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SWOT Matrix Analysis of Gastronomic Features of Fermented Products in Cisambeng Village, Majalengka

*Dewi Turgarini**, *Astri Inas Yuthika*, *Armandha Redo Pratama*

Faculty of Social Sciences Education, Universitas Pendidikan Indonesia, Indonesia

*Correspondence: E-mail: dewi.turgarini@upi.edu

ABSTRACT

This study aims to formulate a digital marketing strategy for fermented products as superior gastronomy in Cisambeng Village, Majalengka Regency. This study uses qualitative research methods with data collection techniques through in-depth interviews, literature studies and documentation studies. The SWOT analysis carried out provides information that fermented food in Majalengka Regency has a great opportunity to be developed into a new food innovation that can build villages in opening job vacancies. SWOT matrix results show that producer of fermented food such as tofu, tempeh, oncom, and dage are experiencing growth, therefore a strength-opportunity strategy can be implemented. This can be achieved by improving the quality of human resources through the recruitment of individuals who are focused on online marketing. Content can be created in the form of videos about the products. The quality of product packaging can be improved to ensure longevity, potentially through the use of vacuum sealing or attractively designed food packages. Existing advertising services owned by social media platforms (online-ads) can be utilized. Consumer reviews can be uploaded on social media to enhance marketing efforts.

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1. INTRODUCTION

According to [Law Number 18 of 2012](#) concerning food, defines food as everything originating from biological sources and water, whether processed or unprocessed, which is intended as food or drink for human consumption, including food additives, food raw materials, and other ingredients used in the preparation, processing or manufacture of food and beverages.

Indonesia has the potential for natural resources from agriculture, plantations, forestry, livestock and fisheries which are included in the food ecosystem. According to ([Amadea, 2021](#)) stating that based on the research results of Prof. Dr. Ir. Murdijati Gardjito, Research Developer & Conservationist of Indonesian Culinary, if we look at Indonesia's biodiversity, Indonesia has food sources consisting of 77 types of carbohydrate sources, more than 400 types of fruit, 273 types of vegetables, and around 65 types of spices and spice.

Food, as one of the most important elements needed by humans makes it a very potential source of income. It is no wonder that various types of food innovation are carried out in order to compete with other creative economy actors, the culinary industry is growing rapidly. Similar to nature tourism, culinary tourism is also in demand by many people. Culinary tourism is a unique eating and drinking activity carried out by every traveler ([Kartini & Silitonga, 2014](#)).

Cisambeng Village is part of the 13 villages that are included in the administrative area of Palasah District, Majalengka Regency. Most of the Cisambeng village community has businesses in the production of tofu and tempeh, there are around 300 tempe craftsmen spread across Cisambeng Village. One of the existing fermented products, namely tempeh, fermentation is all processes to produce a product from a microorganism culture ([Elyadi et al., 2020](#)). It is known that one of the culinary potentials owned by Cisambeng Village, apart from the production of tofu and tempeh, is also a product innovation, namely tempeh brownies.

An opinion ([Myers & Marquis in Kotler & Armstrong, 2017](#)) is that product innovation is a product result that goes through various processes that have been put together and influence each other. Product innovation results from new product development by a company or industry, both existing and not. Starting from old products that have reached saturation point in the market, innovation is needed to replace the old products. This replacement can be in the form of a replacement product that is entirely new or with the development of old products to make them better and more attractive so that they can continue to increase consumer desires in purchasing decisions ([Kojo et al., 2018](#)).

This product has been marketed at various events/exhibitions that highlight the potential of Cisambeng Village. Tempe brownies can be ordered via WhatsApp. At present digital marketing seems to have provided benefits for business actors and existing consumers, the advantages of digital marketing include making it easier for consumers to get information and access that can be done 24 hours. In order for the product to become more well-known to the public and spread to various regions, digital marketing should be applied with attention to the strategies that will be made and implemented.

Kegiatan pemasaran yang memanfaatkan kecanggihan teknologi digital seringkali disebut dengan digital marketing. Digital marketing terdiri dari pemasaran interaktif dan terpadu yang memudahkan interaksi antara produsen, perantara pasar dan calon konsumen ([Purwana et al, 2017](#)).

The purpose of this study is to analyze the strategies that must be done by fermented food producers the Cisambeng village through SWOT matrix analysis.

2. LITERATUR REVIEW

2.1. Definition of Gastronomy

Gastronomy can be interpreted as the science about food in relation to culture or history which has meaning in it that makes it a cultural identity of an area (Nugroho & Hardani, 2020). Indonesia has many traditional foods found in various regions along with their culture which is connected with gastronomy to be able to get to know every manufacturing process in their respective regions. There are nine components in gastronomy that are related one another (Turgarini, 2018). Knowing philosophy, traditional and social history and also learning about the nutritional content of certain regional specialties adds to the knowledge of tourists or the public about the origin of a food. Looking for unique experiences and also learning about ethics and etiquette can experience the traditions and culture of an area. Tasting and serving food makes tourists learn how to serve and try the special food that has been made. Knowing the method or process of cooking and the raw materials used gives knowledge to tourists or the public regarding processing from raw materials to finished ingredients or a dish.

2.2. SWOT analysis

A SWOT analysis is a visual study tool that can be used to identify specific strengths and weaknesses in work and personal life situations. It helps with decision making and planning ahead. (What is a SWOT Analysis, n.d.). SWOT analysis stands for strengths, weaknesses, opportunities, and threats, this analysis is based on logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats. In short, this SWOT analysis is applied by analyzing and selecting things that affect the four factors. According to Lucyantoro (2018) There are SWOT analysis factors as follows:

- a. Strengths are a condition that becomes strong points in an organization, this factor is one thing or a plus for the organization. If the organization has a strength or plus value and is superior to its competitors, it will satisfy consumers more.
- b. Weaknesses are a condition that becomes a shortcoming for the organization. This weakness is a natural thing, but an organization must be able to minimize existing weaknesses or if possible eliminate these weaknesses. This weakness can be in the form of human resource capabilities, facilities and infrastructure, or weak consumer confidence.
- c. Opportunities are the advantages obtained from the external environment that can advance the organization/company. What can be done is to compare the internal analysis (strengths and weaknesses) of the organization itself with the internal analysis of competitors.
- d. Threats are an external condition that can hinder the running of an organization/company. This threat is not beneficial for the organization. Therefore, so it needs to be followed up to avoid a long-term effect on the company and does not hinder the achievement of the company's vision and mission.

2.3. Stages in SWOT Analysis

2.3.2. IFAS Matrix (Internal Factor Analysis Summary)

The IFAS (Internal Strategic Factors Analysis Summary) matrix or the IFE (Internal Factors Evaluation) is based on the concept by (Fred R, 2011) is a matrix used to determine the company's internal factors related to strengths and weaknesses that are considered

important to the company or research object.

After the internal strategic factors of a company are identified, an IFAS (Internal Factor Analysis Summary) table is compiled to formulate these internal strategic factors in the framework of the company's strengths and weaknesses in the following stages.

- a. Determine the factors that are the strengths and weaknesses of the company in column 1.
- b. Give weight to each of these factors on a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of these factors on the company's strategic position. (All these weights cannot exceed a total score of 1.00).
- c. Give each factor a rating of 1 to 4 to indicate whether it has major weaknesses (rating = 1), minor weaknesses (rating = 2), minor strengths (rating = 3), and great strengths (rating = 4). So actually, the rating refers to the company while the weight refers to the industry in which the company is located.
- d. Multiply each weight by its rating to get the score.
- e. Add up the total score of each variable. Regardless of how many factors are included in the IFAS matrix, the total weighted average ranges from a low of 1.0 to a high of 4.0 with an average of 2.5. If the total average is below 2.5, it indicates that the company is internally weak, while the total value above 2.5 indicates a strong internal position.

2.3.3. EFAS Matrix (External Factor Analysis Summary)

The EFAS (External Strategic Factors Analysis Summary) or EFE (External Factors Evaluation) matrix based on the concept of (Fred R, 2011) is a matrix used to identify and evaluate the company's external factors related to opportunities and threats of the companies or research objects.

There are five stages of compiling the external strategic factor matrix, namely:

- a. Determine the factors that become opportunities and threats.
- b. Give each factor a weight ranging from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors. The sum of all weights must equal 1.0.
- c. Calculates the rating for each factor by giving a scale from 1 to 4, where 4 (very good response), 3 (above average response), 2 (average response), 1 (below average response). This rating is based on the effectiveness of the company's strategy, thus the value is based on the condition of the company.
- d. Multiply each weight by its rating to get the score.
- e. Add up all the scores to get the company's total score. This total value shows how a particular company reacts to its external strategic factors. Of course, in the EFAS matrix, the highest possible total score is 4.0 and the lowest is A total score of 4.0 indicates that the company responds to existing opportunities in an extraordinary way and avoids threats in its industrial market. The total score of 1.0 indicates the company's strategies do not take advantage of opportunities or do not avoid external threats.

2.3.4. SWOT Matrix

The SWOT matrix is a tool used to measure the company's strategic factors. This matrix can clearly describe how external opportunities and threats are owned (Rangkuti (2013: 83)). This matrix can produce four possible alternative strategy cells which can be seen in the table.

Table 1. Derivative SWOT Strategy Analysis

	IFAS	STRENGTHS (S)	WEAKNESSES(W)
EFAS		Determine 5-10 internal weakness factors	Determine 5-10 internal strength factors
OPPORTUNITIES (O)	Determine 5-10 external opportunity factors	Create strategies that use strengths to take advantage of opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
TREATHS (T)	Determine 5-10 external threat factors	Create strategies that use strengths to overcome threats	Create strategies that minimize weaknesses and avoid threats

Source: Data processed by the author, 2023

- a. SO strategy: This strategy is made based on the company's mindset, namely by utilizing all strengths to seize and make the most of opportunities.
- b. ST Strategy: ST strategy is a strategy in using the strengths of the company to overcome threats.
- c. WO strategy: This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.
- d. WT Strategy: This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

2.3.5. SWOT Diagrams

The SWOT diagram is a review through the SWOT analysis diagram by making a point of intersection between the X axis and Y axis, where the value of the X axis is obtained from the difference between total strength and total weakness, while the value for the Y axis is obtained from the difference between total opportunities and total threats.

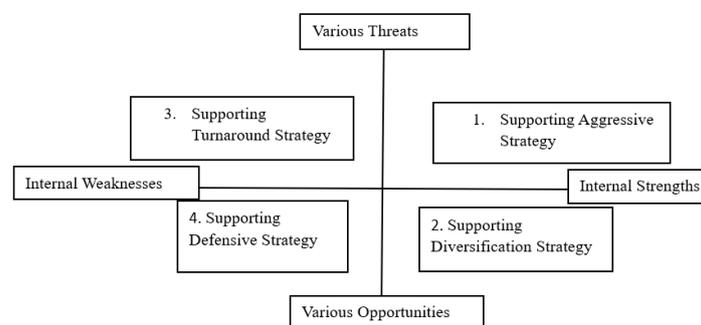


Figure 1. SWOT Analysis Diagram

The SWOT analysis diagram in the image produces four quadrants which can be explained as follows:

a. Quadrant 1

This quadrant is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (Growth Oriented Strategy).

b. Quadrant 2

Despite facing various threats, the company still has internal strength. The strategies that must be implemented are Various Opportunities, Internal Weaknesses, Internal Strengths, Various Threats, Support aggressive strategy, Support diversification strategy, Support defensive strategy, Support turn around strategy using strengths to take advantage of long term opportunities by way of diversification strategy (product/market).

c. Quadrant 3

The company faces huge market opportunities, but on the other hand it also faces some internal constraints or weaknesses. The focus of the company's strategy is to minimize the company's internal problems so that it can seize bigger market opportunities.

d. Quadrant 4

This is a very unfavorable situation, the company faces various external threats and internal weaknesses

2.4. Fermentation Products

Fermentation is a metabolic process by microorganisms resulting in chemical changes in the organic substrate (Nadila, Rahmi, Y, Ayunda, & Achyar, 2022). According to (Hur et al., 2014) fermentation can increase the antioxidant activity of food products by increasing the release of phenolic and flavonoid bioactive compounds in vegetable products. Fermentation originates from the word "Fever" which means to boil, this arises because of the wine fermentation process, when the fermentation process takes place the fermentation media such as boiling water causes carbon dioxide gas by the yeast used. The word fermentation is more defined as the formation of products by utilizing the metabolic activity of microorganisms or their parts. Fermentation according to biochemists is the process of producing energy by overhauling organic compounds. Meanwhile, according to industrial microbiologists, fermentation is any process to produce a product from a microorganism culture (Elyadi et al., 2020). One of the fermented products is tempeh. Tempe is widely known by the people of Indonesia. Currently, many of the circulating tempeh are made with soybeans. But apart from tempe, there are other fermented products such as soy sauce, fermented milk such as yogurt and there are also tape products.

2.5. Tempeh

Tempe is a food that is familiar to Indonesian people. This food is rich in nutritional value, especially protein, apart from being cheaper compared to protein sources of animal origin, it is also very popular (Alvina, Hamdani, & Jumiono, 2019).

2.6. Digital Marketing

Digital marketing is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium (Desai, 2019).

3. METHODS

This study uses a descriptive qualitative research method is qualitative. Qualitative research uses several techniques including interviews, focus groups, and observation (Moser & Korstjens, 2017). According to (Sugiyono, 2017) qualitative research is a type of research whose specifications are systematic, planned and structured from the beginning to the creation of the research design to the implementation stage.

The object of this research was conducted in food fermentation namely tofu, tempeh, oncom, and dage at Cisambeng village, Majalengka. This research, focused on dissecting how the strategy should be carried out by the manufacturer through swot matrix analysis. The subjects in this study were producers and manager factory of tofu, tempeh, oncom, and dage.

Research is the collection of data in a scientific setting with the intention of interpreting phenomena where the researcher is the key instrument (Albi Anggito & Setiawan, 2018).

The data obtained is the result of interviews, observation and documentation during the research. This study aims to obtain a digital marketing strategy for fermented products in Cisambeng village. Data collection techniques used by researchers to collect data are through in- depth interviews, literature studies and documentation studies and questionnaires.

4. RESULTS AND DISCUSSION

4.1. SWOT Analysis

The marketing strategies that the researcher made were obtained from a SWOT analysis.

Table 2. SWOT Analysis of Fermented Food Products as Leading Gastronomy in Majalengka

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
<ul style="list-style-type: none"> • Soybeans as a raw material can be used to create a variety of new innovative foods • High protein nutritional content • Affordable price • The production factory can sell more than 100 products every day • The production process is still done traditionally, thus preserving the culture and methods passed down from generation to generation • The production factory can be built on various scales • Variations of fermented products can be further developed 	<ul style="list-style-type: none"> • The price of soybean raw material is unstable • Competitors with similar products • Products not long-lasting • Tofu and tempeh products are already widespread throughout Indonesia
<i>OPPORTUNITIES</i>	<i>THREATS</i>
<ul style="list-style-type: none"> • Can be a vegan food • Can be a healthy food • Has the opportunity to become an instant product • Has a flexible target market • Becoming a leading gastronomic tourism pioneer with the use of tempeh brownies as a culinary tourism product for tourists • Digital marketing can have a significant impact 	<ul style="list-style-type: none"> • The taste of the food is not the same as regular brownies • Easy to replicate • This food trend is easily shifted as it can continuously be innovated using other raw materials

Source: Data processed by the author, 2023

Based on the table data above, it can be understood that fermented tofu and tempeh products are superior food products that have been innovated into a new food, namely tofu and tempeh brownies which use soybean as raw material.

The advantage is that fermented foods contain good nutrition for the body, especially soybeans which are high in protein. The use of soybeans for tofu and tempeh product innovation has a positive impact on villages, namely increasing employment opportunities, providing opportunities for villages to develop into a tourist village, building a brand image of tofu and tempeh food. Low prices so that it can reach all target markets.

The weakness is that factories that produce tofu and tempeh use more capital if the price of soybean raw materials is unstable and this can affect the size of the product when it is sold to the market later. In addition, there are competitors who have similarities because tofu and tempeh products have been around for a long time, but brownies using the same raw materials as tofu and tempeh are not widely known in Indonesia. But producers must pay attention to the durability of the raw materials used because they are easy to decompose which will later affect the taste of the innovative

products they make.

Opportunity, the brownies in Cisambeng village use the same soybean ingredients as tofu and tempeh, but these brownies are reprocessed to become healthy food and can even become a vegan food option if the other ingredients use whole plant-based ingredients. In addition, with the current technology, the product in Cisambeng village can be developed into an instant brownies product with soy flavor variants. So that it can reach a wider market. Cisambeng village should be able to take advantage of this opportunity to become one of the pioneers of gastronomic superior fermented food innovations in Majalengka Regency, namely brownie products. This fermented product can be promoted in various ways, one of which is digital.

This digital marketing can be done through social media because the spread is faster than using a website. Websites can be used as a medium for online transactions by customers or can use e-commerce which already has features for that. Then, the form of digital marketing must be done properly. A content that is created is not just an image, but must be able to present educational videos that are informative, educative and entertaining so that they can increase public awareness of fermented foods in Majalengka Regency.

As one of the steps taken by producers, is to empower adequate human resources to focus on internet media. In addition, producers can take advantage of the collaboration carried out with local parties, especially the government and influencers who are one of the first stone steps to increase awareness of superior gastronomic products in Majalengka Regency, namely fermented food.

The threat is that fermented food is food that goes through the process of adding bacteria, which means that if it is stored for too long, there will be a change in taste. If it is used as an additive to brownies, the taste of the food will not be the same as brownies in general because there is a process of decay and the addition of bacteria which can make it easy for the brownies to be unsuitable for consumption, so the time frame for buyers to consume them must be considered. Then, this product will be easily imitated by competitors so that Cisambeng village must be able to find new innovations in the use of tofu and tempeh in order to remain competitive in the market so as to create new trends in soybean raw materials.

4.2. SWOT Matrix of Majalengka Gastronomy Leading Fermented Foods

4.2.1. IFAS Matrix (Internal Factor Analysis Summary)

Table 3. IFAS Analysis of Fermented Food Products as Leading Gastronomy in Majalengka

No.	Internal Factors	Weight	Rating	Score
Strengths				
1	Soybeans as a raw material can be used to create a variety of new innovative foods	0.09	3	0.27
2	High nutritional content	0.10	4	0.40
3	The production factory can sell more than 100 products every day	0.07	3	0.21
4	The production process is still done traditionally, thus preserving the culture and methods passed down from generation to generation	0.10	4	0.40
5	Variations of fermented products can be further developed	0.10	4	0.40
6	The production factory can be built on various scales	0.08	3	0.24
7	Has its own unique taste	0.07	4	0.28

8	Has a diverse target market including vegetarians	0.09	4	0.36
Subtotal		0.36		2.56
Weaknesses				
1	The price of soybean raw material is unstable	0.06	3	0.18
2	Competitors with similar products	0.06	2	0.12
3	The product doesn't last long at room temperature	0.10	3	0.30
4	Tofu and tempeh products are already widespread throughout Indonesia	0.07	2	0.14
Subtotal		0.29		0.8
Total		0.65		3.46

Source: Data processed by the author, 2023

From the results of the analysis in table 4.2 IFAS, the strengths and weaknesses have a total score of 3.46. Because the total score above 2.5 means that this indicates that the internal position in the production plant is so strong. So that production plants have the potential to be developed even better, updating tools by maintaining traditional processes that have been owned so that they can continue to preserve the factory's authentic stages.

4.2.2. Matrix EFAS ((External Factor Analysis Summary)

Table 3. EFAS Analisis of Fermented Food Products as Leading Gastronomy in Majalengka

No.	External Factors	Weight	Rating	Score
Opportunities				
1	Can become vegan food	0.8	4	0.32
2	Can become healthy food	0.10	4	0.40
3	Has the opportunity to become an instant product	0.6	4	0.24
4	Has a flexible target market	0.7	3	0.21
5	Pioneer of outstanding gastronomic tourism by using tempeh brownies as a culinary tourism product for tourists	0.8	4	0.32
Subtotal		0.30		1.49
Threats				
Weaknesses				
1	The taste of the food is not the same as regular brownies	0.7	2	0.14
2	Easily imitated	0.6	3	0.24
3	The trend of this food can easily be shifted because it can be continuously innovated using other raw materials	0.7	2	0.14
Subtotal		0.20		0.52
Total		0.50		2.01

Source: Data processed by the author, 2023

From the results of the analysis in table 4.3 EFAS, the opportunity and threat factors have a total score of 2.01. Because the total score is not close to 4.0, this means that the company is not responding to existing opportunities and ignoring threats in its industrial market. Furthermore, the total score of each factor can be broken down, to find out that the total scores of the strength and weakness factors is (+) 1.79, while the difference in the total scores of the opportunity and threat factors is (+) 0.97. Below is a picture of a SWOT Analysis with Cartesian diagram:

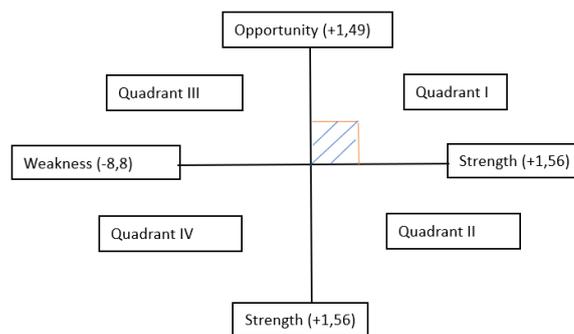


Figure 2. SWOT Diagram of Fermented Food Products as Leading Gastronomy in Majalengka

From the Cartesian diagram above, it is very clear that fermented foods are in the growth quadrant where this quadrant is a very favorable situation. Product factories have opportunities and strengths so that they can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth Oriented Strategy), with the implementation of the GOS the company can maximize its strengths to seize various opportunities that exist so that fermented foods in Majalengka Regency can balance other competitors who produce kind.

PT. Arma Anugerah Abadi is in the growth quadrant where this quadrant is a very profitable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth Oriented Strategy).

4.2.3. Strategy

Table 3. Food SWOT Matrix Strategies Fermentation Superior gastronomy Majalengka

	SO STRATEGIES	WO STRATEGIES
EFAS/ IFAS	<ol style="list-style-type: none"> 1) Improve the quality of human resources by recruiting HR who focus on online media marketing 2) Create content photos of existing products 3) Improve packaging quality so that products can last longer using vacuum sealed 4) Use advertising services that are owned by social media (online ads) 5) Use reviews given by consumers on social media to improve marketing or brand demand 	<ol style="list-style-type: none"> 1) Participate in festivals or food events by introducing Majalengka fermented food as a flagship gastronomy food 2) Carry out trial and error to develop tempeh brownies to be even better 3) Collaborate with various fermented food brands or influencers to increase company engagement
	ST STRATEGIES	WT STRATEGIES
	<ol style="list-style-type: none"> 1) Maintain the price of fermented products 2) Add a variety of flavors to tempeh brownies to attract consumer attention 3) Look for alternative suppliers to anticipate rising raw materials 4) Maintain consumer loyalty to old products and innovation products that will be sold 5) Prioritize hygiene on products and production sites 	<ol style="list-style-type: none"> 1) Use attractive packaging with nutritional information, company logos, halal and BPOM, have attractive packaging colors or images in accordance with the product. 2) Introduce new innovation products on special media with promotional prices.

Source: Data processed by the author, 2023

Based on the above analysis shows that the company's performance can be determined by a combination of internal and external factors. The combination of these two factors is shown in the SWOT analysis result diagram. As for the Cartesian diagram,

it is shown that the fermented food produced in Majalengka Regency is in the Growth quadrant where this quadrant is a very favorable situation. After combining strengths with SO opportunities or strategies, a strength factor is obtained that must be maintained to be able to take existing opportunities. The ST strategy coupling shows that the company must maximize its strengths to overcome existing threats. WO strategy, take advantage of existing opportunities by minimizing the company's weaknesses. As well as the WT strategy which requires companies to be able to minimize weaknesses and avoid threats.

Accordingly, it can be understood that the condition of the company is in a growth position so that the strategy that can be used by companies based on table 4.39 is the SO (strength – opportunity) strategy by improving the quality of human resources through the recruitment of individuals who are focused on online marketing.

Content can be created in the form of videos about the products. The quality of product packaging can be improved to ensure longevity, potentially through the use of vacuum sealing or attractively designed food packages, Existing advertising services owned by social media platforms (online-ads) can be utilized Consumer reviews can be uploaded on social media to enhance marketing efforts.

5. CONCLUSION

The strategy that must be carried out by Cisambeng Village on fermented local food as the superior gastronomy of Majalengka Regency is the SO (strength – opportunity) strategy. This includes enhancing human resource quality by recruiting personnel who specialize in online marketing. It also involves creating video content about the existing product, improving the product's packaging quality to ensure longevity through vacuum sealing or using attractively designed food boxes. Furthermore, leveraging existing advertising services provided by social media platforms (online ads) is recommended. Lastly, uploading customer reviews on social media can boost marketing efforts and enhance the brand image.

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