

Designing a Marketing Mix Strategy Model to Increase Sales of Pitmey Sweet Products

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ABSTRACT

Objective: This study aims to design a marketing mix strategy model to enhance sales performance at Pitmey Sweet, a food and beverage business specializing in pastries and bread in Surabaya. **Method:** The research employs a qualitative method with a case study approach. Data were collected through documentation, observation, and purposive sampling interviews. The analysis utilizes the 11P marketing mix framework, encompassing product, price, place, promotion, people, physical evidence, process, packaging, programming, partnerships, and promises. **Results:** The findings indicate that the application of the 11P marketing mix strategy effectively identifies key marketing tools that contribute to increased sales at Pitmey Sweet. Each component of the 11P framework plays a significant role in strengthening the company's market position and improving consumer satisfaction. **Novelty:** This study offers a comprehensive integration of the 11P marketing mix model in the context of the pastry and bread industry, providing a strategic reference for similar businesses aiming to enhance sales through innovative and consumer-centric marketing approaches.

INTRODUCTION

Currently, the food and beverage industry is growing very rapidly, with a variety of trends that the public, especially young people, naturally follow to stay trendy and up-to-date. The development of new products in Indonesia is also increasing because many companies are innovating to create what consumers need. The goal of achieving customer satisfaction is that a product and service must have its own distinctive characteristics so that it can meet the desires and needs of consumers [8]. A successful offer is one that provides customer satisfaction and a valuable product [4]. The products chosen by consumers are those that are the best in terms of product, price, and quality, so consumers will be selective in determining the product that meets their needs or desires. In this case, it will result in increasingly fierce competition in the food and beverage business. As we can see daily in the competition between two coffee shops, the sales of these two businesses appear to be very strong. However, both businesses have their respective weaknesses, which can become points of attack for other products that want to surpass them. Therefore, we can realize that a marketing strategy is very important for companies to implement in order to maintain their products in the market. In facing competition in the same industry, a good strategy is needed to run the business and be competitive.

Strategy is a plan that will be developed focusing on long-term goals to improve the quality of the company. Strategy plays an important role in a business [28]. Marketing is a core activity in the ongoing business efforts to sustain the company so that it can continue to grow [37]. Marketing strategy is the concept of how goals and objectives lead to marketing efforts within the company, especially in the always tight competition [2]. Winning the competition and even surviving well is achieved by implementing the right marketing strategy [27]. Marketing strategy is a long-term plan used by marketers to win their market and gain a competitive edge. One of the factors that influence the increase in sales within a company in marketing strategy is the marketing mix. The marketing mix has four interrelated elements, each of which influences the others, including product, place, price, and promotion [26].

The annual growth in the food and beverage industry sector has shown positive growth performance. Figure 1 shows the data on the growth of the food and beverage industry from 2011 to 2023.



Figure 1. Trend Data on the Growth of the Food and Beverage Industry, 2011-2023
Source: Industrial Research Data (2023)

It can be seen in Figure 1 that the food and beverage industry experienced a decline in 2019 - 2020 due to COVID-19, and after the post-COVID-19 period subsided, the growth of the food and beverage industry increased in 2019 - 2023. This shows that business competition in this industry is increasing. In every industry, there are certainly different marketing methods or strategies to maximize sales. Based on observations of that background, it will impact the Pitmey Sweet business. Pitmey Sweet is a start-up business in the micro-enterprise category operating in the pastry and bakery field since 2019. Pitmey Sweet has a variety of products ranging from fresh cakes, desserts, to various types of bread or home bakery items. The flagship products of Pitmey Sweet are Milk Bun, Mille Crepes, and Tiramisu. The location of this business is in Wiyung Surabaya, and around the Pitmey Sweet location, there are no other sellers offering similar products like Pitmey Sweet's flagship products. This can be seen in the image below, which shows businesses selling pastries and bakery items.

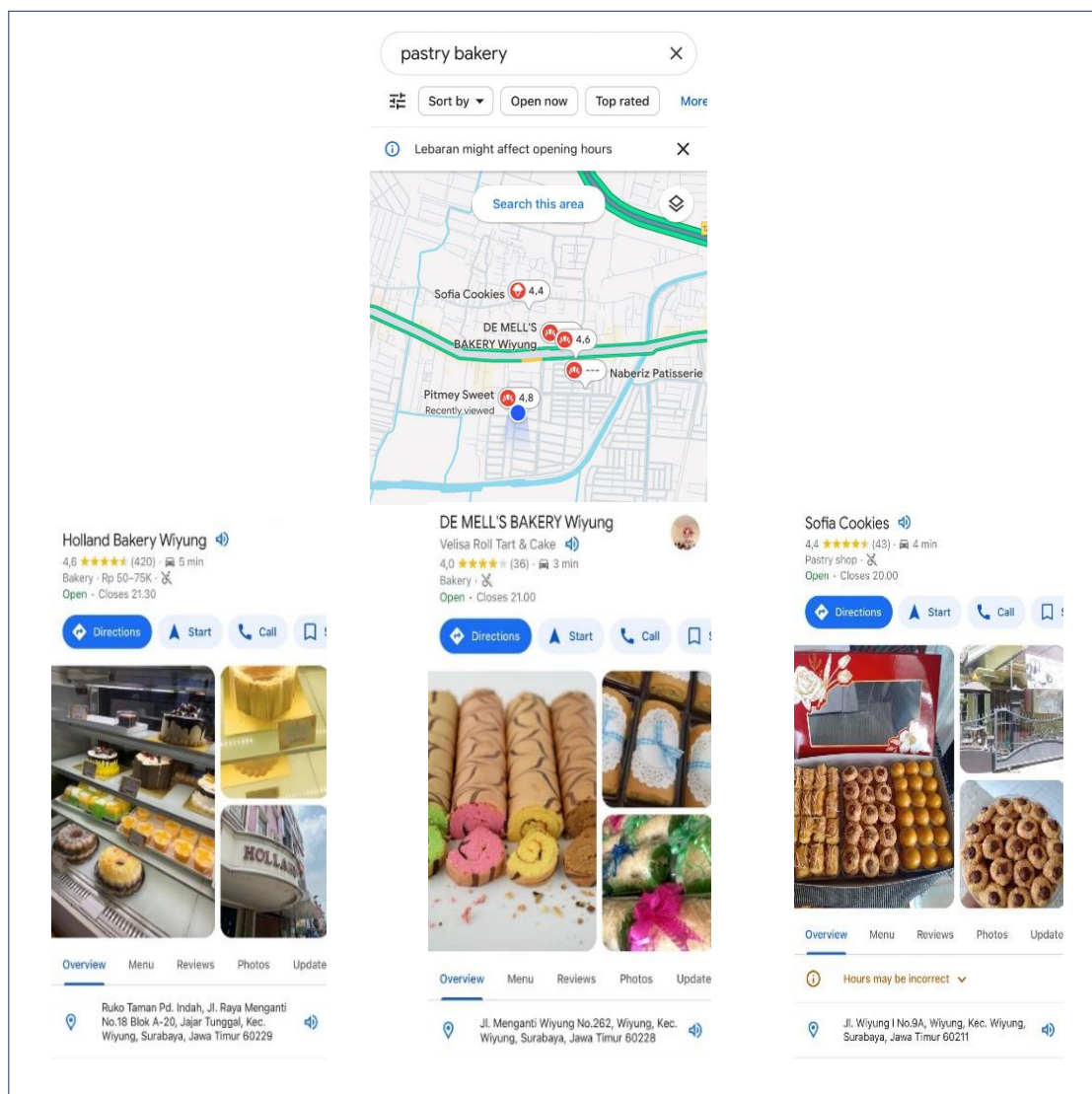





Figure 2. Location of Pitmey Sweet and Competitors
 Source: Processed Data (2024)

In Figure 2, it can be seen that there are competitors selling bakery pastry products. This pastry bakery business has its own unique products offered, such as Holland Bakery Wiyung which focuses on bread, pudding, cakes, and cookies, then De Mell’s Wiyung competitor, which has a product advantage in sponge cakes, and Sofie Cookies which offers a product advantage in dry cookies. Therefore, among the many competitors selling pastry bakery products, Pitmey Sweet will be the subject of this research because it has home pastry bakery products that will be developed to increase sales and potentially open an offline store in the future.

During its operation since 2019, Pitmey Sweet has been covered by the media, as shown in the following table:

Table 1. Mass Media Coverage of Pitmey Sweet

	<p>In 2020, Pitmey Sweet was featured in the media by Tribun Jatim, where during the month of Ramadan, Pitmey Sweet introduced a healthy Lebaran cookie product called Crunchy Oatmeal Cookies..</p>
	<p>In 2020, it was covered by the media, specifically Jawa Pos, which featured a collaboration by Pitmey Sweet in creating unique eco-friendly hampers for Eid.</p>
	<p>In 2024, Pitmey Sweet was covered by the media, specifically Jawa Pos. This coverage discusses that there is no need to buy "milk bun" products from abroad, as they can be made with easily available ingredients. The article also provides tips and tricks on how to make milk buns.</p>

Source: Processed Data (2024)

During its operation in the food sector, Pitmey Sweet has engaged in marketing activities as shown in the following table:

Table 2. Marketing Activity Data for Pitmey Sweet from 2019 - 2023

Promotion	Activity	Evaluation
<i>Personal Selling</i>	Conducting sales using a Pre-Order system and personally offering to friends, relatives, and close acquaintances.	Still not effective, because those people do not repeatedly buy Pitmey Sweet products.

Promotion	Activity	Evaluation
Bazaar	Participating in the bazaar in the complex	- Many are just getting to know Pitmey Sweet products and repurchasing (at the bazaar) - The number of visitors is small
Advertisement	Advertising on Social Media	- Still not effective, because the ads on Instagram do not reach the audience. - The public is not interested because of the pre-order system.

Source: Internal data from Pitmey Sweet (2023)

It can be seen from the table above that Pitmey Sweet has engaged in marketing activities but is still less effective in personal selling and social media advertising. According to [17], one of the causes of the decline in sales effectiveness in terms of personal selling is the lack of product mastery, failure to confirm the existence of sales promotions, and not knowing the advantages of their product compared to other competitors. We can see in the table above that consumers do not purchase the product during personal selling activities because they do not make repeat purchases, thus Pitmey Sweet is unable to increase sales. The sales data of Pitmey Sweet for the year 2023 can be seen in the image below:

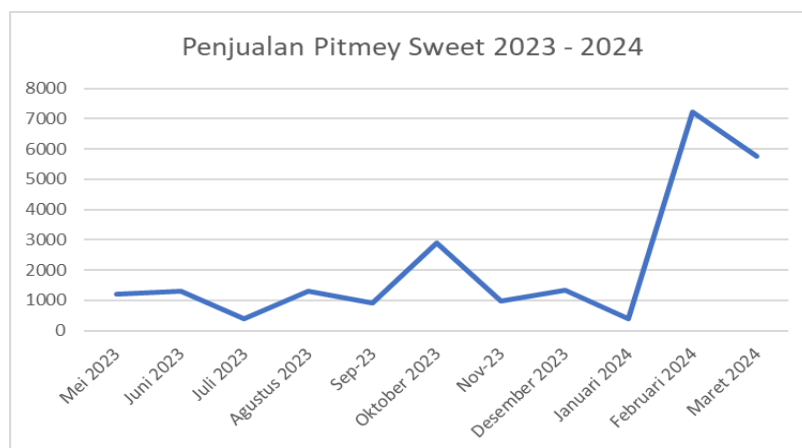


Figure 3. Pitmey Sweet Sales Data 2023-2024
Source: Processed Data (2024)

In 2023, Pitmey Sweet reopened its store with a new look, offering a wider variety of products and featuring a central kitchen. In April, Pitmey Sweet resumed operations by offering new products to consumers using an open pre-order system and marketing them through Instagram ads. In July 2023, sales data showed a decline because Pitmey Sweet was inconsistent in promotions. Then, in August 2023, Pitmey Sweet tried participating in a local independence bazaar, which increased sales and attracted many consumers to their products.

In September 2023, sales with the pre-order system resumed. To boost sales, in October 2023, Pitmey Sweet participated in a three-day bazaar across all districts, which attracted many consumers due to the availability and appeal of their products, leading to increased sales. However, in November 2023, sales declined again because the products were only sold online. In December 2023, there was a slight increase in sales when Pitmey Sweet launched Christmas hampers, but due to insufficient marketing, sales were not maximized.

In January 2024, Pitmey Sweet had less product innovation, leading to a decline in sales. Then, in February and March 2024, Pitmey Sweet sold a trending product, the milk bun, which attracted many customers and sold quickly, not only because of the trend but also due to its taste and quality, which many consumers liked. It can be concluded from the sales data of Pitmey Sweet 2023 - 2024 that sales do not experience an increase if they continue to use the pre-order system. This pre-order system has several weaknesses, including requiring a relatively long time and a significant risk for buyers because in this pre-order system, buyers pay a deposit in advance. For example, the problem arises if the item purchased with an upfront payment does not arrive. Using the pre-order system also means that consumers cannot see the product directly and it is less appealing if it is only advertised on social media. If this is not immediately developed in the marketing strategy, it will have a negative impact on the company in both the short and long term.

Furthermore, Pitmey Sweet currently still has products that prioritize trends, but not all consumers can accept them; in fact, consumers are looking for products that can be consumed daily. In this case, it can be seen from the survey results conducted by the researcher among Pitmey Sweet consumers.

Table 3. Pitmey Sweet Consumer Survey Data

Responden	Age	Work	Explanation
Mrs. Nisa	54	Housewife	Pitmey Sweet should sell products that can be consumed daily by the elderly, such as white bread or whole wheat bread.

Responden	Age	Work	Explanation
Devi	22	Private	If I prefer a lot of product variations so I don't get bored, and the products are always ready, not just the tiramisu but other products should be available too.
Johan	29	Entrepreneur	Prefer products that are practical to consume and can be taken to work, like bread or sandwiches, because cake is difficult to consume while traveling.

Source: Internal Data Pitmey Sweet (2023)

Based on the survey results table above, it is known that consumers prefer products that can be consumed daily, are always available, and are practical. Thus, one of the efforts that will be undertaken is to provide a more varied product quality. If a company has products that are attractive and meet the desires or needs of consumers, it will be able to increase the sales of a product.

Currently, Pitmey Sweet has a marketing strategy (marketing mix), and the following are the marketing mix data for Pitmey Sweet

Table 4. Pitmey Sweet Marketing Mix Data

Variable	Indicator	Result
<i>Product</i>	<ul style="list-style-type: none"> • The products offered are made from high-quality and varied materials. • The production process is hygienic. • The products offered can be customized, such as cakes, or made according to customer requests. 	The products sold by Pitmey Sweet have quite good taste quality, and during the production process, they also adhere to kitchen cleanliness standards. The customizable product is the birthday cake, where customers can request what kind of custom cake they want.
<i>Price</i>	<ul style="list-style-type: none"> • The price is affordable for all consumer groups. • The price matches the product received. 	Pitmey Sweet has relatively affordable prices that match the quality of the products, such as bread or dessert products ranging from Rp 10,000 to

Variable	Indicator	Result
	<ul style="list-style-type: none"> The price can compete with other competitors. 	Rp 85,000, and for fresh cake products from Rp 200,000 to Rp 350,000.
<i>Place</i>	<ul style="list-style-type: none"> The presence of strategically located sales outlets makes it easy for consumers to obtain the desired products and access those locations. 	The central kitchen and pick-up online store Pitmey Sweet are located in Taman Pondok Indah Wiyung. This location can be considered quite strategic as it falls within the West Surabaya area, but it is relatively far from the North and East Surabaya areas.

Source: Processed Data (2024)

Table 4. Pitmey Sweet Marketing Mix Data (Continuation)

Variable	Indicator	Result
<i>Promotion</i>	<ul style="list-style-type: none"> Advertising on social media Offering free shipping for bulk orders, this is a strategy to attract consumers. 	The promotion conducted by Pitmey Sweet is through Instagram Ads with open pre-orders for the product, but this promotion is not effective as can be seen in Table 1.2, which concludes that consumers prefer products that are always available. With the presence of bulk order requests, Pitmey Sweet offers a promotion in the form of free shipping throughout Surabaya.

Source: Processed Data (2024)

Related to the indicators and results within the marketing strategy (marketing mix), this also requires a thorough understanding of the marketing strategy.

Regarding the indicators and results within the marketing strategy (marketing mix), this also requires a thorough understanding of the marketing strategy. In light of the issues outlined above, Pitmey Sweet will evaluate the marketing strategies that have been implemented, including product, price, place, and promotion, then improve and develop them by designing a marketing mix strategy model into 11 Ps. The objective of

this research is to increase sales, attract more consumers, reach a wider audience, and enhance creativity in product innovation at Pitmey Sweet.

Based on the background of the problem above, the researcher will conduct a study titled "Designing a Marketing Mix Strategy Model to Increase Product Sales at Pitmey Sweet."

RESEARCH METHOD

This research uses a qualitative method with a quasi-qualitative design (post-positivistic) supported by theory or literature review to maintain the focus of the study. The strategy used is a case study with an analysis unit of the 11P marketing mix, which includes product, price, place, promotion, people, process, physical evidence, packaging, promise, partnership, and programming. Data were obtained through documentation, observation, and interviews with informants selected through purposive sampling, including consumers, competitor consumers, internal staff, food development experts, and marketing experts. This research was conducted at Pitmey Sweet, Surabaya, for one semester to obtain in-depth data. The research location focused on Taman Pondok Indah RX-15 Wiyung, Surabaya, which serves as the production and sales center of Pitmey Sweet. This method allows for a comprehensive analysis of the company's marketing strategy.

The validity of the data is maintained through four techniques: credibility, transferability, dependability, and confirmability. The credibility test is conducted through source triangulation from consumers, competitors, internal staff, and experts to ensure data validity. Transferability is maintained through detailed and systematic reports to make them easy to understand and apply in other studies. Dependability is ensured through periodic audits via consultations with the supervising lecturer to avoid analysis errors. Confirmability is achieved by auditing the research process to ensure that the findings align with the obtained data. These four techniques ensure the integrity and objectivity of the research results.

The data analysis process includes four stages: collection, reduction, presentation, and conclusion drawing. The collected data is grouped according to the research topic and reduced to identify important information. Data presentation is carried out through interview interpretation, categorization, and themes summarized in memos as the basis for the 11P marketing strategy. The researcher uses codes to facilitate data understanding. The conclusion is drawn based on the analysis that has been interpreted and validated with the informants to avoid misinterpretation. This process ensures that the research results focus on the core issues and provide relevant recommendations.

RESULTS AND DISCUSSION

Data Collection for Marketing Mix Analysis 11 P

In this analysis, the model regarding the 11P marketing mix will be explained based on the data collection process, interviews, and observations conducted by the researcher during April and May 2024. Based on interviews with 3 (three) consumers

from Pitmey Sweet, 2 (two) competitor consumers from Cafe M, 1 (one) internal from Pitmey Sweet, and 2 (two) experts in the fields of marketing and food and beverage, the researcher can analyze the 11P marketing mix, which includes:

Product

Category: Product quality enhances consumer value

Based on the interviews with the three informants who are consumers of Pitmey Sweet, the quality of Pitmey Sweet's products is quite good, with a delicious taste that matches the price. This is supported by the statement from informant VD, who, as an internal staff member of Pitmey Sweet, provides products to consumers according to the recipe standards and conducts quality control to ensure consistency in taste, color, and texture. According to the results of interviews with competitor consumers, good quality, taste, attractive appearance, and a variety of menus can increase consumer appeal. In this case, it is also supported by the statements of marketing expert PD and food development expert PS, as follows:

"Well, when we test food products, there is an organoleptic test, right?... but in terms of texture, if it feels soft..." (PD-PM, K11)

"Okay, this is tiramisu, for the tiramisu, the aroma is okay, then the density is okay, the tiramisu has ladyfingers, okay..." (PS-PFNB, L17)

Based on the statements from the informants above regarding the product quality category, where according to informant PD, product quality can be seen from the organoleptic test which is assessed in terms of taste, aroma, color, and texture. According to informants PD and PS, the quality of Pitmey Sweet's tiramisu has a soft texture, a good tiramisu aroma, and the product density is also good.

Category: Products offered compared to competitors

Based on interviews with Pitmey Sweet consumers, Pitmey Sweet products are superior to competitors, as Pitmey Sweet offers products that are always fresh baked, not too sweet, softer, and have an affordable price. In this case, it is also supported by informant VD-IN that Pitmey Sweet has prices that match the quality of the products offered, where Pitmey Sweet also uses premium ingredients to enhance consumer appeal. According to the results of the consumer informant interview, it turns out that competitors prefer Cafe M's products because of their worth-it price, but in terms of taste, DN's consumers still find it lacking compared to its tiramisu product. This was stated by the expert as follows:

".....the sweetness is not too sweet, and it doesn't cause a feeling of nausea even if eaten in large quantities, that's what I mean. There was a time when other products were too sweet, so you get full quickly, just a little and you're full. But for this product, it would be better if it had additional ingredients and calorie content..." (PD-PM,K25)

"I've never bought it, I just made it myself using a recipe I used in a hotel before, which is not halal, just for the market. If the market is looking for the product you made, then that's good. But in the hotel, there were many experts, so they had to use non-halal liquor, that's it." (PS-PFNB,L21)

From the data presentation above, according to informant PD-PM, the Pitmey Sweet tiramisu product compared to other products in terms of taste is not too sweet, does not cause nausea if eaten in large quantities, but according to informant PD-PM, it would be better if the product had additional ingredients and calorie content. Informant PS-PFNB also mentioned that the market segment for Pitmey Sweet with the offered product, which is halal tiramisu or does not use non-halal liquor products, is already good according to the targeted market.

Category: Function and important information on product packaging

Based on the interview results with the informants, it was found that several informants stated that the packaging of the milk bun product from Pitmey Sweet is food grade, safe for children, and includes information on consumption and storage methods. According to the competitor's consumer informant, the packaging on the M café product's plastic bag should be replaced with recycled plastic to reduce plastic waste, but the packaging of other products is already quite good and environmentally friendly, although there is a lack of information about the product. This is supported by expert statements as follows:

"....well, this is indeed lacking, it lacks ingredients, and the nutritional value and calorie content are not specified...." (PD-PM,K31)

"....it should be adjusted to the target market, can a normal person read this? Because I find it difficult since the text is very small...." (PD-PM,K33)

"hmm, you have written there that it should be stored in a chiller, which is correct, and there is an expiration date, which is okay, but if you want to perfect it, you should add the composition...." (PS-PFNB,L23)

According to the informants' data above, they state that the packaging of a good product should include composition, nutritional value, or calorie content. Furthermore, according to informant PD-PM, the Pitmey Sweet packaging label is still not very visible because the text size on the label is too small, making it unreadable for older people. In this case, it differs from PS-PFNB's statement where the writing on the packaging about storage information is already visible, then there is the expiration date, but if you want to perfect it, you can add the composition.

Category: Branded products or branding will achieve a level of success in identifying the goods offered by consumers.

In this category, there are interview results from Pitmey Sweet consumer informants who state that Pitmey Sweet has a logo that corresponds to its dessert products. Pitmey also has an attractive, eye-catching brand that is easy to remember if consumers want a sweet product. However, according to informant DH, the logo on Pitmey Sweet could be enhanced with ornaments to make it unique. According to informant VD as an internal staff, Pitmey Sweet has provided logo stickers and information on the offered products so that consumers can easily remember when they see the logo on each offered product. This is in line with the opinion of the competitor informant, where according to competitor AR, the logo of café M is very easy to remember when wanting to buy a tiramisu product. This was stated as follows:

"Yeah, I immediately remember if it's at M, I immediately think of the tiramisu, because the shape of the M is almost like the cream on top of the tiramisu, so that's how I remember it." (AR,I33)

According to the statement of informant AR, the M shape in the M café logo can evoke the superior product, which is tiramisu, with the visual of its cream shaped like an M. This was stated by the expert informant as follows:

"Well, this is specifically for bread, right? All bread, there are no other products, so why not add some interesting words here, like Pitmey Sweet, oh this is freshly baked, okay then" (PD-PM,K37)

"Of course, the brand is easy to remember, so the spelling is not difficult, if it's difficult, you won't remember it, so it greatly affects the brand" (PS-PFNB,L55)

Based on the interview results with expert informant PD-PM, he stated that the brand Pitmey Sweet is already quite good with the presence of the slogan on the brand, which is "freshly baked," where Pitmey Sweet has products that are always freshly baked. Then, according to informant PS-PFNB, the spelling of the Pitmey Sweet brand is easy to remember. According to informant PS-PFNB, if a brand has difficult spelling to pronounce, it will affect the brand.

In the aspect of products, according to Kotler and Armstrong (2012), a product is an item produced to meet consumer needs. Several characteristics that complement a product include product quality, product features, product design, and brand on the product. Pitmey Sweet has provided products that meet the given product quality standards, where Pitmey Sweet implements the company's vision and mission, which is the vision "To become an outstanding cake or dessert company with the quality and taste it possesses."

1. Pitmey Sweet's mission includes:
2. Continuously developing pastry/bakery products
3. Using high-quality ingredients to create superior products for consumers
4. Maintaining quality and continuously innovating

The following is a comparison of several products offered by Pitmey Sweet and Kafe M:



Strawberry Shortcake Mille Crepes Poured Tiramisu Original dan Matcha



Milk Butter Bun

Figure 4. Pitmey Sweet's Superior Product

Source: Data processed (2024)

Based on the interview results from all the informants above, it can be concluded that based on the product quality category, it can enhance consumer value. It turns out that to test the product's feasibility in order to produce good quality and meet consumer needs, it must be organoleptically tested for taste, aroma, texture, and color. Good product quality should also be considered in terms of attractive appearance and a diverse menu to enhance consumer appeal. Then, based on the product categories offered compared to competing products, it can be concluded that consumers prefer products with affordable prices and the best quality, especially in terms of taste. The target market is also important in determining the quality of a product that will be offered to consumers.

Next, in the category of function and important information on product packaging, it can be seen from the analysis above that consumers prefer food-grade, eco-friendly products that provide information on how to consume and store the product. This aims to make consumers feel satisfied with the chosen product. Expert informants also stated that important information on product packaging would be better if it included composition and nutritional value so that consumers understand the contents of the product they will enjoy. Then, in the category of product branding, it will achieve a level of success in identifying the goods offered to consumers, as seen from the data above, where consumers prefer brands that are easy to remember and attractive in terms of naming, images, and colors. It is also better if there are ornaments on the brand. Some experts also say that slogans are important in a brand so that the brand has a distinctive feature of the product offered. Other experts also say that it is very influential if a brand has difficult spelling; it is hoped that the brand will be easy to read so that consumers can remember the offered product.

Price

Category: Price-Quality Suitability

Based on interview data, Pitmey Sweet consumers believe the product price aligns with its quality. Consumers appreciate the excellent taste and texture, justified by the use of premium ingredients. Internal staff confirm that the pricing reflects the product standards. Competitor consumers also noted that Café M offers affordable prices that match product quality. An expert stated that pricing strategies must align with business goals, whether for sales growth, market share, or profit, and should adopt appropriate methods such as cost-plus pricing, competitor-based pricing, or modern approaches like "pay what you want."

Category: Price Affordability Based on Consumer Purchasing Power

Consumers find Pitmey Sweet's prices affordable and worth the quality. Although some competitors offer cheaper products, their quality isn't guaranteed. Experts suggest pricing must consider product composition and consumer behavior. Consumers are willing to pay more for consistent quality and accurate product presentation.

Category: Price Competitiveness

Pitmey Sweet's pricing is competitive and comparable to other brands. Some consumers even find it more affordable than competitors, who charge more due to brand reputation. Pitmey Sweet emphasizes taste and quality in pricing, aligning with consumer expectations.



Figure 5. Pitmey Sweet Menu
Source: Processed Data (2024)

Therefore, based on the interview results with those informants regarding the price strategy analysis conducted by Pitmey Sweet, out of the four price-related indicators according to Kotler and Armstrong, only three are implemented by Pitmey Sweet, namely the alignment of price with quality, the alignment of price with benefits, and price competitiveness. Then, based on the price affordability indicator, Cafe M is more affordable. As for the statements from the informants as supporting evidence, according to informant PD, the pricing strategy can be determined by its objectives and methods. Additionally, informant PS stated that the price of Pitmey Sweet's tiramisu product is in line with its market share.

Place

Easily Accessible Location

Pitmey Sweet's location in West Surabaya is considered easily accessible by its consumers, especially because it is close to residential areas. This accessibility encourages customers to choose Pitmey Sweet products due to the convenience of reaching the store. Internal staff also confirmed that the store is located on a wide road, making it easier for customers to visit. In contrast, Café M has a less accessible location as it is situated in a narrow alley, making it difficult for customers to reach. A marketing expert emphasized the importance of strengthening Pitmey Sweet's online presence to improve customer reach beyond physical accessibility.

Clear Visibility from Normal Viewing Distance

Some consumers perceive Pitmey Sweet's location as strategic because it is in a residential area near central Surabaya. However, other consumers feel it is less strategic because it is inside a housing complex, causing confusion for customers and delivery couriers. Café M faces similar challenges due to a lack of clear signage and difficult access. An expert in food and beverage marketing pointed out that in today's digital era, physical visibility is less critical than online visibility. Businesses can attract more customers by leveraging online platforms and maintaining product quality, even in less visible locations.

Spacious and Comfortable Parking

Pitmey Sweet provides a spacious parking area, accommodating up to four cars and ten motorcycles. This facility makes it easier for customers to pick up orders, especially those using personal vehicles. Internal staff confirmed that the ample parking space contributes to customer convenience. In contrast, Café M lacks sufficient parking space, causing difficulties for customers when parking their vehicles. The availability of adequate parking space at Pitmey Sweet enhances customer satisfaction and influences purchasing decisions.

Supportive Environment

Pitmey Sweet's location within a quiet and clean residential area creates a comfortable and safe environment for customers. This peaceful setting allows customers to enjoy their visit without noise or disturbances from traffic. Internal staff also noted that being away from the main road adds to the comfort and safety of customers. On the other hand, Café M is located too close to residential houses and a place of worship, which can cause discomfort for both customers and local residents. A supportive environment like Pitmey Sweet's contributes to a more enjoyable customer experience and encourages repeat visits.

Strategic Online Presence

Although Pitmey Sweet has a physically accessible and comfortable location, its online presence still needs improvement. A marketing expert highlighted that appearing prominently on search engines and social media is crucial for reaching a wider market. Currently, Pitmey Sweet's online visibility is limited to platforms like GoFood and Instagram, with its product keywords like "tiramisu" not yet ranking well. Enhancing

digital marketing strategies and defining a clear selling point can significantly increase online reach. A strong online presence will help Pitmey Sweet attract more customers and compete more effectively in the market.

Promotion

Promotion as a Communication Tool in Delivering Products

Pitmey Sweet's promotion strategy currently relies on Instagram and word-of-mouth from friends or family. They also utilize WhatsApp to share information about best-selling menus, Instagram stories to introduce new products, and offer bundled meal packages. However, marketing experts suggest that promotions should include a "best product" logo and a "new product" label to be more communicative and engaging. Adding product videos instead of only showcasing the production process is also recommended to enhance promotional effectiveness. A more visual and informative promotion approach can significantly attract consumer interest.

In comparison, competitors like Café M also rely on social media and word-of-mouth for product introduction. However, experts believe that providing purchase suggestions, such as highlighting best sellers and new products, could simplify customer decisions. Including video content showcasing finished products rather than just the making process could improve customer engagement. This strategy allows customers to better understand product quality and encourages them to make purchases. Therefore, enhancing visual communication and interactive content can help Pitmey Sweet attract and retain more customers.

Promotion as a Form of Communication to Convince Potential Customers

Pitmey Sweet's promotion has been considered clear by several customers due to their effective use of social media and attractive offers like bundling packages and flat shipping rates. One customer noted that Pitmey Sweet stood out on social media when searching for desired products. This is supported by internal staff who confirmed that they offer best-selling menus, bundling deals, flat shipping across Surabaya, and free delivery for purchases above IDR 500,000. However, another customer felt that the promotions lacked reach and suggested expanding marketing efforts to better communicate product offers. This gap indicates a need for broader and more diverse promotional channels to reach more potential customers.

In contrast, competitors like Café M frequently update their product information daily, although some customers find their presentation lacking. Marketing experts recommend using the AIDA (Attention, Interest, Desire, Action) model in promotional communication to effectively drive purchases. They also suggest including recommendations for health-conscious customers, like diet-friendly products, to broaden appeal. Testimonials and persuasive language could further strengthen customer trust and influence buying decisions. These strategies can enhance Pitmey Sweet's ability to convince and convert potential customers.

Sales Promotion

Pitmey Sweet successfully attracts customers through discounts, baking classes, and bundled package deals. One customer suggested adding special promotions on

matching dates (e.g., 2.2 or 11.11 sales) to further drive purchases. Similarly, Café M effectively engages customers with bundled meal deals. However, marketing experts observed that Pitmey Sweet's Instagram promotions focus too much on visuals without informative content. They recommended adding co-creation or co-product features to involve customers in product development, which can increase customer satisfaction.

By inviting customer feedback on new products, Pitmey Sweet can create a more personalized experience and strengthen brand loyalty. Interactive promotions that engage customers directly can boost interest and sales. Additionally, enhancing product explanations alongside attractive visuals can make promotions more compelling. Competitor insights also show that offering consistent and clear sales promotions can significantly impact customer decisions. Therefore, integrating customer involvement in promotions can differentiate Pitmey Sweet from competitors.

Personal Selling

Customers find Pitmey Sweet's product explanations clear, with visible pricing that makes purchasing decisions easier. The behind-the-scenes baking content shared on social media also captivates customer interest. Internally, Pitmey Sweet focuses on building customer relationships by showcasing the baking process to attract potential buyers. Conversely, Café M's promotional content is less engaging, mainly consisting of photos without detailed descriptions. However, their direct personal selling approach effectively draws customer attention.

Pitmey Sweet can further improve personal selling by increasing direct interaction through social media or hosting offline events. Personalized engagement can help establish stronger connections with customers. Moreover, enhancing content with detailed product stories can add value to the overall presentation. Competitor analysis suggests that effective personal selling strategies can significantly impact customer engagement. Therefore, maintaining and improving personal interactions can be a key advantage for Pitmey Sweet.

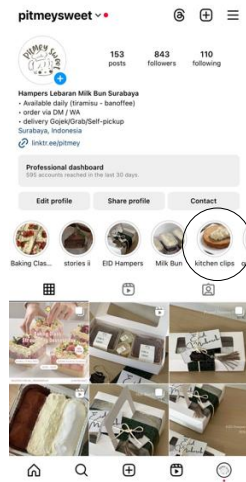
Direct Marketing

Pitmey Sweet has not fully utilized direct marketing strategies, such as sending product catalogs regularly to customers. Currently, product updates are only shared through Instagram without personal outreach. Similarly, Café M also lacks direct catalog distribution and relies solely on social media updates. Consistent and personalized marketing through direct channels like email or WhatsApp could improve customer engagement. Regular updates on new products or exclusive offers can strengthen customer relationships and encourage repeat purchases.

Implementing direct marketing strategies can help Pitmey Sweet maintain close communication with its customers. Sending exclusive promotions or early access to new products via direct messages can make customers feel valued. This strategy not only increases customer loyalty but also keeps customers informed about the latest offerings. Competitor analysis highlights the importance of personalized marketing in fostering customer retention. Therefore, incorporating direct marketing can effectively support Pitmey Sweet's promotional efforts.

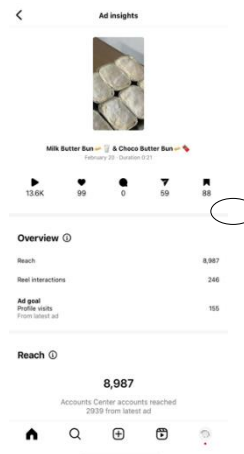
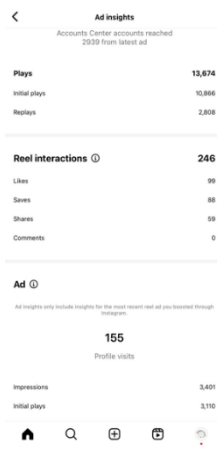
Advertising

Pitmey Sweet's Instagram ads feature appealing behind-the-scenes content and minimalist designs, but some customers feel they don't reach enough people. Experts suggest expanding to platforms like TikTok and enhancing word-of-mouth strategies, as well as adding videos of people enjoying the products. By combining social media with engaging video content and leveraging user-generated content, Pitmey Sweet can broaden its reach and build trust. Diversifying advertising channels and making the content interactive will further strengthen its marketing impact. This approach will help Pitmey Sweet connect with a larger, more engaged audience.



behind the scenes of the production process to attract potential consumers

Holding a baking class to attract potential customers



The ads used by Pitmey Sweet are Instagram ads.

Figure 6. Promotion Strategy of Pitmey Sweet
Source: Processed Data 2024

In Figure 5.4 above, the promotional strategies employed by Pitmey Sweet can be seen. The presence of content during the production process to attract customers, then Pitmey Sweet holds workshops to attract more potential consumers, creates ads on Instagram ads where the posts advertised on Instagram Pitmey Sweet with 843 followers were viewed by an audience of 13,674 times. In this advertisement, it has already reached more than the targeted number of consumers.

From the data obtained by the researcher on the promotion strategy, it can be concluded that in the category of promotion as a communication tool in conveying products, based on interviews with several informants, it turns out that consumers recognize or become aware of a product through social media and word of mouth. Based on the statements of expert informants, the promotion that should be conducted is to invite potential consumers if the best-selling product has a best product logo or a new product label if it has a new flavor variant. Then, from the category of promotion as a form of communication to convince potential consumers, based on the statements of several informants, Pitmey Sweet's way of communicating its promotions is already good, but it needs to expand more to reach more consumers.

According to expert informants in this category, the successful way to communicate to convince consumers is not just to offer new products or best sellers; the product must include words that direct attention, interest, direction, or action. In the sales promotion category, according to several informants, they prefer discounts, bundle packages, and promotions on double dates. According to the statements of expert informants, good promotions on Instagram should be highlighted for co-creation, co-product, or co-design, which can engage consumers actively in creating the value of a product. Next, from the category of personal selling, according to several informants, they prefer promotions where the menu offered clearly explains the names and flavors available, and includes prices for each product, making it easier for consumers to see or read.

Then, in the direct marketing category, based on the interview results, it turns out that not all consumers always see promotions from personal WhatsApp chats; instead, consumers prefer to see them directly on social media. Next, in the advertising category, based on the data obtained by the researcher, consumers prefer advertisements with content showing the production process because it very well illustrates the product. In this case, expert informants state that good advertising promotion currently comes from social media, but it is not guaranteed to increase sales. Therefore, word-of-mouth strategy is also considered because it can currently influence promotional strategies.

People

People are individuals who are involved either directly or indirectly in the production or service process. The people marketing mix strategy relates to human resources, employee selection, and employee work motivation. The people strategy is also a management action to ensure that the company provides the right human resources to perform its tasks [31]. The people strategy at Pitmey Sweet involves implementing SOPs (Standard Operating Procedures) in each division to ensure that the workflow processes run smoothly.

ADMIN									
NO	ACTIVITY	EXECUTOR			EQUIPMENT	RAW QUALITY		EXPLANATION	
		ADMIN	PRODUCTION	PACKER		TIME	OUTPUT		
1	Bagian admin merespon pertanyaan dari customer tentang produk	MULAI			LAPTOP, HANDPHONE, WHATSAPP, INSTAGRAM, EMAIL	5 menit	list produk yang ready	Admin memberikan keterangan dari pertanyaan customer tentang bahan yang ada pada produk tersebut	
2	Admin menjelaskan kepada customer produk apa saja yang tersedia				LAPTOP, HANDPHONE, WHATSAPP, INSTAGRAM, EMAIL	5 menit	Menu produk	Admin memberikan jawaban dari pertanyaan-pertanyaan customer tentang produk yang ready dan harga dari produk tersebut	
3	Admin menerima orderan dari customer				LIST ORDERAN, LIST ALAMAT PENGIRIMAN	5 menit	Format order	Admin menerima format order dari customer setelah itu memberikan invoice kemudian menerima orderan dari customer	
4	Admin mencatat list orderan customer beserta alamatnya				LIST ORDERAN, LIST ALAMAT PENGIRIMAN	15 menit	List order dan alamat pengiriman	Admin mencatat list orderan dari pengirim hingga alamat penerima produk tersebut untuk diberitahua kepada packer dan production	
5	Admin memberikan list orderan kepada bagian produksi dan packer untuk diproses produksinya	SELESAI			LIST ORDERAN, LIST ALAMAT PENGIRIMAN	15 menit	List order dan alamat pengiriman		
6	Bagian produksi dan packer mempersiapkan orderan untuk memproses produksi produk yang telah order				LIST ORDERAN, LIST ALAMAT PENGIRIMAN	5 menit	invoice	Admin memberikan list orderan kepada bagian produksi dan packer untuk diproses produksinya	
						TOTAL	50 menit		

Figure 7. SOP Admin Pitmey Sweet

Source: Processed data (2024)

Category: People Involved in Production and Service Process

Pitmey Sweet follows its Standard Operating Procedures (SOP) for product delivery, although staff member VD noted that limited human resources affect production. Consumers find the product delivery clear, with information and catalogs available through WhatsApp, making orders easier. Competitor Café M also provides clear product delivery, while AR, a consumer, mentioned that they had to ask multiple times about the product they ordered. Marketing experts observed that Pitmey Sweet's people strategy still needs improvement, emphasizing the importance of clear job descriptions, daily tasks, detailed reports, and evaluations to optimize staff performance.

Category: The Company Has the Right Human Resources to Perform Tasks Correctly

Consumers expressed satisfaction with Pitmey Sweet's service, including fast product delivery and quality. VD, an internal staff member, confirmed that the company aligns its services with its vision to ensure customer satisfaction. Competitors, like Café M, also deliver products promptly, contributing to customer satisfaction. This shows that Pitmey Sweet's human resources are well-suited to perform tasks efficiently, meeting customer expectations. Effective human resource strategies, such as good training and management, directly contribute to operational success.

Category: Service People Provide Good, Friendly, and Attentive Service

Consumers appreciate Pitmey Sweet's responsive customer service, with admins providing detailed information on product contents, storage, and consumption. KP, another consumer, praised the quick response time from the admin. In contrast, Café M's staff were noted for slower response times, though their dine-in service was well-

executed. Experts emphasized that employee satisfaction is crucial for high-quality customer service. If employees are satisfied with their work environment and compensation, they will deliver better service, leading to higher customer satisfaction and ultimately, greater profit.

Category: Fast Service Leads to Customer Satisfaction

Pitmey Sweet's admin ensures fast response times and timely delivery of orders, which aligns with customer expectations. Competitors like Café M also maintain a quick service, particularly during dine-in, confirming orders to avoid mistakes. Efficient service is a key factor in customer satisfaction and repeat business. Ensuring that both admin and kitchen teams work in sync can improve service speed and accuracy. By maintaining this efficiency, Pitmey Sweet can enhance its reputation for reliable, quick service.

Category: Strategies for People in Marketing Mix

Pitmey Sweet's strategy involves assigning tasks based on employee competencies and ensuring that backup duties are available, with daily reports for evaluation. The company's growth depends on optimizing the roles of each staff member through regular performance assessments. A satisfied workforce is more likely to deliver excellent service and improve customer satisfaction. To ensure long-term success, Pitmey Sweet should focus on providing competitive salaries, good social approaches, and motivation for staff. This comprehensive people strategy will not only enhance employee performance but also positively impact sales and overall business growth.

Partnership

Category: Cooperation Between Various Parties to Maximize Resource Effectiveness and Mutual Benefit

Pitmey Sweet collaborates with couriers to offer flat shipping rates, which benefits consumers, especially those ordering from distant locations. Consumers have expressed that the affordable shipping rates are helpful, though some are concerned about product quality if delivery takes too long. Marketing expert PS-PFNB emphasized the importance of reliable couriers who ensure the product arrives intact and in good condition, which boosts customer satisfaction and sales. As long as the courier service is responsible for proper delivery, this partnership is beneficial in increasing sales and customer trust. Ensuring safe and timely delivery is crucial for successful collaboration and customer retention (PS-PFNB, L71).

Category: Supplier or Partner Collaboration as a Key Factor in Increasing Sales

Pitmey Sweet has partnered with Instagram for marketing, with customers noting that ads appear multiple times in their feeds, increasing visibility. Additionally, Pitmey Sweet maintains good relations with suppliers, having backup suppliers when primary ones face stock shortages. Marketing expert PD-PM highlighted the importance of selective partnerships, where collaborators should offer mutual benefits, good reputation, and responsiveness. He further emphasized the need to understand a company's niche market before forming partnerships, focusing on unique selling points to attract potential collaborators. By targeting niche markets, Pitmey Sweet can build

stronger collaborations that align with both sales and customer needs (PD-PM, K85 & K87).

Category: Synergistic Transactional Cooperation

Pitmey Sweet’s partnership strategy focuses on mutual benefit, with collaboration based on trust and shared goals. The company works with both suppliers and marketing partners to ensure smooth operations and effective promotion. Experts agree that successful partnerships are built on mutual support and benefit, leading to greater business success. By establishing strong, beneficial relationships with partners, Pitmey Sweet can strengthen its market presence and improve overall performance. This principle of cooperation helps enhance product offerings, customer satisfaction, and sales outcomes [43].

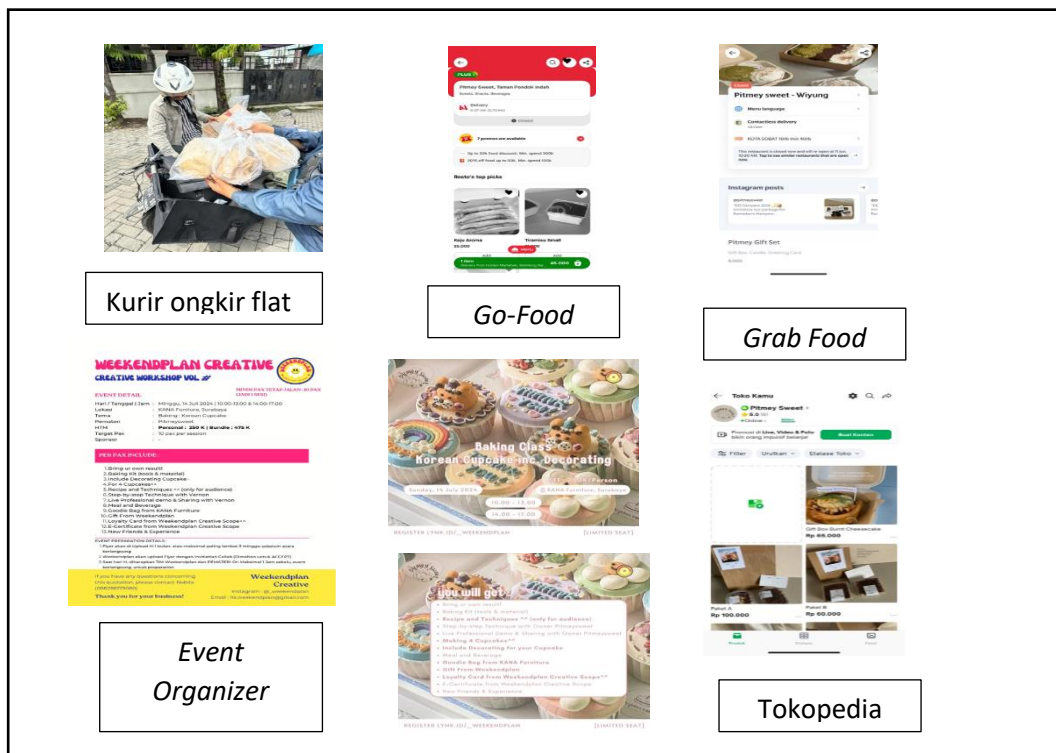


Figure 8. Partnership with Pitmey Sweet

Source: Processed Data (2024)

It can be seen in the picture above that the parties collaborating with Pitmey Sweet include the courier service that provides delivery services with a flat shipping fee of Rp.15,000.00 throughout Surabaya. Furthermore, Pitmey Sweet collaborates with marketplaces such as Gofood, Grabfood, and Tokopedia, and Pitmey also works with event organizers to hold baking class workshops. From the data obtained by the researcher, it can be concluded that the collaboration with parties such as couriers can help consumers with long-distance deliveries at an affordable price. Furthermore, according to the expert informant on partnership strategy, courier services are very helpful in product delivery as long as they are responsible during the delivery and ensure safe arrival at the destination. This can increase sales if every product delivery reaches its destination in good condition and the consumers are satisfied. In this case, it is added by the statement of the marketing expert informant that in choosing parties to collaborate

with, one must be selective in partners who have the benefits they possess. Becoming a mutually beneficial partnership requires first identifying the marketing niche before approaching well-known brands to achieve shared business goals.

Process

Process strategy is a marketing mix activity that shows the process of service provided to consumers when they are about to purchase a product or service [25]. In the implementation of the process strategy, Pitmey Sweet uses an indirect process where consumers purchase Pitmey Sweet products online. The ordering process begins when Pitmey Sweet opens an online store on Instagram with a pre-order system, or for ready-to-serve items through GoFood, GrabFood, or other marketplaces. Here is the process when consumers order Pitmey Sweet in the pre-order system:

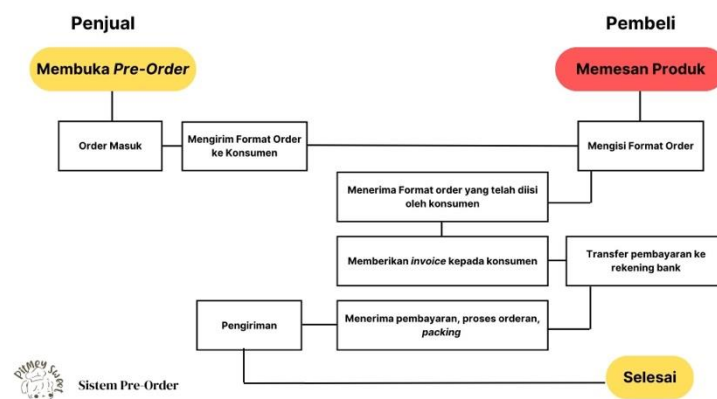


Figure 9. Process of the Pitmey Sweet Pre-order System
 Source: Processed Data (2024)

Category: Company Activities in Meeting Consumer Needs

Based on interviews, Pitmey Sweet’s product ordering process is fast, and products arrive safely. Staff internal VD confirmed that the ordering process is efficient, with admins providing order formats immediately. Competitor Café M’s ordering process is standard, but delivery takes longer for take-out, with slow admin responses. Marketing expert PD-PM highlighted that a successful process strategy includes creating a customer experience throughout the ordering and delivery process, not just fulfilling the transaction (PD-PM, K91).

Category: Easy Procedures Can Enhance Customer Satisfaction

Pitmey Sweet’s ordering procedure is considered easy by customers, with an immediate response from admins and a simple order format. This is confirmed by staff internal VD, who mentioned that the straightforward format helps customers place orders easily. Competitor Café M also follows a simple procedure, though it follows standard in-store ordering. Expert PS-PFNB emphasized that Pitmey Sweet’s procedure works well for its target market, mainly Millennials and Generation Z, who are familiar with online orders and digital payments (PS-PFNB, L73).

Category: Overall Management System Determines Product and Service Quality

According to consumers, Pitmey Sweet generally provides high-quality products without issues. However, some consumers have reported minor problems, which were promptly addressed. Internal staff also confirmed that any complaints are handled quickly to maintain the company's goal of delivering quality products. This shows that Pitmey Sweet has a responsive management system that ensures high product quality and customer satisfaction.

Category: Responding to Solutions Improves Company's Management System

Several Pitmey Sweet customers noted that when they provided feedback, the company quickly responded and made improvements. Staff internal also confirmed that they address complaints by offering timely solutions. This quick response ensures customer satisfaction and strengthens Pitmey Sweet's reputation. Overall, Pitmey Sweet effectively responds to feedback and continuously improves based on customer suggestions.

Pitmey Sweet's ordering process and customer response system are effective, as they ensure satisfaction through quick order processing and proactive issue resolution. While the process works well for younger customers, it may not be suitable for older consumers who may struggle with online ordering formats. Experts suggest enhancing the customer experience throughout the ordering and delivery process to increase satisfaction and make the products more memorable (PS-PFNB, L73; PD-PM, K91).

Packaging

Category: Product Packaging

Based on interviews with Pitmey Sweet customers, the packaging is considered safe, with cable ties ensuring product protection, and the design is simple. Staff confirmed that Pitmey Sweet follows procedures to ensure airtight packaging that preserves product quality. Competitor Café M's packaging was also deemed sufficient. Marketing expert PD emphasized that packaging should not only protect the product but also create an experience for the customer (PD-PM, K99).

Category: Packaging Function in Protecting the Product

According to consumers, Pitmey Sweet's packaging effectively protects the product. However, some consumers, like DH, noted that the paper bag used by Pitmey Sweet might tear when carrying cold products, leading to leaks. Expert PS-PFNB agreed that Pitmey Sweet's packaging is good, with proper branding and protection, though sometimes the cost of packaging might rival that of the product itself (PS-PFNB, L75).

Category: Packaging that Facilitates Easy Opening and Storage

Pitmey Sweet's packaging is considered easy to open and practical. Internal staff noted that the packaging design is user-friendly, using stickers and tape to secure products without causing harm to customers. VD suggested that adding more colors to the packaging would make it more appealing.

Category: Information on the Packaging

Consumers affirmed that Pitmey Sweet's packaging clearly provides important information, such as serving instructions and expiration dates. Internal staff

confirmed that the packaging includes essential details, ensuring customers are informed about how to store and consume the products.

Category: Attractive Packaging Design that Preserves Product Quality

Consumers considered Pitmey Sweet’s packaging design simple, attractive, and informative, with clear branding and appealing colors. However, some, like DH, felt the packaging was too plain and could be improved. Internal staff VD noted that the text on the packaging was often too faint to read. Marketing expert PD suggested that good packaging should tell a story and include a manual to communicate the product's value to customers (PD-PM, K97).

Category: Environmentally Friendly Packaging Materials

Consumers noted that while Pitmey Sweet’s paper bag is environmentally friendly, some plastic packaging may have long-term environmental impacts. Competitor Café M also uses some plastic packaging. Expert PS-PFNB pointed out that while Pitmey Sweet’s packaging predominantly uses paper, plastic is still necessary for some products. PS recommended minimizing plastic use and sorting waste by type to help reduce environmental impact (PS-PFNB, L79).



Figure 10. Packaging Pitmey Sweet
Source: Processed data (2024)



Figure 11. Pitmey Sweet packaging sticker design

Source: Processed data (2024)

In this case, it can be concluded that the packaging of Pitmey Sweet is quite good, in terms of packaging safety that can protect the product well. Then, regarding the functionality of the packaging, several informants stated that it is quite good, but according to informant DH, the paper bag packaging used by Pitmey Sweet should be optimized further because there are still some that are penetrable. Next, in the category of packaging that can make it easier for consumers to open, several informants said it is already quite easy because it only uses stickers and tape that do not harm consumers. Then, in the design of Pitmey Sweet packaging, according to several informants, it should be improved further by adding colors, enlarging the font, or increasing the size of the stickers so that it can attract attention and reach a wider range of consumers. In the category of packaging information displayed on Pitmey Sweet's packaging, the information about serving suggestions, storage, and expiration date is quite good, which can help consumers in enjoying the product.

The packaging strategy for a good product, according to experts, is to provide an experience with the packaging that can communicate to consumers about the offered product, such as a story about the product or branding. Additionally, there should be a manual book so that consumers can not only experience the product but also the experience from the moment they open the product, which is the packaging.

Programming

Category: Marketing Program Plan to Achieve Company Goals

Based on interviews, Pitmey Sweet's online promotional program is effective, particularly through Instagram ads and posts that attract consumers. VD, a staff member, emphasized that Instagram ads significantly influence consumer purchasing decisions.

Competitor AR mentioned that Café M's Instagram posts lack variety compared to Pitmey Sweet, while DN found Café M's online promotions appealing due to their aesthetic cakes. Marketing expert PS-PFNB recommended focusing on social media platforms like Instagram and TikTok for future marketing strategies. Additionally, PS-PFNB suggested participating in exhibitions to showcase products and create engaging experiences for potential customers (PS-PFNB, L81).

Category: Marketing Steps that Affect Consumer Satisfaction

According to Pitmey Sweet consumers, the service program is commendable, with fast responses on WhatsApp and efficient product pickup. Internal staff VD confirmed that services align with SOPs and company vision. Competitor Café M's service was also considered good, with friendly staff. Marketing expert PD suggested that to improve marketing strategies, companies should focus on building an online presence, growing followers, and increasing repeat orders. PD emphasized the need for consistent content creation on social media to attract and retain customers (PD-PM, K101).

Physical Evidence

The strategy of physical evidence in the marketing mix refers to the visible physical environment and supporting facilities that play an important role in marketing. [25]. The physical evidence at Pitmey Sweet currently is only visible from customers who do self pick-up when collecting their orders and is only seen in Pitmey Sweet's posts as follows:

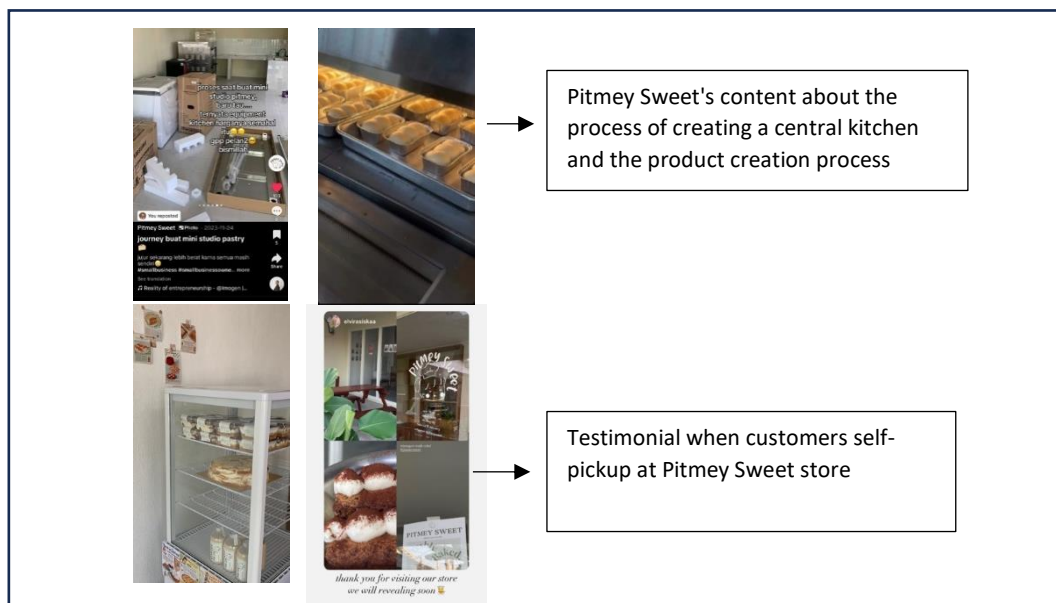


Figure 12. Physical Evidence of Pitmey Sweet
 Source: Processed Data (2024)

Category: Attractive Physical Environment

Based on the interviews, Pitmey Sweet consumers who visited for self-pickup mentioned that the content shared, like behind-the-scenes production and showcasing ingredients and tools, was engaging. The interior design is also considered appealing, homey, and clean. In contrast, competitor Café M offers unique tables made from old

sewing machines, which attract attention but lacks adequate parking, meeting space, and air-conditioned rooms. Marketing expert PD highlighted that physical evidence in online sales is minimal, as there are few in-store visits. PD further explained that creating physical evidence involves significant costs, and businesses should initially focus on less expensive, softer physical evidence (PD-PM, K105, K113).

Category: Clean Environment

Pitmey Sweet's environment is praised by consumers for being clean, tidy, and sterile. Staff member VD confirmed that general cleaning is done weekly to maintain cleanliness during production. In contrast, competitor Café M's environment is less clean due to its shared space with local residents, resulting in a less pleasant atmosphere. Food and beverage expert PS emphasized that cleanliness, especially in food production areas, is crucial for ensuring food safety and quality. A clean and hygienic space positively impacts customer satisfaction, as seen in the hospitality industry, where food handlers and kitchen cleanliness are highly valued (PS-PFNB, L85).

Category: Well-Lit Environment and Comfortable Temperature

According to consumer feedback, Pitmey Sweet has a well-lit, air-conditioned space with comfortable temperatures. Staff member VD confirmed that the lighting is good, and the central kitchen is well-ventilated, ensuring a pleasant atmosphere. However, competitor Café M has been criticized for a hot environment and inconsistent lighting. Ensuring a well-lit and comfortable space is important for creating a positive customer experience, as it enhances the overall ambiance of the establishment.

Category: Supporting Facilities

Pitmey Sweet's supporting facilities are not as visible since it primarily operates online, but consumers who self-pickup observed the cleanliness of the kitchen tools and equipment. Competitor Café M, on the other hand, provides clean, well-maintained plates and utensils, which contributes to customer satisfaction. Pitmey Sweet utilizes kitchen clips and content showcasing the production process to engage customers and highlight its cleanliness and quality standards. Marketing expert PD suggested that while physical evidence should be developed gradually, businesses should prioritize less costly, impactful evidence that customers can appreciate, such as visible cleanliness in production areas.

Promise

Category: Building Trust Between Consumers and the Company

Based on the interviews, Pitmey Sweet consumers expressed that the products offered are reliable, with consistent taste and appearance upon arrival. Staff member VD emphasized that Pitmey Sweet aligns with the company's vision and mission, focusing on maintaining product quality to ensure consumer satisfaction. Competitor Café M offers a product experience by allowing consumers to pour cream into their tiramisu, creating a unique interaction. Marketing expert PD explained that in a promise strategy, it's essential to focus on positioning, differentiation, and branding. A product's uniqueness and differentiation from competitors build brand integrity, leading to a

strong brand image and identity, which ensures that the brand’s promise is aligned with consumer expectations (PD-PM, K121).

Category: Fulfilling Promises as an Important Factor in Consumer Satisfaction

Consumers of Pitmey Sweet stated that the variety and visual presentation of products match expectations and contribute to their satisfaction. Some consumers highlighted that the product offerings are consistently updated with new varieties, which is appreciated. Staff member VD also noted that product variations are based on consumer feedback, ensuring that Pitmey Sweet meets customer demands. Competitor Café M’s products were deemed satisfactory, though informant AR suggested improvements in taste and innovation. According to marketing expert PS, Pitmey Sweet excels in offering up-to-date products, which makes the brand promising (PS-PFNB, L87). Overall, Pitmey Sweet has successfully met consumer expectations by offering consistent and innovative products, contributing to consumer satisfaction and loyalty.

New Concept of 11P Marketing Mix Strategy



Figure 13. Concept of the 11 P Marketing Strategy at Pitmey Sweet
Source: Processed Data (2024)

Based on the research conducted by the researcher, the following is the concept of an effective marketing mix strategy for Pitmey Sweet that has been analyzed from the data obtained:

Designing a Marketing Strategy Model for Pitmey Sweet

Here is the proposed marketing strategy model to be applied to Pitmey Sweet with the goal of increasing sales:

1. **Product:** Conduct organoleptic tests to assess product quality before marketing to potential consumers, and create a memorable logo that differentiates the product from similar products.
2. **Price:** Pitmey Sweet will set prices based on production costs and market analysis, considering existing competition.
3. **Place:** Pitmey Sweet’s online presence is currently limited, so it will focus on maximizing online marketing through social media and create engaging and consistent content.

4. Promotion: By understanding Pitmey Sweet's target market, the brand will optimize marketing efforts, build relationships with consumers, and utilize digital marketing strategies.
5. People: In the "People" strategy, Pitmey Sweet will establish new job descriptions for each employee, clearly outlining their tasks and responsibilities.
6. Partnership: Pitmey Sweet will identify market segments with specific needs and seek partnerships that leverage these opportunities to increase sales.
7. Process: Pitmey Sweet will provide an easy-to-fill order form for consumers.
8. Packaging: In the future, Pitmey Sweet plans to include information on the packaging, including nutritional values, ingredients, serving instructions, storage guidelines, expiration date, and the halal certification or BPOM logo.
9. Programming: To increase followers, Pitmey Sweet will create consistent, engaging, and eye-catching posts. To increase repeat orders, it will implement a loyalty program by providing excellent customer service, such as offering discounts for second purchases.
10. Physical Evidence: Pitmey Sweet will provide facilities for consumers to eat on-site.
11. Promise: In the "Promise" strategy, Pitmey Sweet will identify competitive product advantages and differentiate its products from others, ensuring the product meets the expectations of potential consumers.

CONCLUSION

This study concludes that the 11P marketing mix strategy effectively serves as a marketing tool to enhance sales and target market reach for Pitmey Sweet. **Fundamental Finding** : The analysis revealed that Pitmey Sweet demonstrates strength in product, price, promotion, packaging, and partnership strategies, contributing positively to sales performance. However, weaknesses were identified in place, people, process, programming, physical evidence, and promise due to the business's current focus on online sales without physical engagement. **Implication** : Addressing these strategic gaps could significantly improve market competitiveness and customer satisfaction, suggesting the need for a more integrated marketing approach. **Limitation** : This research was constrained by limited time, data availability, and the researcher's knowledge, restricting the depth of strategy implementation and analysis. **Future Research** : Further studies should explore the practical application of the proposed marketing strategies with broader data sources and extended timeframes to validate and optimize the 11P marketing mix in the food and beverage industry.

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