

## Designing the Marketing Mix to Increase Sales (Case Study at Dapur Nona Gelis)

Lovely Hilary Limawan<sup>1</sup>, Wirawan ED Radianto<sup>2</sup>

<sup>1,2</sup>Master of Management, Ciputra University Surabaya, Indonesia



DOI : <https://doi.org/10.61796/ijeirc.v1i11.286>



### Sections Info

#### Article history:

Submitted: November 28, 2024  
Final Revised: November 28, 2024  
Accepted: November 30, 2024  
Published: November 30, 2024

#### Keywords:

Catering  
Marketing Mix 11P  
Increase Sales

### ABSTRACT

**Objective:** This study aims to develop a marketing model based on the 11P Marketing Mix concept (Product, Price, Place, People, Promotion, Process, Packaging, Physical Evidence, Promise, Programming, and Partnership) to increase sales at Dapur Nona Gelis, a catering business experiencing declining turnover. **Method:** The research employs a qualitative method with a quasi-qualitative (post-positivistic) design. Data were collected through purposive sampling, targeting consumers, competitors' consumers, internal staff, and experts. Data collection techniques included interviews, observation, and documentation, with data validity ensured through source triangulation. **Results:** The study presents a comprehensive 11P Marketing Mix model emphasizing Product Quality, Affordable Pricing, Product Accessibility, Effective Public Relations, Excellent Service and Motivation, Streamlined Sales Processes, Clean Production Processes, Attractive Packaging, Reliability, Active Event Participation and Discount Programs, and Strategic Partnerships with influencers and collaborators. **Novelty:** This research introduces a tailored 11P Marketing Mix framework as an innovative strategy to revitalize sales performance in the catering industry, offering a holistic and practical marketing approach adaptable for similar businesses facing declining sales.

## INTRODUCTION

Indonesia is one of the countries with a diverse range of culinary offerings, and many people enjoy Indonesian cuisine. According to data from BPS (2022), the number of culinary businesses in Indonesia reached 11,233 and continues to increase by 10.01% in 2023. The food and beverage business ranks third after the transportation and warehousing business, followed by other services. In other words, the food and beverage business falls into the category of businesses that experience growth every year. Specifically in Surabaya, the growth of the culinary business is evenly distributed across all segments and types such as restaurants, cafes, and street food stalls. According to Ferry, the owner of the Dragon Hot Pot franchise restaurant in West Surabaya, food and beverage providers in Surabaya are experiencing very rapid growth, with growth rates reaching up to 30%. This indicates that the business competition in the food and beverage sector is very intense.

The number of competitors in the same industry drives companies to compete fiercely in winning the market competition. Each company will always strive to ensure that the product produced can be marketed according to its target. Through the products sold, the company can ensure the continuity of its business. The company certainly hopes for sales that continue to increase. If the company cannot meet consumer demands, it will result in a decline in sales, and if it continues to persist, it will lead to bankruptcy. Success in product sales is closely tied to the right marketing concept to implement a marketing strategy aimed at the targeted market.

Zebua et al [40] explain that a good marketing strategy can influence sales growth. Marketing strategies are not only used by large-scale businesses, but small enterprises also need marketing strategies because it is often during critical conditions that small businesses are able to drive growth in community income [6]. Marketing strategy is a strategy used by companies continuously by building a combination of elements. *marketing mix: product, price, promotion, place, people, process, packaging, physical evidence, promise, programming, and partnership* to win the market competition in the long term [27]. Through marketing strategies, the products produced by the company have guidelines in case of attacks or the emergence of new competitors.

Among the many food and beverage businesses in Surabaya, Dapur Nona Gelis will be chosen as the subject of this research. There are several considerations for selecting Dapur Nona Gelis as the research subject, including: it has implemented the 4P marketing strategy but has not experienced an increase in business performance, rather a decline in revenue, and Dapur Nona Gelis is one of many culinary businesses in Surabaya, particularly in the West Surabaya area, that requires the design of an appropriate marketing strategy to compete with surrounding competitors.

Dapur Nona Gelis has been engaged in the Indonesian food and beverage business since 2017. Its flagship product at that time was pure cow's milk, which was then modified into pudding milk. As market demand has grown, Dapur Nona Gelis now also produces Indonesian food products such as *contong rice, tumpeng rice, and boxed rice, rice bowl, bento kids* and other Indonesian dishes. The sales system used by Dapur Nona Gelis is selling products through pre-orders aimed at both direct consumers and resellers. This system is intended to reduce the risk of unsold goods because Dapur Nona Gelis only produces orders based on existing orders in accordance with the mutually agreed terms. Not only pre-order menus, in an effort to increase or boost sales, Dapur Nona Gelis also accepts special orders from customers for certain events such as celebrations, meetings, gatherings, birthdays, and so on.

There is a grouping of consumers who are the target of Dapur Nona Gelis, which will be categorized within the basic STP (Segmentation, Targeting, and Positioning) framework. This is an effort to position the brand with customers so that Dapur Nona Gelis can achieve a sustainable competitive advantage. The elaboration of this STP is also useful as a reference in determining the informants who will be interviewed by the researcher to complete the information in this study. Here is the STP of Dapur Nona Gelis:

### **1. Segmentation**

Dapur Nona Gelis segments its consumers geographically, targeting those located in Surabaya, with an age focus of 20 to 65 years, as this age group has high purchasing potential and is still in the productive or working age. Based on psychographic segmentation, the consumers prefer convenience in meeting their food needs, but it is also possible for consumers outside this focus to become customers of Dapur Nona Gelis.

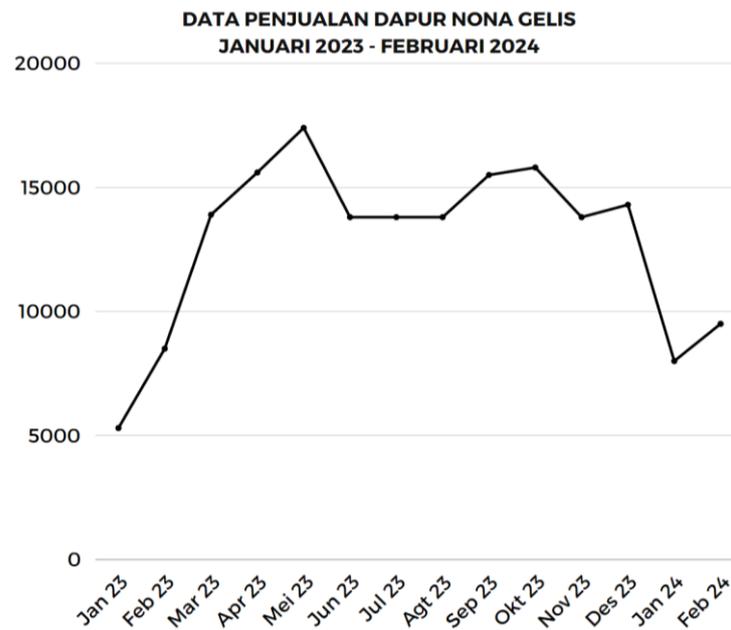
### **2. Targeting**

Dapur Nona Gelis produces products targeted at all segments with varying consumer tastes. In addition to workers, it is also possible for the teenage market to be tapped by Dapur Nona Gelis because they can use catering services when organizing campus events or for those who are away from home, who require convenient food options.

### **3. Positioning**

Dapur Nona Gelis wants to convey value in the minds of consumers, as a catering service provider with affordable prices, satisfying portions, good product quality, and a wide variety of menus offered as the hallmark of Dapur Nona Gelis. Based on the researcher's experience in consuming catering, factors such as price, portion, and quality have been weaknesses, leading to consumer dissatisfaction.

Although the business has been operating since 2017, Dapur Nona Gelis only added Indonesian cuisine and effective sales recording starting in 2023. In previous years, Dapur Nona Gelis had not yet used a cash register system, one of its functions being to store customer data and include monthly sales reports. Thus, the sales data presented in this study is data from January 2023 to February 2024. At the beginning of 2023, Dapur Nona Gelis planned a variety of Indonesian menu products to be sold, conducted trial and error, and carried out market testing. With improvements from every customer input and consistency in promotion through Instagram and TikTok from February to May, Dapur Nona Gelis consistently experienced an increase in sales. In the following months, namely June and July, Dapur Nona Gelis experienced a decline in sales due to the decreasing promotion activities. However, in the same month, Dapur Nona Gelis also sought to find resellers with the aim of expanding the market and increasing sales. From the efforts that have been made, five resellers joined, and this was utilized by Dapur Nona Gelis, resulting in a consecutive increase in sales in August, September, and October, although not very significant. Not only that, during these three months, Dapur Nona Gelis marketed new products such as fruit salad and launched a new menu item, nasi tumpeng. As time went by, some resellers began to terminate their partnerships because some of them started producing on their own. In December, there was a significant increase in revenue due to the utilization of the moment by promoting Christmas and New Year hampers. Entering early 2024, Dapur Nona Gelis experienced a drastic decline in sales, attributed to the New Year holiday and the fact that consumers had not fully allocated their funds to food and beverages even after the holiday. This situation continued until February 2024. As an illustration, the sales data for Dapur Nona Gelis can be shown as follows:



**Figure 1.** Sales Graph of Dapur Nona Gelis for the Year 2023-February 2024

Source: Internal Data of Dapur Nona Gelis (2024)

Dapur Nona Gelis has implemented various marketing strategies based on the 4P concept over the past few years. From 2018 to 2021, they focused on product innovation such as flavored pure cow's milk, pudding milk, and coffee as well as non-coffee beverages, with prices varying according to the product. Promotion was carried out through personal selling, resellers, direct marketing, and influencers, although the results were not always optimal. In 2022 and 2023, they introduced Indonesian dishes such as Grilled Rice and Contong Rice, with affordable prices and supported by promotions through Instagram, WhatsApp, and word of mouth. Their business location is in Prambanan Residence, West Surabaya, with delivery using couriers despite complaints about delivery costs and times. Overall, this strategy has shown a positive impact on sales growth, although some products have experienced a decrease in demand.

After reviewing the marketing strategies implemented by Dapur Nona Gelis, there are several points that have not been successful and are still lacking, which have significantly impacted sales. One way to win the market competition is by implementing a marketing strategy. To be able to increase sales, the previously implemented 4P strategy is no longer effective, as it has resulted in a decrease in revenue instead of an increase. Dapur Nona Gelis needs to prepare a new strategy so that sales do not continue to decline. According to Kotler and Keller [16], a company must observe the shift from a growing growth rate to a declining growth rate in order to prepare a new strategy. Therefore, through this research, a redesign of the marketing strategy will be carried out using the marketing mix concept, starting from 4Ps to 11Ps for Dapur Nona Gelis, with the hope of increasing sales. Therefore, the researcher will conduct a study titled "Designing a Marketing Strategy Model to Increase Sales."

## RESEARCH METHOD

This research uses a qualitative approach with a quasi-qualitative (post-positivistic) design and a case study strategy. The researcher explores data through interviews, observations, and documentation to analyze the factors influencing Dapur's marketing strategy. Nona Gelis. The main focus of this research is to design a marketing strategy model using the 11P marketing mix. This aims to increase the sales of the culinary business by understanding the important elements in the marketing mix. The researcher hopes to provide useful recommendations for the development of more effective marketing strategies in the future.

The research location is at Dapur Nona Gelis Surabaya, with a timeframe from February to April 2024, although it could be longer. Primary data sources were obtained through interviews with six informants, consisting of consumers, internal staff, and experts in the field of food and beverage. Secondary data sources included sales reports, consumer reviews, and supporting photos taken during the research period. The selection of informants was carried out using purposive sampling techniques based on criteria relevant to the research topic. This aims to obtain in-depth and high-quality information from various different perspectives.

For data analysis, the researchers follow a process that includes data collection, reduction, presentation, and conclusion drawing. The reduction process aims to select data that is relevant and directly related to the research problem. The selected data will be presented in the form of categories and themes, which will then be analyzed to design a marketing strategy model. Additionally, source triangulation is conducted to validate the data from various perspectives of informants and industry experts. Data quality testing is conducted through an audit with the supervising lecturer to ensure the validity and dependability of the research results obtained.

## RESULTS AND DISCUSSION

### Company Profile

Dapur Nona Gelis is a culinary business in Surabaya that has been established since 2017 and operates in the food and beverage industry. With over five years of experience, Dapur Nona Gelis targets consumers who prioritize convenience in meeting their food needs, especially students and office workers, while remaining open to consumers outside of this target market. The products offered are traditional Indonesian dishes with various presentation options such as tumpeng, boxed rice, contong rice, and rice bowls. The product prices are quite affordable, ranging from Rp 8,000 to Rp 30,000, providing flexibility for consumers to adjust their ordering budget. This facility allows customers to set their own budget according to their needs.

### Reader's Guide

In citing interview results, researchers use a special code to facilitate the search for quotes in the appendix. For example, the code (CO, E57, (3)) has a specific meaning: the first letter (CO) indicates the informant's initials, the second letter (E) refers to appendix E, the number 57 indicates the page where the quote is found, and the number in

parentheses (3) indicates the order of the informant's statement. This coding aims to allow readers to easily trace the source of the quotation according to the relevant appendix. This system also helps researchers maintain consistency and accuracy in presenting interview data. With this guide, readers can understand the context of the quotes more clearly and structurally.

### **Descriptive Analysis of Informant Profiles**

This research involves six informants who were purposively selected based on criteria relevant to the research focus. The informants consisted of three consumers of Dapur Nona Gelis, one competitor's consumer, one internal staff member, and one expert in the field of food and beverage. Interviews were conducted through various methods, such as WhatsApp chat, voice calls, video calls, and face-to-face meetings, lasting between 60 minutes to almost two hours. The interviewed informants ranged in age from 23 to 50 years, in accordance with the market segmentation of Dapur Nona Gelis.

### **Discussion**

In the data analysis process, the researcher uses data reduction methods with verbatim techniques, which involve converting verbal data from audio recordings into text form. The verbatim results are in the form of interview transcripts that can be found in Appendices E to J. This process facilitates the researcher in identifying, categorizing, and analyzing relevant data to support the research.

### **Product**

The researcher analyzed the aspects of Dapur Nona Gelis products through interviews with consumers, competitor AB, and internal staff. This analysis includes the product's usability, unique selling point (USP), product quality, and comparison with competitors.

### **Product Usefulness**

Nona Gelis Kitchen products and competitor AB are generally used for various events such as prayer meetings, meetings, celebrations, campus events, and sharing gifts. Timeless products that can be enjoyed at any time are the main advantage. Various familiar Indonesian menu options make consumers expect delicious taste, attractive presentation, and satisfying portions.

### **Unique Selling Point (USP)**

The uniqueness of Dapur Nona Gelis lies in the flexibility of prices and menu options according to consumer needs. Consumers can adjust their budget and choose the menu according to their event preferences. This advantage becomes a strong differentiator compared to competitors, supporting increased customer satisfaction and market competitiveness.

### **Product Quality**

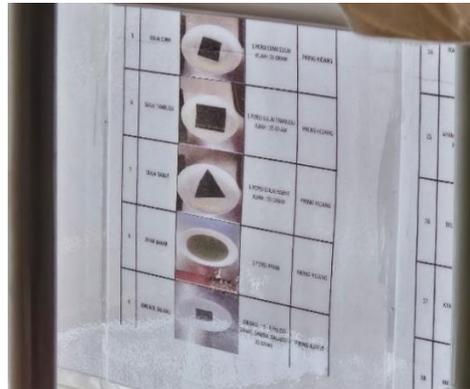
Dapur Nona Gelis maintains product quality by implementing SOPs in the processing and storage of raw materials, resulting in longer food shelf life. However, the absence of standardized recipes and quality control in the production process causes taste inconsistencies when receiving large orders. Competitors have implemented central kitchens and standardized recipes to maintain taste consistency.

## Comparison with Competitors AB

Dapur Nona Gelis needs to improve product quality through the implementation of recipe standards and production process control, as done by competitor AB. Without these standards, Dapur Nona Gelis faces challenges in maintaining flavor consistency when receiving large-scale orders. This quality improvement is crucial to compete more optimally in the culinary industry.

AYAM GORENG BUMBU TOMAT		
Bahan makanan	Berat (gr)	perhatikan:
Daging ayam	4415.4	
saus tomat	3.8	Lumuri ayam dengan air saus tomat, bawang putih yang dibubuk, garam, dan merica bubuk
bawang putih	25.6	Dididihkan 30 menit
garam	19.2	
merica bubuk	3.8	
Minyak	210	Goreng dalam minyak yang sudah dipanaskan di atas api sedang sampai matang sempurna
Minyak	10	
Bawang putih	51.2	panaskan minyak. Tumis bawang putih dan bawang bombay yang sudah di cincang kasar, tambahkan ayam yang sudah dicincang halus sampai harum.
Bawang bombay	145.8	Masukkan tomat yang sudah dicincang kasar. Aduk sampai layu.
saus	3.8	
tomat	1041.7	
Saus tomat	76.9	Tambahkan saus tomat, garam, gula pasir, dan air. Masak sampai kental.
Garam	19.2	
Uda pasar	3.8	Masukkan ayam. Aduk sampai terbalut bumbu dan meresap. Angkat dan sajikan.
air	200 ml	

Untuk 50 porsi



**Figure 2.** Recipe Standards and Quality Control to be Implemented  
Source: Processed Data (2024)

## Price

The researchers conducted interviews with Dapur Nona Gelis customers, AB competitor customers, and internal staff of Dapur Nona Gelis regarding pricing aspects. The interview results revealed several important findings related to price affordability, price-quality alignment, and price competitiveness.

### Affordability

Based on the interview results, the prices offered by Dapur Nona Gelis are more affordable compared to competitor AB. Consumers and internal staff mentioned that the lower prices are the main attraction, especially for the target market in Surabaya. According to AF, selling food at low prices has great potential to attract more customers in the local market.

### Price-Quality Suitability

Affordable prices do not necessarily determine purchasing decisions. Consumers also consider the quality of the product received. AF stated that improving product quality, such as using high-quality ingredients and larger portions, can justify higher prices. Dapur Nona Gelis consumers feel that the price is in line with the quality, although some hope to receive better quality at an affordable price.

### Price Competitiveness

In determining prices, Dapur Nona Gelis must consider competitors' prices to remain competitive in the market. AF emphasized that although the price is higher, product quality can be a differentiator that attracts customers. Based on the analysis, Dapur Nona Gelis has a great opportunity to compete with competitors, especially since

the higher prices of competitor AB are not always matched by significant product advantages.



**Figure 3.** Benchmarking the Prices of Nona Gelis Kitchen Products and Competitor AB  
Source: Processed Data (2024)

### Price Perception

Price perception reflects consumers' assessment of the alignment between the cost sacrifice and the benefits obtained from a product. AF explains that consumers feel satisfied when the price paid is proportional to the quality of the product received. Based on the triangulation results in Table 5.3, consumers of Dapur Nona Gelis and competitor AB believe that the offered price is in line with the benefits and quality of the products received.

### Comparison of Nona Gelis Kitchen with Competitor AB

Dapur Nona Gelis has a price advantage compared to competitor AB. The more affordable prices make Dapur Nona Gelis more competitive in the market, while competitor AB's price tends to be higher and on par with other renowned catering services. This leads consumers to perceive that AB's competitor is less competitive in terms of price, giving Dapur Nona Gelis a great opportunity to attract more customers..

### Promotion

Based on the results of interviews with Dapur Nona Gelis consumers, AB competitor consumers, and Dapur Nona Gelis internal staff, several findings were obtained regarding the promotional strategies implemented by each business.

### Sales Promotion

Sales promotions have become an effective way to introduce products to consumers. From the triangulation results in Table 5.4, consumers became familiar with Dapur Nona Gelis through social media such as WhatsApp and Instagram, recommendations from others, and ongoing promotions like the use of specially designed vehicles. AF emphasized the importance of promotion to increase consumer awareness of the product. Some promotional strategies suggested by consumers include utilizing social media platforms like Instagram and TikTok, distributing brochures, and offering special deals to campus organizations.

## **Advertising**

Advertising plays an important role in shaping perception and positioning of products in the minds of consumers. Attractive visuals on social media can capture attention and increase purchase interest. Competitor AB has utilized visual merchandising through a box truck with a special design, similar to Poenya Nyonya Anina's strategy, which strengthens brand identity with visual details in various elements of the restaurant. Dapur Nona Gelis is currently only focused on content arrangement on social media, which is considered still simple.

## **Public Relation**

Good relationships with customers are an effective promotional strategy. Quick, friendly, and reliable service can encourage consumers to voluntarily recommend the product (word of mouth). AF exemplifies a free shipping strategy with a minimum purchase as a form of service that satisfies customers. Competitor AB also excels in safe and fast delivery service, while Dapur Nona Gelis still relies on broadcasting messages that are less favored by consumers.

## **Comparison of Nona Gelis Kitchen with Competitor AB**

In terms of promotion, competitor AB is superior due to a more varied and engaging promotional strategy. Dapur Nona Gelis is advised not to rely solely on photo content on Instagram, but also to expand their promotional strategies by collaborating with campus organizations, implementing visual merchandising, and enhancing customer relationships through rewards and feedback collection to improve customer satisfaction.

## **Place**

Based on the results of interviews with Dapur Nona Gelis consumers, AB competitor consumers, and Dapur Nona Gelis internal staff, here is an analysis of the location aspect of each business:

### **Location Access**

A strategic business location can increase sales opportunities. AF stated the importance of location analysis before opening a branch, by choosing a place close to schools and residential areas to attract customers. Based on triangulation in Table 5.5, the location of Dapur Nona Gelis, which is far from consumers in various areas of Surabaya, causes high shipping costs. As a solution, Dapur Nona Gelis offers the option of direct pickup at the production house and collaborates with motorcycle couriers for more affordable delivery. However, bulk deliveries still use cars with instant delivery app rates. However, bulk deliveries still use cars with instant delivery app rates.

### **Ease of Obtaining Products**

Products that are easily accessible are more likely to be purchased by consumers. Nyonya Anina's store offers free shipping with a minimum purchase to reach nearby consumers. Competitor AB is more flexible by accepting last-minute orders and providing safe delivery using box trucks at affordable prices. On the other hand, Dapur Nona Gelis only serves orders through a pre-order or special order system, which limits the ease of product access.

## Comparison of Nona Gelis Kitchen with Competitor AB

The locations of Dapur Nona Gelis and competitor AB are both at the edge of Surabaya, but AB excels in safe and affordable delivery services. AB also accommodates last-minute orders, whereas Dapur Nona Gelis is limited to pre-orders. To address the shipping cost constraints, Dapur Nona Gelis plans to have its own delivery fleet to make product distribution more efficient, safe, and affordable.



**Figure 4.** Illustration of the Nona Gelis Kitchen Product Delivery Fleet

Source: Processed Data (2024)

## People

Based on the results of interviews with Dapur Nona Gelis customers, AB competitor customers, and Dapur Nona Gelis internal staff, here is an analysis of the people aspect, which includes service and employee motivation.

### Service

Service becomes an important factor in determining consumer purchasing decisions. AF emphasized that besides consistency, quality service from the staff is the key to the success of the culinary business. All staff must provide uniform service without discriminating against customers. The triangulation results in Table 5.6 show that the service from Dapur Nona Gelis and competitor AB is already good, but it still needs to be developed to support business sustainability.

### Work Motivation

Motivation and work culture greatly influence employee performance. AF implements a "home" work culture that fosters a sense of belonging among employees. Motivation is provided through performance-based salary increases, appreciation, training, gatherings, and open communication. AF also instills eight work values, one of which is integrity, which is continuously reminded in every meeting. This motivational strategy is also implemented by AB's competitor through bonuses, gatherings, and team-building activities such as sports day.

## Comparison of Nona Gelis Kitchen with Competitor AB

Dapur Nona Gelis does not yet have a strong work culture to enhance employee motivation. Although the service is perceived as good by consumers, it tends to be more of a formality, risking high employee turnover. In contrast, competitor AB excels in

creating a positive work motivation. Dapur Nona Gelis needs to build a work culture and provide employee motivation to enhance loyalty and performance.

### **Triangulation of Informant Statements on the Elements of People Marketing Strategy**

Triangulation analysis of informants' statements shows that staff empowerment through motivation and quality service plays an important role in building a positive image and increasing customer satisfaction. Dapur Nona Gelis needs to implement a similar strategy to strengthen its internal team.

### **Process**

Based on interviews with Dapur Nona Gelis customers, AB competitor customers, and Dapur Nona Gelis internal staff, here is an analysis of the service process from ordering to product receipt by the customer.

### **Product Sales Flow**

The product ordering system at Dapur Nona Gelis and competitor AB is already quite accessible to consumers. This convenience is important for consumers with busy schedules because it can save time. Poenya Nyonya Anina (PNA) enhances ordering convenience by launching a website to expedite the ordering process, while still providing a physical menu for elderly consumers.

Dapur Nona Gelis has already provided ease of ordering through phone and instant messaging with quick responses. However, there are shortcomings in the delivery process, such as unsafe deliveries and delays due to inadequate raw material stock. PNA addresses the stock issue by analyzing the menu to accelerate the turnover of raw materials, for example, by offering discounts on products nearing their expiration date. Dapur Nona Gelis has not yet conducted this analysis, resulting in frequent over or under purchasing of raw materials, which causes waste or production delays. Menu analysis needs to be conducted immediately to optimize raw material management and increase sales.

### **Standard Operating Procedure (SOP)**

SOP plays an important role in ensuring that business processes run consistently and optimally, especially in handling complaints. AF from PNA mentioned that complaint handling must go through five stages: listening to the complaint, apologizing, offering a solution, confirming, and taking action. PNA provides green and gold vouchers as a form of compensation, depending on the scale of the complaint. Complaint handling at Dapur Nona Gelis already includes service improvements and food guarantees according to regulations, which keeps consumers loyal. However, Dapur Nona Gelis only has SOPs for complaint handling and raw material processing. If you want to open an offline store, additional SOPs are needed throughout the entire business process to ensure more consistent service.

### **Comparison of Nona Gelis Kitchen with Competitor AB**

Dapur Nona Gelis and competitor AB both offer an easy and quick ordering process. However, Dapur Nona Gelis needs to improve raw material management to avoid delivery delays that could damage the company's image. Dapur Nona Gelis also

needs to add SOPs to all business processes as implemented by competitor AB, so that the service becomes more structured and professional.

### **Physical Evidence**

Based on interviews with Dapur Nona Gelis customers, AB competitor customers, and Dapur Nona Gelis internal staff, here is an analysis of the physical evidence supporting the business service.

### **Production Process Hygiene**

Physical evidence includes everything that can strengthen the image and service of a business in the eyes of consumers. From the triangulation results in Table 5.8, cleanliness and hygiene in food processing become important factors in purchasing decisions. Dapur Nona Gelis, which operates online, utilizes Instagram as a visual portfolio to showcase snippets of a clean and transparent production process. Dapur Nona Gelis also opens opportunities for consumers to visit the production location and interact with the staff, demonstrating openness in maintaining hygiene standards.

On the other hand, competitor AB emphasizes physical evidence through a well-maintained delivery fleet, ensuring products arrive safely, and the use of uniforms by all employees to convey a professional impression. A similar approach is also applied by Poenya Nyonya Anina (PNA) in maintaining the cleanliness and comfort of the dining area, proper dining utensils, and an attractive menu display.

“...PNA employees' uniforms are clean and tidy, the dining area is clean and comfortable, the dining utensils are suitable for use... the menu display is good.” (Appendix J169,(42))

For the culinary business, cleanliness is a key aspect that affects consumer satisfaction and comfort. PNA consistently maintains the cleanliness of the dining area so that customers feel comfortable while enjoying their meals.

### **Comparison of Nona Gelis Kitchen with Competitor AB**

Compared to competitors AB and PNA, Dapur Nona Gelis does not yet have a special uniform for its staff. In fact, uniforms can serve as a business identity while also enhancing the professional impression, especially since Dapur Nona Gelis often interacts directly with consumers at the production house. The use of uniforms will be an added value in the eyes of consumers.

In addition, Dapur Nona Gelis needs to increase the frequency and quality of production process content on social media. This strategy aims to strengthen consumer trust in the quality of the products and the hygienic production process. By maximizing physical evidence, Dapur Nona Gelis can enhance its professional image and business appeal in the eyes of consumers.

### **Packaging**

Based on interviews with Dapur Nona Gelis consumers, AB competitor consumers, and Dapur Nona Gelis internal staff, here is an analysis related to the packaging used in this culinary business.

## Attraction of Packaging

According to Putri et al [25], packaging not only serves as a protector of goods but also as a means of creating an impression of the brand. Based on the triangulation results in Table 5.9, some consumers consider packaging an important factor in choosing a product, but there are also those who prioritize the quality of the contents over the appearance of the packaging, especially for personal consumption. AF, the owner of Poenya Nyonya Anina (PNA), emphasized that although attractive packaging is an added value, what is more important is the quality of the contents and the portion sizes.

“...Attractive packaging is an added value, but I emphasize more on the quality of the contents, the portion sizes... from small details like custom utensils and toothpicks that we design ourselves can also attract consumer attention.” (Appendix J169,(44))

PNA considers additional elements such as customized dining utensils to also be an attraction for consumers. If compared to competitor AB, the packaging used is very diverse, such as serving domes, clay pots, and stacked bamboo containers, which are more unique and attractive.

However, the packaging used by Dapur Nona Gelis is still considered standard, using boxed rice without any specific characteristics. This makes Dapur Nona Gelis's packaging less distinctive compared to competitor AB, which has more varied packaging forms, although they also have not maximized the use of labels or brand identity on their packaging.

## Comparison of Nona Gelis Kitchen and Competitor AB

Dapur Nona Gelis needs to improve the packaging aspect by creating more sturdy and attractive packaging. One step that can be taken is to use custom packaging accompanied by labels or seals as brand identity. This will help create consumer memory of the product and enhance brand equity. Additionally, adding extra elements such as a cutlery set or other more eye-catching ornaments can add value. This will create an exclusive impression and enhance the packaging's appeal in the eyes of consumers. Thus, to strengthen branding and enhance product appeal, Dapur Nona Gelis should upgrade their packaging to better reflect the business identity and increase consumer satisfaction.



**Figure 5.** Illustration of Nona Gelis Kitchen Packaging Using Custom Design  
Source: Processed Data (2024)

## **Promise**

Based on interviews with Dapur Nona Gelis customers, AB competitor customers, and Dapur Nona Gelis internal staff, here is an analysis of the consistency and reliability of the services promised by the business.

## **Reliability**

Based on the triangulation results in Table 5.10, both Dapur Nona Gelis and competitor AB are equally reliable in terms of time. Both successfully provided services as promised, where Dapur Nona Gelis processed and delivered products according to consumer requests, and provided the necessary information accurately. This can build trust and customer loyalty towards their brand.

Putri et al. (2023) mention that the alignment between what is promised and what is received by consumers is an important factor in building customer loyalty. This was also expressed by the owner of Poenya Nyonya Anina (PNA), who strives to maintain consistency between promotions and the reality faced by consumers:

“...We always try to be real, providing what we offer in the photos, not much different from the reality...” We also strive not to disappoint consumers by maintaining consistent operating hours and never taking a day off, except for internal events.” (Appendix J169,(46))

PNA emphasizes the importance of providing sincere, responsive, and informative service to build consumer trust. Similarly, Dapur Nona Gelis has demonstrated that they can be relied upon by delivering products as promised and on time.

## **Comparison of Dapur Nona Gelis with Competitor AB**

From the analysis results, there is an advantage in the promise aspect held by competitor AB. Although both Dapur Nona Gelis and AB operate online, competitor AB is superior because they offer the ability to order food menus that can be processed on the same day without waiting for a pre-order, whereas Dapur Nona Gelis currently still implements pre-orders for most of its products.

To enhance consumer reliability and convenience, Dapur Nona Gelis could consider opening an offline store or at least registering its business on food ordering platforms such as GoFood, GrabFood, and similar applications. This will allow consumers to enjoy Dapur Nona Gelis products without having to wait for the pre-order process, which in turn can strengthen the image of Dapur Nona Gelis as a reliable business that is always ready to serve its customers.

## **Program (Programming)**

Based on interviews with Dapur Nona Gelis consumers, AB competitor consumers, and Dapur Nona Gelis internal staff, here is an analysis of the marketing programs that have been implemented and the programs planned to support business growth.

## **Participating in Event Activities**

Marketing programs related to increasing sales and brand awareness are the focus of this discussion. According to Putri et al. (2023), marketing programs that can support

brand awareness include offering affordable prices, participating in bazaars or exhibitions, and providing good service. Based on the triangulation results in Table 5.11, most consumers and internal staff of Dapur Nona Gelis agreed to participate in events such as bazaars or exhibitions to introduce the products and brand to more people.

However, this is not in line with the experience of competitor AB, who opened an outlet in an office area in West Surabaya but had to close it. AF, a player in the FnB business, stated that participating in bazaars can indeed boost sales, but if not supported by a strong brand, the results can be disappointing. This shows that building a strong brand is something that needs to be considered before participating in a major event. "Our name among consumers must also be well-established." If you join a bazaar without a strong brand, it might not meet expectations. There are many competitors, and without thorough preparation, our business could fall behind." (Attachment J170,(50))

Therefore, it is important for Dapur Nona Gelis to first build a strong image in the minds of consumers, which will later facilitate participation in larger events or bazaars.

### **Discount**

Discount programs are one of the promotions favored by consumers and can be an effective way to enhance product appeal. This is also in line with the theory of Putri et al. (2023), which states that offering more affordable prices can help businesses be easily remembered by consumers. According to the owner of Poenya Nyonya Anina, simple promotions that have a direct impact on price are the most appealing to consumers:

"In my opinion, simple and impactful promotions are more effective." Don't create promotions that make consumers feel burdened; the discounts should be genuinely felt. The free shipping program also greatly helps consumers. (Attachment J166,(28))

Dapur Nona Gelis itself, until now, has not yet implemented a discount or price reduction program, even though the prices offered are already quite affordable compared to competitors. However, based on consumer feedback, a free shipping program could be a good solution to increase transactions. This program will help consumers find it easier to enjoy Dapur Nona Gelis products, especially those located around business areas.

### **Comparison of Nona Gelis Kitchen with Competitor AB**

Neither Dapur Nona Gelis nor competitor AB has implemented a discount program so far. To win the market competition, Dapur Nona Gelis can start with a free shipping program, which can attract more consumers. Additionally, if they are well-prepared in calculating profit margins, Dapur Nona Gelis could consider offering discounts on bulk purchases, which would certainly increase transaction opportunities and enhance consumer loyalty.

By designing relevant programs such as free shipping and discounts, Dapur Nona Gelis can increase its appeal to consumers and effectively boost sales. Here is an example of a program design that will be implemented by Dapur Nona Gelis:

**Free Shipping Program:** Offering free shipping with a minimum purchase or for customers in the vicinity of Dapur Nona Gelis.

**Bulk Purchase Discount:** Offering price reductions for large quantity purchases, which can attract consumers looking to buy in bulk for specific events or activities.

Through this program, Dapur Nona Gelis is expected to increase brand awareness and sales volume.



**Figure 6.** Discount Program  
Source: Processed Data (2024)

## Partnership

Partnerships in the FnB business can help increase brand awareness and sales, whether through influencers, brand collaborations, or social activities and sponsorships. Based on interviews with Dapur Nona Gelis consumers, AB competitor consumers, and Dapur Nona Gelis internal staff, here are the analysis results regarding potential partnerships that can be undertaken.

### Influencer

Collaborating with influencers is a commonly used promotional method in the business world, especially in FnB. From the triangulation results in Table 5.12, some consumers of Dapur Nona Gelis stated that collaboration with influencers can be helpful if the products being sold are trending. However, according to AF, the products sold by Dapur Nona Gelis are homemade foods that do not have unique or viral characteristics, so collaboration with influencers is considered not very impactful on sales increase.

"I almost never collaborate with influencers; if I do, it's usually because of their own initiative." The food I sell is not unique or viral, so collaboration with influencers has not had much impact. (Attachment J171,(52))

The conclusion that can be drawn is that collaboration with influencers to promote food products that are not currently viral or very unique may be less effective. Such collaboration is more relevant for products that are currently being discussed or are viral in society.

### Social Campaign, Collaboration, and Sponsorship

Collaboration with external parties or organizations can introduce the brand and increase brand awareness. AB's competitor has collaborated with major brands such as Maspion Group and Pertamina Group, which has made AB known as a professional catering provider. From AF's statement, collaboration with major brands or other parties with a large market share can positively impact sales.

"We once collaborated with a fitness brand, and it affected sales." "Currently, we are collaborating with a large church in West Surabaya, offering discounts to church members." (Attachment J171,(54))

Additionally, engaging in social activities, such as selling hampers that involve MSMEs, can also positively impact the company's image and attract consumers who care about social issues. Dapur Nona Gelis can adopt this strategy by joining social communities, providing affordable and decent meals for those in need.

Sponsoring events is also a way to increase brand awareness. Dapur Nona Gelis can try to become a sponsor at campus or community events, where they can offer special prices for event participants.

"We provide subsidies for campuses like UC and Ubaya because their market share is large and such events can increase brand awareness." (Attachment J171,(52))

### Comparison of Dapur Nona Gelis with Competitor AB

Dapur Nona Gelis has not yet implemented partnerships in the form of influencers, collaborations, or sponsorships. Meanwhile, competitor AB is already well-known by several major brands such as Maspion Group and Pertamina Group, and has successfully carried out profitable collaborations and sponsorships. Dapur Nona Gelis can take the following steps:

Join social activities by providing affordable and decent food for those in need. This can be done by collaborating with social organizations or communities.

Becoming a sponsor in events, especially at the student or campus scale, to introduce products and increase brand awareness. Dapur Nona Gelis could consider offering special prices at the event.

With this partnership strategy, Dapur Nona Gelis can enhance its positive image in the eyes of consumers, introduce the brand to a wider audience, and drive increased sales.

### Comparison of Strategies Before and After Research

**Table 1.** Comparison of Strategies Before and After Research

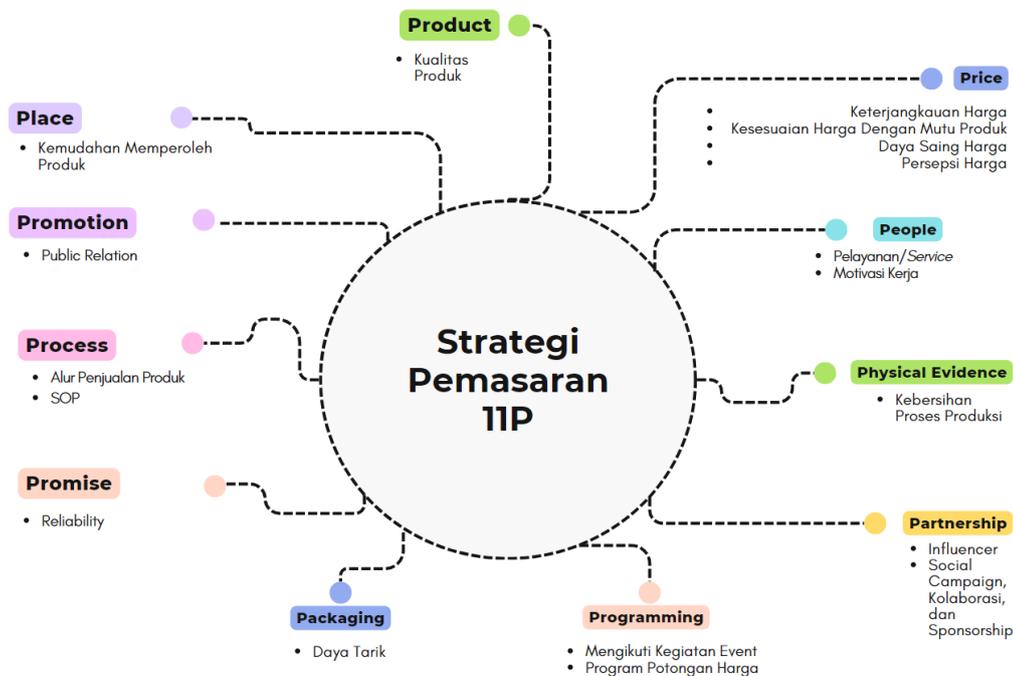
<b>Marketing Mix Elements</b>	<b>Before</b>	<b>After</b>
<b>Product</b>	- Product Usefulness - Unique Selling Point	Product Quality
<b>Price</b>	- Affordability - Price Suitability with Product Quality - Price Competitiveness	- Affordability - Price Suitability with Product Quality - Price Competitiveness

<b>Promotion</b>	- Price Perception - Sales Promotion - Advertising	- Price Perception Public Relation
<b>Place</b>	Location Access	Ease of Obtaining Products
<b>People</b>	No Strategy	- Service - Work Motivation
<b>Process</b>	No Strategy	- Product Sales Flow - SOP
<b>Physical Evidence</b>	No Strategy	Production Process Hygiene
<b>Packaging</b>	No Strategy	Attraction
<b>Promise</b>	No Strategy	Reliability
<b>Programming</b>	No Strategy	- Participating in Event Activities - Discount
<b>Partnership</b>	No Strategy	- Influencer - Social Campaign, Collaboration and Sponsorship

Source: Processed Data (2024)

### 11P Marketing Mix Model

From the discussion 5.3.1 to 5.3.11, the researcher then formed the 11P marketing mix model by categorizing each strategic element, which will be described as follows:



**Figure 7.** Model or Categorization of the 11P Marketing Mix  
Source: Processed Data (2024)

## CONCLUSION

This study examined the application of the 11P marketing mix strategy in increasing sales for Dapur Nona Gelis. **Fundamental findings** reveal that integrating the elements of product, price, promotion, place, people, process, physical evidence, packaging, promise, programming, and partnership is crucial for enhancing marketing effectiveness and sales growth. The research suggests that a comprehensive approach, particularly strengthening promotional strategies and optimizing partnerships, can significantly contribute to business growth. **Implications** of this study highlight the importance of a well-structured marketing mix for long-term success, particularly in the food and beverage sector, and offer practical guidance for businesses looking to refine their marketing approaches. **Limitations** of the study include the focus on a single case and the absence of expert marketing consultants in the analysis, which could have provided additional insights. **Future research** should explore the impact of the 11P strategy across various food and beverage businesses to generalize the findings, expand the informant base by incorporating expert opinions, and provide detailed frameworks for implementation in the industry.

## REFERENCES

- [1] A. Adhandayani, *Modul Metode Penelitian 2 (Kualitatif)*, Universitas Esa Unggul, 2020.
- [2] D. Angelia, "Usaha Kuliner di Indonesia dalam Bingkai Statistik," *Goodstats*, 2022. [Online]. Available: <https://goodstats.id/article/lebih-dari-10000-usaha-kuliner-ada-di-indonesia-bagaimana-statistiknya-OTIU5>. [Accessed: Mar. 22, 2024].
- [3] A. Anggito and J. Setiawan, *Metodologi Penelitian Kualitatif*, Sukabumi: CV. Jejak, 2018.
- [4] S. Assauri, *Manajemen Pemasaran; Dasar, Konsep & Strategi*, Rajawali Pers, Depok, 2019.
- [5] S. Batlajery and M. E. Alfons, "Implementation of Product Model, Price, Place, Promotion in Improving Noken Sales (OAP)," *Int. J. Social Sci. Bus.*, vol. 5, no. 1, pp. 149-154, 2021.
- [6] B. Burhanuddin, "Strategi Pemasaran Makanan Khas Tradisional Di Kecamatan Wotu," *J. Islam. Manag. Bus.*, vol. 1, no. 2, pp. 20-32, Oct. 2018.
- [7] D. Fatihudin and M. A. Firmansyah, *Pemasaran Jasa (Strategi, Mengukur Kepuasan dan Loyalitas Pelanggan)*, 1st ed., Yogyakarta: CV BUDI UTAMA, 2019.
- [8] O. C. Ferrell and M. Hartline, *Marketing Strategy-Text and Cases*, Cengage Learning, 2013.
- [9] M. A. Firmansyah, *Pemasaran (Dasar dan Konsep)*, Pasuruan: Qiara Media, 2019.
- [10] A. Fuadi, "Pengaruh Partnership Terhadap Keunggulan Bersaing Pada Pt. Servitama Internusa," *Jom Feb*, vol. 1, no. 1, pp. 1-15, 2018.
- [11] E. Hendrayani et al., *Manajemen Pemasaran: Dasar Dan Konsep*, CV. Media Sains Indonesia, 2021.

- [12] R. Kawasati, "Teknik Pengumpulan Data Metode Kualitatif," *Sekolah Tinggi Agama Islam Negeri (STAIN) Sorong*, 2019.
- [13] P. Kotler and G. Armstrong, *Prinsip-Prinsip Pemasaran Jilid 1*, B. Sabran, Trans., Jakarta: Penerbit Erlangga, 2008.
- [14] P. Kotler and G. Armstrong, *Prinsip-prinsip Pemasaran*, 12th ed., B. Sabran, Trans., Jakarta: Erlangga, 2014.
- [15] P. Kotler and G. Armstrong, *Prinsip-prinsip Pemasaran*, Jakarta: Erlangga, 2018.
- [16] P. Kotler and K. L. Keller, *Manajemen Pemasaran*, 13th ed., Jakarta: Penerbit Erlangga, 2009.
- [17] P. Kotler and K. L. Keller, *Marketing Management*, 15th ed., Pearson Education, Inc., 2016.
- [18] J. Marcelina and B. T. B. Tantra, "Pengaruh Marketing Mix (7P) Terhadap Keputusan Pembelian Pada Guest House Di Surabaya," *Jurnal Manajemen dan Keuangan*, vol. 5, no. 2, 2017.
- [19] R. Martjiono et al., "Analisa Pengaruh Bauran Pemasaran (7P) Terhadap Keputusan Pembelian di Rumah Makan Kakkk, Ayam Geprek!!!," *Jurnal Hospitality dan Manajemen Jasa*, vol. 4, no. 2, pp. 484-494, 2016.
- [20] N. Muhadjir, *Metodologi Penelitian Kualitatif Pendekatan Positivistik, Rasionalistik, Fenomenologik, dan Realisme Metaphisik Telaah Studi Teks dan Penelitian Agama*, 1998.
- [21] F. D. Mustafa and Heldi, "Visual Merchandise Marketing Communication Camperia Café & Resto Payakumbuh Dengan Konsep Camping Ground," *Jurnal Publikasi Desain Komunikasi Visual*, vol. 1, no. 2, pp. 132-149, Nov. 2023.
- [22] M. Nurhayaty, "Strategi Mix Marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence) 7P Di Pd Rasa Galendo Kabupaten Ciamis," *Jurnal Media Teknologi*, vol. 8, no. 2, pp. 119-127, 2022.
- [23] J. A. Pearce and R. B. Robinson, *Manajemen Strategis: Formulasi, Implementasi, dan Pengendalian*, Jakarta: Salemba Empat, 2013.
- [24] A. W. Puurbohastuti, "Efektivitas Bauran Pemasaran Pada Keputusan Pembelian Konsumen Indomaret," *Jurnal Sains Manajemen*, vol. 7, no. 1, pp. 2443-0064, Jun. 2021.
- [25] N. A. Putri, E. Permana, and M. N. Subhan, "Strategi Pemasaran Bisnis Makanan Tradisional Tiwul sebagai Destinasi Wisata Kuliner di Gunung Kidul Jogja," *Jurnal Pemasaran*, vol. 4, no. 3, pp. 340-356, Jun. 2021.
- [26] T. Y. Putri, T. Anggraini, and R. D. Harahap, "Analisis Implementasi Strategi Bauran Pemasaran (Marketing Mix) 11P Pada UMKM Tenis (Teh Nikmat Sidamanik)," *Jurnal Rumpun Ekonomi Syariah*, vol. 6, no. 1, Jun. 2023.
- [27] S. Rahayu, "Strategi Pemasaran Produk Dalam Meningkatkan Kepuasan Pelanggan," *Jurnal Penelitian Dan Pengkajian Ilmiah Sosial Budaya*, vol. 2, no. 1, pp. 109-113, Jan. 2023.
- [28] U. Rinaldi, "Pengaruh Bauran Pemasaran (7P) terhadap Keputusan Berbelanja di Swalayan," *Jurnal Aplikasi Manajemen*, vol. 7, no. 3, pp. 708-717, 2009.
- [29] Sugiarto, *Metodologi Penelitian Bisnis*, Yogyakarta: Andi, 2017.

- [30] Sugiyono, *Metode Penelitian Manajemen*, Bandung: Alfabeta, 2014.
- [31] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Bandung: Alfabeta, 2016.
- [32] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Bandung: Alfabeta, CV, 2017.
- [33] M. R. I. Taufani, "10 Usaha Paling Moncer di 2023, Ada Makanan dan Minuman," *CNBC Indonesia*, 2024. [Online]. Available: <https://www.cnbcindonesia.com/research/20240205124251-128-511931/10-usaha-paling-moncer-di-2023-ada-makanan-dan-minuman>. [Accessed: Mar. 22, 2024].
- [34] F. Tjiptono, *Strategi Pemasaran*, 3rd ed., Yogyakarta: Andi Offset, 2015.
- [35] A. M. Utami, "Marketing Partnership: Strategi Bisnis Paling Efektif," *Pipeline*, 2024. [Online]. Available: <https://pipeline.co.id/id/blog/marketing/kenali-apa-itu-marketing-partnership-bentuk-dan-contohnya/>. [Accessed: Mar. 27, 2024].
- [36] Wahab, *Ensiklopedia Perdagangan Nasional*, Semarang: ALPRIN, 2019.
- [37] M. C. Widyasari and H. Soesanto, "Restaurant Marketing Strategies in Facing New Habits Post-Covid-19 Pandemic: Revolutionary Entrepreneur Paradigm," *Int. J. Econ., Bus. Account.*, vol. 5, no. 2, pp. 238-244, Jun. 2021.
- [38] H. Wilinny et al., "Analisis Komunikasi di PT. Asuransi Buana Independent Medan," *Jurnal Ilmiah Simantek*, vol. 3, no. 1, pp. 1-6, Feb. 2019.
- [39] P. Widarti, "Industri Kafe & Restoran Jatim Diyakini Tumbuh 30 Persen," *Bisnis Surabaya*, 2022. [Online]. Available: <https://surabaya.bisnis.com/read/20220827/532/1571085/industri-kafe-restoran-jatim-diyakini-tumbuh-30-persen>. [Accessed: Mar. 22, 2024].
- [40] D. P. Zebua, N. E. Gea, and R. Mendrofa, "Analisis Strategi Pemasaran Dalam Meningkatkan Penjualan Produk di CV. Bintang Keramik Gunungsitoli," *Jurnal EMBA*, vol. 10, no. 4, pp. 1299-1307, Oct. 2022.

---

\* **Lovely Hilary Limawan (Corresponding Author)**

Master of Management, Ciputra University Surabaya, Indonesia

Email: [lovelyhilary63@gmail.com](mailto:lovelyhilary63@gmail.com)

**Wirawan ED Radianto**

Master of Management, Ciputra University Surabaya, Indonesia

Email: [wirawan@ciputra.ac.id](mailto:wirawan@ciputra.ac.id)

---