

Production Management and Marketing Strategies for Enhancing Passion Fruit Syrup Sales: A Comprehensive Analysis

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ABSTRACT

The passion fruit syrup production business is a promising business opportunity amidst increasing consumer interest in healthy and natural beverage products. Passion fruit syrup is made from fresh passion fruit, offers a unique and refreshing taste and is rich in vitamin C and antioxidants. This research is a case study of the sunny passion fruit business in Makassar city, this research took place from May 2024 to the end of May 2024, results This research shows that the Sunny passion fruit syrup company implements production management functions, namely, organizing function, planning function, control function, and processing function as well as marketing strategies that focus on customers, creativity and innovation, quality and low production costs, population in the study These are the business owners and all employees who work in the Sunny Passion Fruit business, which aims to analyze production management and marketing strategies to increase sales. The research method used is a qualitative descriptive method. The results of this research are expected to provide an overview of production management and product marketing strategies in Sunny's Passion Fruit business.

Keywords: *production management, marketing strategies, passion fruit syrup*

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1. INTRODUCTION

Agriculture has been believed to be one of the mainstays of the Indonesian economy. Almost all sectors of the economy cannot be separated from the role of agriculture. The abundant natural resources, fertile soil, and favorable climate provide a strong foundation for the success of agricultural development. This is proven by the history of Indonesia's industrial development, which has experienced economic crises. A strategy that relies solely on manufacturing industry has been found to be weak. On the other hand, the agricultural sector has shown resilience in facing crisis waves (Sinaga and Sri, 2008).

Considering its tropical climate, Indonesia has enormous potential for producing various types of fruits. Indonesia produces various types of primary fruit varieties that can be processed into goods such as fruit juice, fruit jam, canned fruit, and other fruit products. In 2007, this country produced 15.84 million tons of fruit. Local fruit is a potential fruit that can be converted into a product. Starfruit is one of them. Starfruit can become an alternative crop for farmers and can economically increase farmers' income. If mass-produced, it can revitalize the industry (Starfruit Syrup) and increase government revenue (taxes), employment opportunities, and local livelihoods.

One of the fruits that can be used to make a healthy drink is starfruit, and starfruit syrup is one of those drinks. Syrup is a thick liquid that needs to be diluted before consumption to have a pleasant taste. Starfruit syrup producers (Tigari, 2020).

Starfruit is a plant that has many benefits, both aesthetically and functionally. Starfruit can be used as a pergola plant, and its fruit and leaves can be used. Therefore, starfruit becomes a potential plant that is worth cultivating, such as done by Markisa Sunny Kota Makassar.

This plant, known as starfruit, has numerous advantages, both in terms of appearance and function. Both the fruit and leaves of starfruit can be used as a pergola plant. Therefore, starfruit becomes a plant that is worth planting, like starfruit in South Sulawesi (Angriani, 2021).

Starfruit (*Passiflora edulis*) is the most widely cultivated starfruit in South Sulawesi Province. This type of starfruit is vulnerable to fruit seasonality, shallow roots, and worm attacks. One of the reasons for the low production of starfruit is this problem. The fruit harvesting season usually lasts from November to April of the following year, with its peak in December and January. After April, there is no fruit left. However, in South Sulawesi, grafting has been developed between the flavicarpa variety as the rootstock and the *Passiflora edulis* variety as the scion. The advantages of this grafting variety include longer stems, deeper roots, and resistance to worms (Rachman et al., n.d.).

Starfruit syrup is a popular beverage among the community, both in Indonesia and around the world. Starfruit (*Passiflora edulis*) is known for its unique and refreshing taste, as well as its high nutritional content, including vitamin C, vitamin A, fiber, and antioxidants. This fruit also has health benefits, including boosting the immune system and supporting digestive health.

Starfruit syrup is a refreshing and healthy beverage that is beneficial for the body, in addition to relieving stress and lowering blood pressure. It also has benefits as a body booster and appetite enhancer, suitable for both children and adults. The nutritional content of starfruit is sufficient to be consumed daily, including vitamin C, vitamin A, minerals, and most importantly, fassiflorine, which can relieve stress by acting as a nerve-calming agent.

The business of starfruit syrup offers promising opportunities, especially in the midst of growing public awareness of healthy living and demand for natural products. Starfruit syrup can be enjoyed as a refreshing drink or mixed with other foods and beverages. With a relatively simple production process and easily accessible raw materials, this business has potential for good profits. To promote the processed products of starfruit, we have developed some innovations, such as processing starfruit syrup and also drinks that can be consumed directly. Utilizing starfruit to produce processed products can increase the economic value of starfruit and become a business opportunity that can generate profits.

However, the current business competition for starfruit syrup products is increasingly intense, both in terms of product quality, promotion, price, and service provided. With many products competing in the market, companies need to be more careful in determining their competitive strategy to win the competition.

Markisa Sunny is a business that operates in the culinary and F&B industry. One of Markisa Sunny's products is starfruit syrup, which is popular among the people of Makassar City. This starfruit syrup has a refreshing taste and is suitable for everyone's taste buds (Winarni et al., 2022).

This business has been running for a long time, since 1982, as it has been passed down from generation to generation and is currently run by Frangky Ongadi as the owner. The location of this business has never changed and is located in the center of Makassar City, which is very easy to access. The prices offered are also very affordable for all levels of society with good quality.

The business has endured for a long time, which is an indication that the company is able to adapt and survive in a competitive market by using its marketing strategy. Therefore, this research will look at how Sirup Markisa Sunny's marketing strategy is used to face its competing companies using the SWOT analysis method. External factors such as opportunities and threats, as well as internal factors such as strengths and weaknesses, will be analyzed. Based on this, a business plan that is suitable for the formulated business plan, such as mission, goal, strategy, and policy, will be expected.

Considering that its main raw material is starfruit, which is abundant in South Sulawesi Province, especially in Jeneponto and Malino regions. This region is known for producing the largest amount of starfruit. With the resources and expertise, Mrs. Sunny established Sirup Markisa Company to produce starfruit juice that is not yet widely produced in the area.

Sirup Markisa Sunny has a HALAL certification. If you visit Makassar City, make sure to buy Sirup Markisa Sunny as a souvenir at Jl. Sungai Pareman No.31, Makassar City. This starfruit syrup has become a must-try souvenir for visitors to Anging Mamiri City.

Producing value for marketing emphasis, competitive advantage, and subscription value (customer value). Acquiring customers is not the goal of marketing; rather, it is to strengthen the competitive landscape. Entrepreneurs in this situation must be able to overcome their competitors in terms of quality, cost, and delivery time of their products and services. It is impossible to discuss business strategy without mentioning planning, direction, or actions taken by the company to achieve its goals.

The urgency of this research is the researcher's interest in seeing how Sirup Markisa Sunny's production management and marketing strategy are carried out in the midst of competition with many similar products in Makassar City that already have a brand image and competitive prices.

2. RESEARCH METHODS

The company Markisa Sunny located on Jalan Sungai Pareman No.31, Makassar City, becomes the research location for this study. The business operates in the starfruit juice industry. The research period is from May 2024 to May 2024. The owner of Sunny Markisa and all employees are the population of this study. The research methodology is descriptive, which aims to provide a factual and accurate description of the population or field of study in a methodical way (Nasution et al., 2023; Severesia et al., 2022). The research findings are intended to provide an overview of the manufacturing and marketing strategy of Markisa Cerah products to increase competitiveness (Sudarman & Lailla, 2023).

The data collection method in this study involves an interview with Franky Ongadi, the owner of Markisa Sunny, who has a high level of competition in starfruit juice products against other beverage products. Many players are present in the market, and various products are offered, which gives consumers many options. Competition among producers is mainly focused on product differentiation and innovative marketing strategies (Severesia et al., 2022; Sudarman & Lailla, 2023). Although there is no significant barrier to entry, new players must be able to compete in terms of product quality, distribution, and branding to succeed in this market (Case Study of a Mineral Water Product, 2022).

3. RESULTS AND DISCUSSION

The marketing strategy used in this situation is different from that used in a market with minimal competition and a market with full competition. The market that Sirup Markisa Sunny has entered invites other players to join the same market. Each competitor has its own strengths. Other competitors also apply unique product variations, which is a threat to Sirup Markisa Sunny's goal of becoming one of the typical Makassar souvenirs. Therefore, the role of marketing strategy is crucial in competing against other competitors that are emerging. Marketing strategy plays a crucial role in ensuring that the company remains competitive as the number of competitors increases. Various marketing strategies have been implemented by the business owner. The right marketing strategy will be able to achieve the goals set by the company. The company's marketing strategy aims to compete in the local market, which has already been entered by competitors, by targeting suitable consumers, positioning its products as an alternative souvenir from Makassar, supported by product differentiation, competitive prices, diverse distribution channels, regular promotional programs, and building a brand that is modern and unique. The company's product also has a halal certification from a reputable institution and does not use preservatives, so it has good quality and is safe for consumers, making them feel satisfied.

Currently, products that are well-known in the archipelago are starfruit juice products, specifically in the form of syrup. The starfruit industry in Makassar City has a significant potential to be developed, supported by the raw material (starfruit) from several districts/regencies in South Sulawesi Province, such as Gowa Regency, Sinjai Regency, Enrekang Regency, and Tana Jeneponto Regency. The availability of raw materials has a positive impact on the emergence of starfruit processing industries, both large-scale and small-scale (home industries), such as PT Markisa Segar, PT Bola Baru, PT Bola Dunia, and PT Usti, as well as around 30 small-scale industries (including Markisa Sunny) in Makassar City.

The purpose of establishing this starfruit processing industry is to meet the public demand for starfruit products in various forms, aside from creating job opportunities and ultimately generating profits for the

company. The reason for developing this industry in the medium term is that starfruit products in Makassar City are still limited to starfruit juice and only recently has dodol starfruit been produced. Therefore, there is a need for diversification of starfruit food and beverage products that have a unique aroma and taste. Small-scale starfruit processing industries in Makassar City are generally still in the form of home industries, although some have already established themselves as companies. However, the most suitable location for development is in the Makassar Industrial Zone (KIMA). This location will be where integrated clusters of businesses will be established, from production to warehousing or distribution. The clustering of businesses in an integrated manner will allow for efficient distribution and make it easier to calculate total stock requirements for meeting market demand.

In this study, the author attempts to provide an overview of the general description of UMKM products, specifically Sirup Markisa. Sirup Markisa is one of the many UMKM products made by Markisa Sunny's owner. Its location is on Jalan Sungai Pareman No. 31, Kelurahan Lajangiru, Kecamatan Ujung Pandang, Kota Makassar, Sulawesi Selatan. This starfruit syrup is packaged in bottles with prices of IDR 7,000 for a 600ml bottle, IDR 12,000 for a 1000ml bottle, and IDR 15,000 for a 1500ml bottle.



Figure 1. Packaging of Markisa Sunny Products



Figure 2. Location of Markisa Sunny Outlet

a. Production Management

Production management is one of the fields of management that plays a role in coordinating various activities to achieve goals. Production management is the process of managing and controlling various aspects of production to ensure effectiveness, efficiency, and quality. To regulate these activities, decisions need to be made related to efforts to achieve goals, so that the products produced are in line with those planned. Therefore, production management involves decision-making related to production processes to achieve company goals (Aulia et al., n.d.)

The production technology presented here is the technology for processing starfruit into starfruit juice, which has been implemented since then (cited from Bulletin of Horticulture Technology, No. 70, June 2004).

1) Production Factors

a) Human Resource Management

Human resource management refers to the people who will carry out management functions in the operation of an organization. This includes placement of suitable personnel, job allocation, work schedule setting, and others.

b) Funds (Capital)

Funds are one of the factors that cannot be ignored. Funds are the capital used for implementing programs and plans that have been set, and are also a means of exchange and valuation, such as purchasing equipment, purchasing raw materials, paying wages, and others. The size of the outcome of activities can be measured by the amount of money circulating in the company. Therefore, funds are an important tool for achieving goals because something must be rationalized.

c) Materials

Materials are raw materials needed for production, which usually consist of semi-finished goods and finished goods in initial operations to produce goods or services.

d) Machinery

Machinery is equipment and technology used to assist in operations to produce goods and services. The machinery used helps to provide convenience or create greater profits, as well as creating efficient work.

e) Market

The market is a means of selling products or services produced to generate income. Returning investments and profits from sales or places where organizations spread their products are part of the market.

2) Functions of Management

a) Planning Function (Planning)

Planning is one of the main functions of management that is carried out first. Since the initial stage of business activities is related to achieving the organization's goals, it is necessary to make a plan. In general, planning is a process of determining the organization's goals and then presenting (articulating) clear strategies (programs), tactics (implementation procedures), and operational actions needed to achieve the organization's goals in a comprehensive manner. The type of raw material used by Markisa Sunny's agro-industrial business is starfruit with purple skin. The quality of the raw material used by Markisa Sunny's agro-industrial business always prioritizes the highest quality, which is fresh starfruit picked from Sinjai, Bulukumba, and Jeneponto, and then sent to Makassar (production location). The owner of the company prefers to obtain starfruit from those places. The average quantity of raw material obtained by the company is around 25 baskets per month.

b) Organizing Function (Organizing)

Organizing is an activity that arranges human resources and other physical resources owned by the company to implement the plan set and achieve common goals. Organizing is a process of arranging human resources that are suitable and beneficial for management, and resulting in job descriptions (task descriptions) (Basu Swastha dan Ibnu Sukatjo, 1993).

Markisa Sunny's business applies the organizing function in its production process, where the company determines the direction and target of the organizational unit. In the production process, Mr. Frangky organizes his employees to analyze each workload and create job descriptions. He also organizes to determine which employees will work in a specific part during production based on consideration of direction and target.

c) Actuating Function (Actuating)

Actuating is a method or technique used to process inputs (Assauri, 2004). Markisa Sunny's agro-industrial business applies the actuating function in its production process, which is by processing all raw materials well, whether in small or large quantities. The actuating function in Markisa Sunny's agro-industrial business starts from processing raw materials that are still in their raw form to become ready-to-consume.

d) Controlling Function (Controlling)

Controlling is a process that sets performance standards and takes action to support expected results according to the performance standards set. All managers use this activity to ensure that their employees implement the strategies set. This way, the goals set can be achieved well (Basu Swastha dan Ibnu Sukatjo, 1993).

e) Production Process

Production is an activity that creates or adds value to goods or services. The company uses continuous production processes as long as there are sequences that are certain from raw materials to the final stage.



Figure 3: Markisa Sunny Production Process

The following is an explanation of Figure 3 regarding the production process of Markisa Sunny's business:

- 1) Washing fruit. Starfruit is washed with clean water twice. After that, it is dried.
- 2) Cutting/Pasting fruit. Fruit is cut into two halves, crosswise against the starfruit stem, remove the middle part of the fruit with a spoon, and place it in a clean container.
- 3) Blending. The middle part of the fruit that has been collected is added to a blender with water and blended.
- 4) Filtering. The starfruit juice that has been blended is filtered to remove any remaining fruit pulp.
- 5) Boiling. The starfruit juice is heated to 90°C. After boiling, heat is maintained for 15 minutes. Then, it is cooled.
- 6) Cooling down. The starfruit juice is cooled before packaging.
- 7) Packaging. The starfruit juice is poured into plastic bottles of various sizes

Factors that affect Markisa Sunny's performance include setting product prices. Currently, in 2024, food prices are very high, while Markisa Sunny's prices are still the same as those in previous years. The owner of Markisa Sunny's business has considered raising prices, but still fears that if prices rise, regular customers will not come again to buy Markisa Sunny products or there may be a decline in sales.

Standardization of starfruit quality is carried out to create a system that guarantees quality and allows for competitive marketing of horticultural products. This is done to determine the quality level of starfruit, including consistency in quality sold by traders to customers. The goal is to create more market opportunities by obtaining a fair selling price, which ultimately benefits farmers and increases personal income (Usman, 2011).

b. Marketing Strategy

Marketing is a social process that individuals and groups obtain what they need and want by creating and exchanging products with value among individuals and groups (Philip Kotler, 1990). There are two main activities in marketing: market selection and marketing mix development (Ismail Solihin, 2007). By selecting the market and developing the marketing mix, a company can form a marketing plan and strategy to ensure that the marketing process runs smoothly, so that the marketed product can reach the hands of consumers. The concept of marketing quoted by the writer, including Murti Sumarni, states that marketing is a comprehensive system of business activities aimed at planning, pricing, promoting, and distributing products and services that can meet the needs of existing and potential buyers. The goal of marketing is to understand and understand customers so that the product is suitable for them and can be sold independently. Ideally, marketing causes customers to be ready to buy, so that all that remains is to make the product available. The marketing process consists of analyzing market opportunities, researching and selecting target markets, designing marketing strategies, designing marketing programs, and organizing, implementing, and monitoring marketing activities (Dauda et al., 2023).

The basic principles of marketing are creating value for customers, competitive advantage, and focused marketing. The goal of marketing is not to get customers, but to improve the competitive situation. In this context, entrepreneurs must be able to produce products and services with better quality, lower prices, and faster delivery than competitors.

Formulating a marketing strategy for a product to attract potential buyers and compete with competitors is a crucial task considered by entrepreneurs. Although the product produced is unique and of high quality, it

may not always be popular among buyers. Therefore, a good marketing strategy must be owned because the goal of a good marketing strategy is to introduce the product to a wider audience, both locally and internationally. Markisa Sunny responds to changes in the market structure by using social media and digital platforms to interact with customers, build brand communities, and increase brand awareness.

Based on the data obtained from an interview with the marketing manager at Markisa Sunny's office, the weakness in the current marketing strategy is that there are many competitors with similar products that require constant adjustments to consumer preferences and rising raw material prices. However, despite this weakness, Markisa Sunny has a strong point in its rapid growth or large number of sales outlets.

Given that Makassar is currently experiencing an increase in small, medium-sized enterprises, it is necessary to know that Markisa Sunny's product is not the only natural fruit drink; many others have already been publicly recognized and have successfully entered the national market. In this context, branding is crucial; even though competitors' brands are well-known and established, consumers will still be interested in competitors' products, although Markisa Sunny's product is considered comparable in terms of quality, price, and product (Munthe et al., 2021).

A marketing strategy for Markisa Sunny's business can include several key aspects to ensure that the product can be accepted and liked by the market. The following are some important points in Markisa Sunny's marketing strategy:

- 1) Market Segmentation
Based on demographic factors, it is focused on areas with high market potential, such as urban areas or areas with hot weather.
- 2) Product
Ensuring that Markisa's syrup has high quality and consistent flavor with unique packaging.
- 3) Price
Determining prices that are competitive and profitable, taking into account strategies such as discounts, bundling products, or promotional prices

The owner of Markisa Sunny faces a challenge in starting the business, where with increasing orders, the shortage of human resources and limitations of equipment to assist in the production process. According to an evaluation from several institutions that provide training for micro and small entrepreneurs, Markisa Sunny has not yet determined the correct sales price. If the product is sold at a low price, the order will surge, but the owner's ability to produce cannot meet the demand, resulting in a very small profit. Therefore, one of the strategies determined is the pricing strategy that has been incorrect so far. If the price is set high enough, the consumer's confidence in the product's quality can be guaranteed, aside from the production process being in line with the order, so the owner can produce with ease but obtain a profit that is in line with the process. According to Kotler and Armstrong (2016), this is a Market-Skimming Pricing strategy, where the company sets a high price for a new product to maximize profit little by little from a segment willing to pay a high price. Competitive advantages and competitive advantages can be achieved through:

- 1) Focus on customers
Reducing bureaucracy, satisfying customers, responding to complaints, maintaining good communication, monitoring customer satisfaction regularly and continuously. We must be concerned about customers because they are our business income. The more customers, the higher the income. Try to avoid complaints (no complaint) (Oktaria et al., 2024).
- 2) Quality performance
Competitive advantages do not only belong to large companies. In business, quality is a very important aspect. This applies to product quality and/or service quality, but this is extremely important for service quality (Ambarwati et al., 2020).
- 3) Integrity and responsibility
Building a strong reputation is very important for developing loyal customer networks. Accountability and full honesty for every request, especially those from stakeholders and customers (Azisah Alisyahbana & Yahya, 2024).
- 4) Innovation and creativity
MSMEs are the main source of innovation and creativity. Innovation and creativity will bring competitive advantages (MDPI, 2022).
- 5) Low production costs
Economical manufacturing can be achieved through balanced management. If a business can create products and/or services at the lowest cost possible, it will be able to compete in terms of price. When

buying back a product or service, buyers who are sensitive to price and quality usually consider this (MDPI, 2022).

The marketing activities for Markisa Sunny's product are done through:

1) Social Media

Social media platforms used for marketing Markisa Sunny's product are Instagram and WhatsApp. According to Theresia Ongadi, an employee of Markisa Sunny, Instagram is the easiest to use. The management usually posts activities related to Markisa Sunny's product on Instagram's feed. Sales of Markisa Sunny's syrup are also done through WhatsApp, which is in line with research showing that UMKM in Indonesia frequently use Instagram and WhatsApp as effective platforms for digital marketing to increase brand awareness and sales (Zakiyah et al., 2024; Fajri et al., 2023).

2) E-Commerce

Markisa Sunny uses Instagram to market its products, in addition to using GrabFood, GoFood, Shopee, and Tokopedia to attract consumer interest and introduce Markisa Sunny's syrup to a wider target market that can be reached throughout Indonesia. This aligns with previous studies that found e-commerce platforms such as Shopee and Tokopedia play an important role in expanding market reach and improving competitiveness of MSMEs in Indonesia (Danendra et al., 2023; Rahmawati & Fasa, 2022).

Based on the research results through direct visits and interviews with the owner of Sirup Markisa Sinabung, it is found that Markisa Sunny's strategy for marketing its products at the local level and other areas is as follows:

1) Using social media such as Facebook, Instagram, WhatsApp applications

Facebook is the largest market in the world with over 2 billion users. The owner of Sirup Markisa Sinabung uses their Facebook, Instagram, and WhatsApp accounts for promotional purposes and to generate a decent income from social media. To reach a wider market, the owner will use Facebook's features to create free ads. This social media marketing strategy is the most actively developed by this owner because it is easy, fast, and very efficient.

2) Using word-of-mouth information

It cannot be denied that information from mouth-to-mouth is one of the effective marketing strategies without cost but can increase sales revenue and retain customer numbers. Providing samples to friends and acquaintances at the beginning of the business ultimately resulted in regular orders from customers who have proven the taste and authenticity of Markisa Sunny's syrup.

4. CONCLUSIONS AND SUGGESTION

The level of competition in the markisa syrup market is very high against other beverage products. The numerous players in the market and the variety of products offered make it possible for consumers to have many options. Competition among producers is mainly focused on product differentiation and innovative marketing strategies. Although the barriers to entry are not too high, new players must be able to compete in terms of product quality, distribution, and branding to be successful in this market.

Markisa Sunny does not lose sight of marketing ideas and strategies for its product because, in addition to being a healthy drink, it is also a local product from Makassar that may not be found everywhere in Indonesia. According to the results of the business interview, Markisa Sunny markets its product online and offline, through word-of-mouth, and sells it at marketplaces like Shopee, promoting it through Instagram and WhatsApp.

To develop the business and increase revenue, Markisa Sunny should add production equipment and human resources so that it is not limited by the number of orders received. In this way, customers will increase and profits will also increase, not just for the owner but also for its resellers.

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