reduce workload and focus on each division, so it is necessary to form a team to realize the expected business goals. Then Production Scale affects the selling price of the product but consumers need to get price consistency. Dalam mengembangkan SDM unit usaha sangat penting adanya kejelasan peran untuk itu teori VSM beer sangat penting dalam mencapai keberhasilan unit usaha namun perlu disesuaikan juga dengan SDM unit usaha tersebut.

6. Suggestions

Based on the overall results of the Snackqu Business Unit business practice report, there are several suggestions for developing the snackqu business unit as follows:

- Snckqu usha unit must be able to have more suppliers for the product so that it is not only dependent on one supplier
- Snckqu business unit must have sufficient buffer stock to accommodate requests for snackqu products
- Snckqu usha unite must be able to expand market share.
- need to increase promotion in order to maximize the market share of Jogja and its surroundings.
- The Indonesian Snckqu business unite needs to innovate in order to increase market share interest, especially the Mienias

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