

Developing Marketing Strategies Based on Segmentation, Targeting, and Positioning (STP) and Marketing Mix Analysis: A Case Study in Jernip kencana

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ABSTRACT

Jernip Kencana is a family-owned MSME established in 1996 in Kuningan, West Java, producing natural lime syrup with consistently high customer ratings (4.2–4.8 out of 5). Despite strong product quality and long-standing market leadership, the company experienced a significant 61.7% decline in sales, from 922 units in Q2 2021 to 353 units in Q4 2024, indicating serious marketing challenges. This study aims to identify the causes of declining sales and to formulate an integrated marketing strategy by analyzing customer segmentation, targeting and positioning (STP), as well as internal and external business environments. Using a mixed-method approach, primary data were collected through in-depth interviews, observations, and questionnaires from 285 respondents, complemented by secondary data. Analytical tools included K-means clustering, VRIO, PESTLE, Porter's Five Forces, TOWS, and the Marketing Mix 7Ps. The findings reveal key issues such as weak brand visibility, lack of clear STP, limited digital marketing capability, absence of customer data management, and dependence on aging distributors. The study proposes a "Heritage Premium Natural Wellness" positioning, targeting the Wellness Advocates segment, supported by strategic adjustments in STP, marketing mix, and a phased implementation plan. This research offers practical insights for traditional MSMEs navigating digital-era competition.

Keywords: Marketing strategy, STP framework, VRIO analysis, Porter's Five Forces, MSME, natural health beverages.

1. Introduction

In recent last years, the global health beverage industry has shown consistent growth, reaching a market value of USD 132,38 billion in 2025 and projected to increase to USDE 187,67 billion by 2030, with a CAGR of 7,23% (Intelligence, 2025). This growth is mainly driven by increasing consumer awareness of healthy lifestyles and higher demand for beverages made from natural ingredients. The development graph is shown in figure I.1 below:

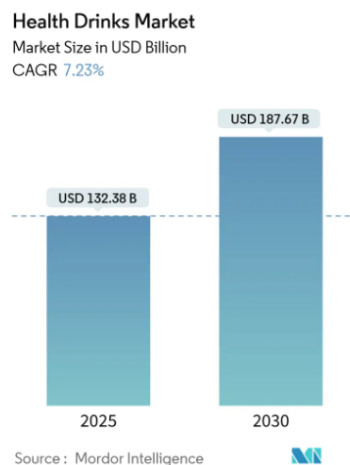


Figure 1. Global Health Market

Even though the global health beverage market is growing at 7,23% annually, conditions in Indonesia shows a different trend. according to Report of *Statistic of Food Consumption* (2024), the compound annual growth rate (CAGR) for the health beverage category in Indonesia was recorded at -0,76%. As seen in figure 1.2 below, this suggests that raising health awareness doesn't always translate into long-term growth in the absence of a successful marketing plan:

No.	Jenis Makanan / Food items	Satuan / Unit	Tahun / Year					Pertumbuhan/ Growth rate
			2020	2021	2022	2023	2024	2023- 2024 (%)
A. Konsumsi seminggu (Kapita/minggu) Weekly consumption (capita/week)								
1	Air kemasan / Mineral water (bottle)	Liter / Litre	0,258	0,196	0,185	0,217	0,217	0,16
2	Air kemasan galon / Mineral water (gallon)	Galon / Gallon	0,214	0,223	0,226	0,220	0,240	9,13
3	Air Teh kemasan, Minuman ringan mengandung CO2 / Packed tea, CO2 drink	250 ml	0,248	0,191	0,190	0,193	0,199	3,16
4	Sari buah kemasan, minuman kesehatan/minuman berenergi / Packed juice, health drink	200 ml	0,223	0,199	0,190	0,171	0,170	-0,76
5	Minuman lainnya (kopi,susu) / Other drinks(coffee,milk,etc)	Gelas / Glass	1,073	0,919	0,911	0,937	1,000	6,69
6	Minuman keras / Other alcoholic	Liter / Litre	0,006	0,005	0,005	0,006	0,005	-6,65
7	Es krim / Ice cream	Mangkuk / Bowl	0,213	0,218	0,229	0,230	0,241	4,65
8	Es lainnya / Other ice	Porsi / Portion	0,505	0,374	0,396	0,436	0,472	8,40
B. Konsumsi setahun (kapita/tahun)¹⁾ Yearly consumption (capita/year)								
1	Air kemasan / Mineral water	Liter / Litre	13,44	10,18	9,63	11,32	11,34	0,16
2	Air kemasan galon / Mineral water (gallon)	Galon / Gallon	11,17	11,66	11,80	11,45	12,49	9,13
3	Air teh kemasan, Minuman ringan mengandung CO2 / Packed tea, CO2 drink	250 ml	12,92	9,94	9,93	10,06	10,37	3,16
4	Sari buah kemasan, minuman kesehatan/minuman berenergi / Packed juice, health drink	200 ml	11,64	10,38	9,90	8,94	8,87	-0,76
5	Minuman lainnya (kopi,susu) / Other drinks(coffee,milk,etc)	Gelas / Glass	55,95	47,91	47,52	48,87	52,14	6,69
6	Minuman keras lainnya / Other alcoholic beverage	Liter / Litre	0,31	0,28	0,26	0,30	0,28	-6,65
7	Es krim / Ice cream	Mangkuk / Bowl	11,11	11,35	11,95	12,01	12,57	4,65
8	Es lainnya / Other ice	Porsi / Portion	26,32	19,49	20,67	22,72	24,63	8,40

Figure 2. Indonesia Commodity Consumption 2024

Nevertheless, the customer is seeking for such products as a natural ingredient lime drinks. based on a Politeknik Pratama reserach (Nugraheni, 2024), number of 78% Indonesians enjoy their modern herbal beverage and they agree to consume it regularly by the percentage amounted ti 63%. These results suggest that the market potential is substantial.

Lime is a basic commodity in Indonesia, The nation production of lime was 33.511 million tons (2021) to be increased value to 53.457 million tonnes (2022.an increase of 59,5% (Ernawatir H.R et al., 2023). The achieved growth was attributable to the increase of crop area from 3,314 ha to 4,442 ha and enhancement of productivity from 1.69 ton/ha to 12.03 tons/ha.

Lime ha several advantages in a variety of fields, including as health, cooking, and consmetics. Businesses have a lot of options to develop lime-based products because of the diversity of these market categories.

Micro, Small, and Medium-Sized Enterprises (MSMEs) have a great deal of opportunity to grow in Indonesia's health beverage industry. According to data, MSMEs who can take advantage of the consumer trend toward natural, healthy, and locally produced goods can expand their enterprises, just like big corporations. However, there are still a lot of structural issues facing in the lime sector, such as irregular output, low productivity, price volatility, limited technological adoption, and the absence of standardized guideline. These conditions is highlighting the importance of effective marketing strategies over product quality.

MSME, or Micro, small, and medium size enterprises, are very vital to the Indonesian economy. According to the ministry of Cooperatives and SMEs (Ayuningtyas, 2024), MSMEs contribute around 60,5% to the national Gross Domestic Product (GDP) and employ more than 97% of Indonesia's labor. MSMEs play a critical role to the food and beverage industry because they supporting product diversification based on local ingredients and increase product innovation that aligns with consumer preferences. With growing public interest in a healthy lifestyle, MSMEs producing herbal and natural beverages have significant growth potential, particularly with the support of effective marketing and digitalization strategies. Despite strong market potential, many MSMEs struggle to grow due to limited marketing capabilities and the lack of structured, data-driven marketing strategies. This gap highlights the importance of developing effective marketing frameworks tailored to MSMEs.

2. Literature Review

Marketing Strategy

Marketing strategy is a structure plan of company to identify, reach, and serving the target market with creating, delivering, and communicating superior value (Kotler et al., 2016). This is a connection bridge between business strategy with tactical actions which is carried out during daily marketing activities.

MSMEs in Indonesia

MSME (Micro, Small, Medium Enterprises) play a strategic role in Indonesia's economy as one of the main drivers of economic growth and employment absorptions. Data from the Ministry of Cooperatives and SMEs shows that MSMEs contribute more than 60% to the national Gross Domestic Product (GDP) and can absorb around 97% of the total workforce in Indonesia. MSME also form most of the national business structure, with more than 99% of business units being in this sector, making it the main foundation of the people's economy and a national job creator. (Oswaldo, 2025)

Segmenting, Targeting, Positioning

Segmenting, Targeting, and Positioning is a foundation in every effective strategy marketing. Kotler and Keller (2012b) emphasize that every marketing strategy is built by STP process, which company should:

- a. Identify all needs and consumers segments that different in every market
- b. Choosing segment that can be served optimally
- c. Formulating clearly position for company and uniqueness in the minds of consumers.

3. Methods

This study adopts a descriptive and exploratory research design based on the Marketing Research Process proposed by Kotler and Keller (2012), aiming to analyze and formulate effective marketing strategies for Jernip Kencana MSMEs facing declining sales and marketing challenges. The research follows a structured process beginning with problem identification and literature review, followed by data collection using both primary and secondary sources. Primary data are obtained through observations, semi-structured interviews with key stakeholders, and questionnaires to capture consumer perceptions, preferences, and behavior, while secondary data are collected from internal company documents and external sources such as statistical data, journals, and marketing literature. Data analysis integrates qualitative thematic analysis and quantitative descriptive and cluster analysis, encompassing internal analysis (VRIO and marketing mix), external analysis (PESTLE, Porter's Five Forces, and competitor analysis), and consumer analysis. The findings are synthesized using IFAS-EFAS, SWOT, TOWS, STP, and the marketing mix (7Ps) frameworks to formulate feasible and relevant marketing strategies aimed at enhancing Jernip Kencana's marketing performance and competitiveness.

4. Result and Discussion

Strategic Formulation

SWOT Analysis

Based on the internal and external conditions that have been identified through interviews, digital performance evaluations, value chain analysis, and industrial environmental assessments, a SWOT analysis was compiled to summarize Jernip Kencana's strategic position. SWOT (Strengths, Weaknesses, Opportunities, and Threats) provides a structured overview of a company's core capabilities and internal limitations, as well as external opportunities and threats that affect business performance. This analysis forms the basis for formulating strategic recommendations in the next section.

Table 1. SWOT Analysis

Strength (S)	Weaknesses (W)
<ul style="list-style-type: none"> • (S1) High Product Quality & Natural Ingredients • (S6) Strong institutional Support • (S10) 29 Year Artisanal Expertise • (S11) Kuningan Origin Story 	<ul style="list-style-type: none"> • (W1) Extremely Low Brand Awareness • (W3) Hidden differentiator • (W4) Need for product innovation • (W5) Inconsistent Digital Promotion • (W10) Declining distributor role • (W13) No BPOM Certification
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> • (O4) Institutional Support • (O7) Productive age demographics • (O8) Health Awareness • (O10) Digital Penetration • (O14) Sustainability Issues and Green Consumerism 	<ul style="list-style-type: none"> • (T2) Digital Literacy for MSMEs • (T8) Rivalry Among Competitors • (T9) Rivalry Among Competitors

The strengths, weaknesses, opportunities, and threats of Jernip Kencana are summarized in a more focused and systematic manner in the table below:

Table 2. Strength code Analysis

Code	Strengths of Jernip Kencana
S1	High Product Quality & Natural Ingredients
S6	Strong institutional support
S10	29 Year Artisanal Expertise
S11	Kuningan Origin Story

Table 3. Weaknesses code Analysis

Code	Strengths of Jernip Kencana
W1	Extremely Low Brand Awareness
W3	Hidden differentiator
W4	Need for product innovation
W5	Inconsistent Digital Promotion
W10	Declining distributor role
W13	No BPOM Certification

Table 4. Opportunities code Analysis

Code	Strengths of Jernip Kencana
O4	Institutional Support
O7	Productive age demographics
O8	Health Awareness
O10	Digital Penetration
O14	Sustainability Issues and Green Consumerism

Table 5. Threats code Analysis

Code	Strengths of Jernip Kencana
T2	Digital Literacy for MSMEs

T8	Threat of substitution
T9	Rivalry Among Competitors

TOWS Matrix

Following the SWOT analysis, the TOWS matrix is used to further analyse how the company's internal strengths and weaknesses can be aligned with external opportunities and threats. The results of the TOWS matrix analysis for Jernip Kencana are presented in the table below:

Table 6. TOWS Matrix

Internal / External	Opportunities (O)		Threats (T)	
Strength (S)	<ul style="list-style-type: none"> SO1: Heritage-Based Brand Storytelling (SO2) Institutions-Led Market Expansion (SO3) Premium Natural Positioning 		<ul style="list-style-type: none"> ST1: Authentic Differentiation Against Competitive Rivalry (ST2) Institutional Shield Against Capability gaps (ST3) Quality-Led Trust Building Strategy 	
Weaknesses (W)	<ul style="list-style-type: none"> WO1; Digital capability Building via Institutional support WO2: Digital Storytelling to reveal hidden differentiators WO3: Product innovation aligned with Health trends 		<ul style="list-style-type: none"> WT1: Focus Strategy to reduce competitive pressure WT2: Gradual Compliance & Capability Improvement WT3: Distributor role reconfiguration 	

The explanation of each TOWS strategy is explained below:

a. Strength – Opportunities (SO) Strategies

1) SO1: Heritages Based Brand Storytelling (S10+S11+O8+O14)

Leveraging 29-year artisanal expertise (S10) and Kuningan origin story (S11) to address the trends of health awareness (O8) and sustainability & green consumerism (O14) through digital storytelling and institutional exhibitions.

2) SO2: Institutional Led Market Expansion (S6+O14)

Using strong institutional support (S6) to maximize opportunities for institutional programs & exhibitions (O4) as the main channel for increasing brand visibility and product trials.

3) SO3: Premium Natural Positioning (S1+O7+O8)

Communicating high product quality & natural ingredients (S1) to attract productive-age demographics (O7) who are increasingly health conscious and willing to pay for quality.

b. Strength – Threats (ST) Strategies

1) ST1: Authentic Differentiation Against Competitive Rivalry (S11+S10+T8+T9)

Facing intense rivalry among competitors (T8, T9) with heritage-based differentiation (S11) and artisanal expertise (S10) that are difficult for competitors to imitate.

2) ST2: Institutional Shield Against Capability Gaps (S6+T2)

Reducing the impact of low digital literacy among MSMEs (T2) by utilizing institutional support networks (S6) as a source of knowledge, exposure, and credibility.

3) ST3: Quality-Led Trust Building Strategy (S1+S10+T9)

Facing tough competition by emphasizing product quality & natural ingredients (S1) as a strong trust signal for health-conscious consumers.

c. Weaknesses – Opportunities (WO)

1) WO1: Digital Capability Building via Institutional Support (W1+W5+O4)

Address inconsistent digital promotion (W5) and low brand awareness (W1) by utilizing institutional training & mentoring programs (O4) to improve digital literacy and marketing execution.

2) WO2: Digital Storytelling to reveal Hidden Differentiators (W3+O10)

Transforming hidden differentiators (W3) into visible value through digital penetration (O10), especially through short-form content (Reels/TikTok) that highlights traditional processes and natural ingredients.

3) WO3: Product Innovation Aligned with Health Trends (W4+O8+O14)

Develop new product variants or formats to address the need for product innovation (W4) by leveraging the health awareness (O8) and green consumerism (O14) trends.

d. Weaknesses – Threats (WT)

1) WT1: Focus Strategy to Reduce Competitive Pressure (W1 + T8 + T9)

reducing the impact of competitive rivalry (T8, T9) and low brand awareness (W1) by focusing on niche markets: health-conscious consumers and the wellness community, not the mass market.

2) WT2: Gradual Compliance & Capability Improvement (W13 + T8)

Mitigating the risks of no BPOM certification (W13) and competitive pressures with a phased approach towards BPOM through institutional support and increased internal readiness.

3) WT3: Distributor Role Reconfiguration (W10 + T9)

Anticipating the declining distributor role (W10) and competitive pressures by strengthening direct-to-consumer digital channels, thereby reducing dependence on distributors.

Strategy Prioritization Matrix

Given the large number of strategic alternatives generated from the TOWS matrix, a strategy prioritization matrix is used to determine which strategies should be prioritized for implementation. The following matrix prioritizes strategies based on:

1. Impact: High/Medium/Low on declining sales
2. Feasibility: Resource requirements (budget, time, capability)
3. Timeline: Short-term (0-6 months) Vs. Long-term (6-12 months)\

Table 7. Strategy Prioritization Matrix

TOWS Strategy	Impact	Feasibility	Timeline	Status
SO1: Heritage-Based Brand Storytelling	H	H	0 – 3 months	P1 - Critical
WO2: Digital Storytelling to Reveal Hidden Differentiators	H	H	0-3 months	P1 – Critical
ST1: Authentic Differentiation Against Competitive Rivalry	H	H	0 -3 months	P1 – Critical
WO1: Digital Capability Building via Institutional Support	H	H	1-4 months	P2 - High
SO3: Premium Natural Positioning	H	M	3-6 months	P2 – High
WT3: Distributor Role Reconfiguration	H	M	4-6 months	P2 – High
WO3: Product Innovation Aligned with Health Trends	H	M	6-9 months	P3 - Medium
ST2: Institutional Shield Against Capability Gaps	M	H	6-9 months	P3 – Medium
SO2: Institutional-Led Market Expansion	M	H	7-9 months	P3 – Medium

WT1: Focus Strategy to Reduce Competitive Pressure	M	M	9-12 months	P4 – Long Term
WT2: Gradual Compliance & Capability Improvement	H	L	9-12 months	P4 – Long Term
ST3: Quality-Led Trust Building Strategy	M	M	9-12 months	P4 – Long Term

The explanation of priority from table above is:

- Priority 1 – Critical (Immediate execution: Month 0-3)
- Priority 2 – High (Month 1 - 6)
- Priority 3 – Medium (Month 7 -9)
- Priority 4 – Long-term (Month 9 -12)

Marketing Strategy

To increase sales volume, Jernip Kencana needs to apply comprehensive marketing strategy that formulated to positioning Jernip Kencana as consumer choices in buying health natural drink product. This strategy provide direction in achieving business goals in facing market dynamic, especially in the health beverages industry.

In a very competitive market with consumer preferences and fast change trend, marketing strategy helps Jernip Kencana to stay relevant and visible. This strategy make sure that the company can align their strengths with visible market opportunities.

By understanding and planning to meet the specific needs of its target, Jernip Kencana can increase brand awareness, consumer loyalty, and overall profitability.

STP Framework

In the previous analysis, in-depth research has been conducted to identify Jernip Kencana's potential market segmentation. Market segmentation analysis is based on consumer needs, such as demographic, geographic, psychographic, and behavioural characteristics. The results show that the main target consumers for Jernip Kencana are Wellness Advocates (segment 5)

Table 8. Segment 5 Table description

Segmentation	Description
Needs-based	Natural Ingredients, health benefits, product authenticity, heritage trust, family wellness
Demographic	Gender: Female (85%) Age: > 40 years old (75%) Income: Rp. 6 – 10M (50%)
Geographic	Location: Bandung (50%), Jakarta (30%), Kuningan (20%)
Psychographic	Lifestyle: Health – conscious, values natural & traditional products Preferences: Long-term wellness investment, premium quality, heritage authenticity
Behavioural	Purchase Frequency: Regular monthly stock purchases Motivation: Health maintenance, family care, trust in natural ingredients

Based on the insights above, the recommended positioning direction is “Heritage Premium Natural Wellness” This positioning highlights the strength of brand heritages premium natura quality, and trust that has built about 29 years, and also to differences Jernip Kencana from mass-market competitors and modern brands that doesn't have authenticity story.

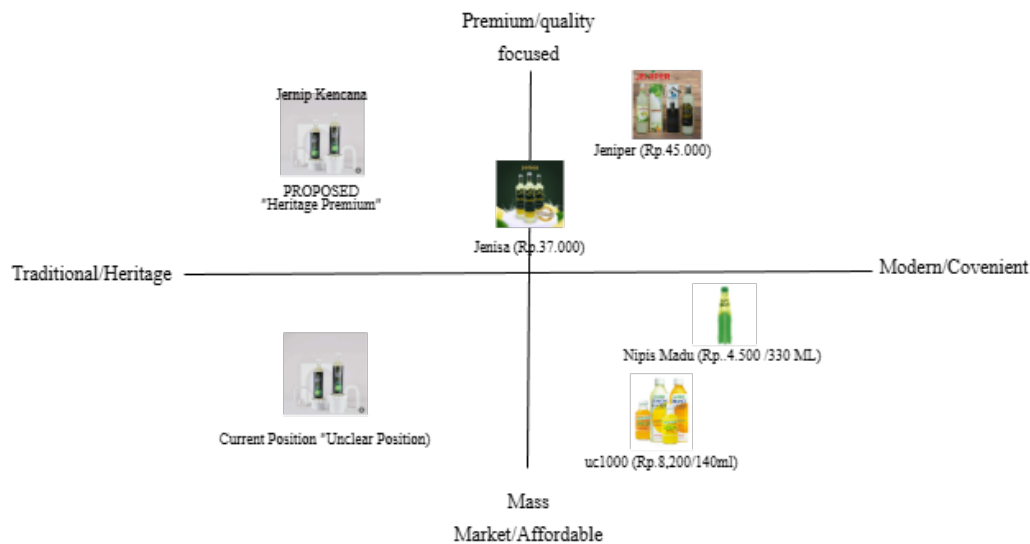


Figure 3. Proposed Positioning Map

The decision to pursue heritage premium positioning is based on four key considerations:

- a. Alignment with sustainable competitive advantages
VRIO analysis identified three sustained competitive advantages that cannot be easily imitated:
 - 1) Pioneer status since 1996
 - 2) 29 years of artisanal expertise embedded in tacit knowledge
 - 3) Authentic Kuningan origin story

These strengths come from the company's long history. Positioning the brand as modern or trend-oriented may dilute its core identity and weaken its competitive advantage. A heritage positioning, on the other hand, emphasize values that competitors cannot easily imitate, including authenticity. Long-term experience, and deep product knowledge.
- b. Target segment value alignment
Consumer research shows that Segment 5 exhibits strong preference for attributes that align with heritage positioning:
 - 1) 89% rate "100% natural ingredients" as important
 - 2) 95% prioritize "Health benefits"
 - 3) 87% values "freshness" highly
 - 4) 54% consider "traditional" attributes important

Furthermore, the psychographic analysis also indicates strong agreement among respondents regarding the importance of natural ingredients and health benefits (mean = 4,1; SD < 1,0). This finding supports the relevance of a heritage-natural positioning for the target market.
- c. Competitive whitespace opportunity
The competitive analysis indicates that no direct competitor currently occupies a clear "heritage premium authentic" positioning. Jeniper is positioned as a premium brand but focuses more on a modern image rather than heritage authenticity. Jenisa offers mid-premium pricing but does not communicate a strong or distinctive heritage story. Meanwhile, mass-market brands such as Nipis Madu and Youc1000 emphasize convenience and accessibility, without making any heritage-based claims.
- d. Resource feasibility

As an MSME with limited marketing budget, Jernip Kencana cannot complete in marketing spend strategies. Heritage positioning leverages existing authentic assets that require communication investment rather than product development or operational transformation.

Proposed Marketing Mix (7Ps)

To align with the identified market segmentation and positioning strategies, the marketing mix strategy for Jernip Kencana is designed to meet the specific needs and preferences of the market segments.

The proposed strategies are practical and realistic, considering Jernip kencana's condition as an MSME with limited resources, while maximizing its key strengths such as heritage, natural quality, and found involvement:

a. Product

Jernip Kencana's product strategy focused on strengthening differentiation while expanding consumption opportunities. The company developed product innovation by adding Ginger-lime flavour variants and gift set packaging to support moment-based purchases, such as gift and special events. Besides, product line extension was carried out by launching 100 ml ready-to-drink (RTD) product to answers the practical needs and helps higher consumption frequency.

The main 630 ml product's packaging will be redesigned to minimize the differences of visual with competitors and increase clearly brand identity. To strengthen credibility, ask access to modern retail market, BPOM certification will be prioritize. The packaging innovation also directed from functional to experimental packaging that able to communicate premium-natural positioning through a distinctive bottle design, a blend of traditional and premium visuals, and an environmentally friendly message.

b. Price

The price strategy of Jernip Kencana using value-based pricing approach, which is the settled price base on the value which can felt by consumers, not only general product cost or competitor cost. This approach is aligned with positioning "heritage premium natural wellness". The adjustment was made in stages, with the 630 ml product being increased from Rp.35.000 to Rp. 42.000 – 45.000 while the 100 ml RTD product was positioned in the premium price range of Rp.12.000 – 15.000.

Th company applies a tiered pricing structure according to distribute=on channels such as direct-to-consumer, distributors, modern retail, and premium channels. The bundle pricing strategy is done to push the product trials and larger purchases. Price promotions are strictly controlled with limited frequency and depth of discounts and emphasize value-added promotions over direct discounts. Every price change is accompanied by clear communication about the added value received by consumers and distribution partners.

c. Place

Distribution strategy focused on clearly and prioritized development digital architecture. Jernip Kencana is gradually reducing its reliance on traditional distributors by building a more balanced multi-channel approach, primarily through strengthening direct relationship with consumers.

Geographic expansion is done gradually, starts with strengthening primary market like Kuningan, Bandung, and Jabodetabek in first year, continue with selective expansion to potential cities such as Yogyakarta, Semarang, and Surabaya in the second to third year. As well as considering exports in the long term. Channel partnership management is strengthened using distributor scorecards, structured retail support packages, and the provision of digital assets for online channels.

d. Promotion

Jernip Kencnaa's promotional strategy emphasizes strengthening its digital presence and building long-term relationships with consumers. Social media platforms like Instagram and TikTok utilized consistently to conveying the story behind the product the production process, and the values of the brand. Professional websites are developed to increase credibility while supporting direct sales, while WhatsApp Business is used as a means of more personal communication with customers.

The effort to build community is done through managing testimonials, customer generated content, and ongoing two-way interactions. Paid promotions operate gradually and measured, supported by the collaboration with relevant micro-influencer. Besides, the marketing activity based on experience like chosen bazaar, sampling program, and using brand ambassador is done to strengthening direct interaction with consumers. The whole promotion activity is evaluated regularly based on indicators of brand awareness, engagement, and sales.

e. People

The human resources strategy is designed to support business growth without eliminating the family feel that has become Jernip Kencana's identity. The organizational structure began to be arranged more clearly with a division of roles between production and commercial functions. Each role comes with measurable responsibilities and performance targets.

The development skills of employee are done by doing a digital marketing training, customer service, and documentation of production knowledge so that important skills are not lost. A mentoring model between senior and junior employees is implemented to maintain the continuity of knowledge. In addition, the company utilizes the support of part-time and external professionals as needed and implements a performance-based incentive system to increase motivation and accountability.

f. Process

Process strategies focus on streamlining workflows to make them more streamlined and efficient. Marketing processes are more structure, from content planning and campaign execution to performance evaluation. The production and order fulfilment processes are directed to be more demand-based planning, so that production can run more stably and under control.

Quality control standards are documented to ensure product quality remains consistent and in accordance with applicable regulations. Customer data management is also strengthened through routine recording and analysis. To support continuous improvement, the company conducts periodic evaluations and uses the results of these evaluations as a basis for decision making.

g. Physical Evidence

The physical evidence strategy aims to ensure that Jernip Kencana's premium and natural image can be truly felt by consumers. The packaging update was carried out by using natural colours, highlighting the information "since 1996", and conveying product claims more clearly. Founder stories and QR codes are added to the packaging as a form of transparency and to strengthen brand authenticity.

Certification, specially BPOM, is showed consistently in several marketing materials to increase trust. Brand visual identity is unified across all interaction points, both offline and online. Production facilities are utilized as part of the brand story through visual documentation and limited visits. The sensory experience is enhanced by consistent visual presentation, the aroma of lime upon sampling, and consistently consistent taste. Digital physical evidence is also reinforced through photos, videos of the production process, and customer testimonials.

5. Conclusion

This research was conducted to address the decline in sales performance of Jernip Kencana, a family-owned MSME producing natural lime syrup, despite its strong product quality and long business experience. The conclusions are presented in line with the four research questions of this study, using clear and straightforward explanations.

First, to answer Research Question 1 related to consumer segmentation and target market selection, the consumer analysis identified five distinct consumer segments (Segment 1–5). Among these segments, Segment 5 was selected as the main target market. Segment 5 represents consumers who have high awareness of health benefits, strong interest in natural ingredients, and a tendency to consume functional beverages as part of their daily lifestyle. This segment was chosen because it best matches Jernip Kencana's product characteristics and values, while also being realistic to serve given the company's limited resources as a small, family-owned business.

Second, in response to Research Question 2 regarding brand positioning, the positioning analysis shows that Jernip Kencana is in a specific competitive quadrant. The X-axis represents perceived natural authenticity, while the Y-axis represents perceived health benefit value. The results indicate that Jernip Kencana is positioned as a product with high natural authenticity but moderate health benefit communication. This means that although the product is naturally healthy, these benefits are not yet communicated clearly and consistently to consumers. As a result, Jernip Kencana has not fully built a strong position in consumers' minds compared to more visible competitors.

Third, to answer Research Question 3, the internal and external business environment was analysed using several strategic tools. The VRIO analysis shows that only a small number of Jernip Kencana's internal resources can be considered sustained competitive advantages, particularly its long-standing experience as a pioneer since 1996 and its authentic natural recipe. Other resources, such as product quality and local raw materials, are valuable but not rare, meaning they only provide competitive parity.

The Porter's Five Forces analysis indicates that competition in the health beverage market is intense. Competitive rivalry is high due to the presence of many similar products and low switching costs for consumers. The threat of substitute products is also high, as consumers can easily switch to other health or herbal drinks. Buyer power is relatively strong, especially through distributor channels, while supplier power is low because raw materials are widely available. The threat of new entrants is moderate, as entry barriers for small beverage businesses are relatively low.

Furthermore, the PESTLE analysis shows that external conditions provide both opportunities and challenges. Social and technological factors offer strong opportunities, supported by increasing health awareness and the growth of digital platforms. However, economic pressure and increasing competition remain important challenges for MSMEs with limited capital and marketing capabilities.

These internal and external findings were summarized using the SFAS matrix, which identified a limited number of key strategic factors that require priority attention. The SFAS results indicate that Jernip Kencana should focus on improving marketing execution and strategic focus, rather than pursuing aggressive expansion.

Finally, in relation to Research Question 4, this study concludes that Jernip Kencana needs a structured and phased marketing strategy. The proposed four-phase strategy was designed based on strategic priority, urgency, expected impact, and resource limitations. Early phases focus on low-cost and high-impact actions, especially digital transformation and clearer brand communication. Later phases are designed to strengthen market reach and long-term sustainability. This phased approach ensures that the proposed strategy is practical and suitable for a family-owned MSME.

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