

CONSUMER PREFERENCES AND SUGAR MARKETING STRATEGY BY STATED-OWNED ENTERPRISE PLANTATIONS IN NORTH SUMATRA

Fadhila Cynthia Sari^{*)1}, Nimmi Zulbainarni^{*)}, Harianto^{**)1}

^{*)}School of Business, IPB University
Jl. Pajajaran, Bogor 16151, Indonesia

^{**)}Departement of Agribusiness, Faculty of Economics and Management, IPB University
Jl. Kamper Wing 4 Level 5 Dramaga Campus, Bogor 16680, Indonesia

Abstract: Sugar is a commodity that recreates a valuable role in the daily consumption of Indonesian. This study aims to determine the attributes and combinations that influence consumer preferences in buying branded white crystal sugar and the marketing strategies that can be applied in marketing Walini sugar at PT. Perkebunan Nusantara II. Analysis of consumer preferences in this study using the conjoint analysis method. Meanwhile, the marketing strategy analysis uses the A'WOT method. Based on the conjoint analysis results, it was concluded that the most important attribute in evaluating consumers' interest in branded white crystal sugar is color. Subsequently, the best combinations of attributes that consumers favored were obtained, namely white color, selling points in minimarkets, sales promotions in the form of discounts/coupons/gifts, vibrant and attractive packaging, slight sugar texture, and sugarcane's aroma. Furthermore, based on the results of the A'WOT analysis, seven alternative marketing strategies were obtained. The priority strategy with the highest weighted value is expanding the cooperation network with potential distributor agents.

Keywords: A'WOT, conjoint analysis, consumer preference, marketing strategy, white crystal sugar

Abstrak: Gula merupakan salah satu komoditas yang berperan penting dalam konsumsi sehari-hari masyarakat Indonesia. Penelitian ini bertujuan untuk mengetahui atribut dan kombinasi atribut yang mempengaruhi preferensi konsumen dalam membeli gula kristal putih bermerek dan strategi pemasaran yang dapat diterapkan dalam pemasaran gula Walini di PT. Perkebunan Nusantara II. Analisis preferensi konsumen dalam penelitian ini menggunakan metode analisis konjoin. Sedangkan analisis strategi pemasaran menggunakan metode A'WOT. Berdasarkan hasil analisis konjoin dapat disimpulkan atribut yang paling penting dalam mengevaluasi ketertarikan terhadap gula kristal putih bermerek yaitu warna. Lalu kombinasi atribut terbaik yang paling diminati oleh konsumen yaitu warna putih, tempat penjualan di minimarket, promosi penjualan berupa diskon/kupon/hadiah, kemasan cerah dan menarik, tekstur gula kecil halus, dan memiliki aroma tebu. Selanjutnya berdasarkan hasil analisis A'WOT diperoleh tujuh alternatif strategi pemasaran. Strategi prioritas yang memiliki nilai bobot tertinggi yaitu memperluas jaringan kerjasama dengan agen distributor yang potensial.

Kata kunci: A'WOT, analisis konjoin, preferensi konsumen, strategi pemasaran, gula kristal putih

Article history:

Received
18 April 2023

Revised
25 May 2023

Accepted
4 July 2023

Available online
31 July 2023

This is an open access
article under the CC BY
license



¹ Corresponding author:
Email: fadhilacynthia@apps.ipb.ac.id

INTRODUCTION

Sugar is a common ingredient in food and one of the primary sources of sweeteners, especially for household consumption or the food industry Sugiyanto (2007). Based on the type, sugar consists of raw sugar, refined crystal sugar, and white crystal sugar. Ruvodo (2019) states that refined crystal sugar comes from raw sugar and is traded for food, beverage, and pharmaceutical industries. Meanwhile, white crystal sugar is made from sugar cane and traded for household consumers.

PT Perkebunan Nusantara II is a State-Owned Enterprise (SOE) that produces sugar in North Sumatra. In 2021, PTPN II launched a new 1 kg branded white crystal sugar product in the modern retail market. This sugar product is given the trade name Walini. As a new company engaged in the retail sector, there are many challenges faced by PTPN II in facing competition with competitors of similar products. The biggest competitors to Walini's sugar are Gulaku, PSM, GMP, Rose brand, Gulavit Gula Sugar, and others. The sugar industry's competitors are already superior in the market. According to Shabia (2021), private sugar factories have several advantages over state-owned ones. They have a large milling capacity, relatively new technology, can process derivative products from sugarcane base materials, and have their sugarcane plantation integrated with the factory, making it easier to match off-farm and on-farm matters.

Based on data on the sales volume of Walini sugar presented in Figure 1, from January to December 2022, the sales volume of Walini sugar is still fluctuating or unstable. Sales volume decreased significantly in May 2022, namely 68,074 kg from 235,175 kg in April, and the volatility of sales volume continued into December. This decrease occurred due to the entry of competing products on a large scale to the distribution target area, so there was sufficient stock of sugar in the market. According to Pratiwi (2022), sugar stocks 2022 in North Sumatra are relatively safe, reaching 254.69 tons.

An adequate supply of sugar forces companies to be able to compete and become the choice of consumers. Therefore, the instability of sales volume occurs because Walini Sugar still needs to compete with similar products. This is due to low awareness and consumer buying interest in the Walini sugar brand. So Walini sugar has yet to become the first choice. This is supported by preliminary research that has been done before on 50 respondents to see consumer responses to Walini sugar. The results showed that 36 respondents did not know the Walini sugar brand, and 14 respondents knew. Seeing consumer responses to Walini sugar products, many consumers still think that Walini sugar products need to follow consumer wishes and several criteria. Therefore, the solutions that can be offered to improve consumer purchasing decisions, it is necessary to analyze consumer preferences to find out which attributes best suit consumers' wishes in purchasing branded white crystal sugar.

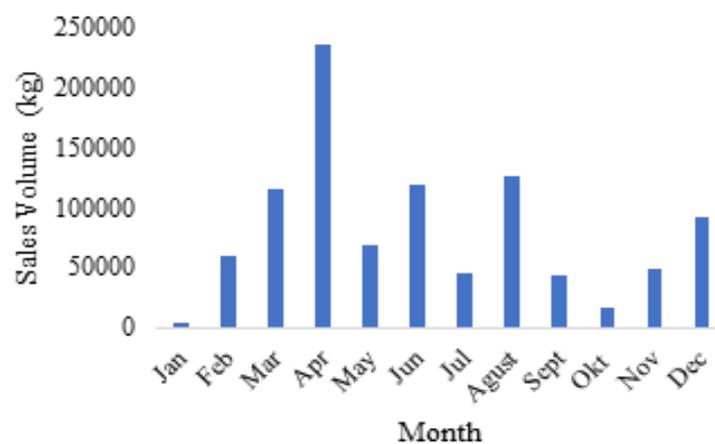


Figure 1. Sales volume of Walini Sugar

According to Wardiah (2003), the primary consideration that needs to be considered in marketing a product is that the product to be produced can follow the wants and needs of the market one of the efforts to find out how consumers like a product are by analyzing consumer preferences. According to Kotler and Keller (2012), consumer preferences are the tendency from the consumer's point of view to like a product and be considered when deciding to buy. By knowing consumer preferences, business actors can combine attributes that customers like while eliminating relatively negative attributes.

Several previous studies have been conducted, such as by Djalil et al. (2022). The essential attribute in selecting granulated sugar products in Bandar Lampung City is type, followed by size. In contrast to Sihombing (2022), the most important attribute in selecting granulated sugar products in Indralaya District is color, followed by crystal size. In addition, Sofa and Sukoco's (2019) research regarding sugar consumer preferences in Jember and Lumajang is in line with the research of Hadi et al. (2020) in the city of Surabaya. However, it has not shown the most attributes that consumers want.

There are differences in the results of consumer preferences in previous studies in several regions. Therefore, in this study, consumer preferences were analyzed in the Medan area, which is one of the target market locations for selling sugar Walini, PTPN II, so that the results obtained are more representative. Furthermore, the results of consumer preferences become input for formulating appropriate marketing strategies with the A'WOT approach. According to Rosdiana (2011), A'WOT analysis can complement one another and reduce subjectivity in the resulting policies.

This study aims to 1) analyze consumer preferences for branded white crystal sugar products through a combination of product attributes that influence consumers, 2) analyze internal and external factors at PTPN II that affect the marketing of Walini sugar, and 3) determine alternatives and marketing priority strategies that can be applied in marketing Walini sugar.

METHODS

Research on consumer preferences was carried out in several modern retail markets that sell branded sugar

in Medan. In contrast, research related to the Walini sugar marketing strategy analysis was carried out at the office of PT. Perkebunan Nusantara II, Jalan Tanjung Morawa, Deli Serdang Regency, North Sumatra. Furthermore, the research time to obtain data is from November 2022 - January 2023.

The data used in this study are primary and secondary. Primary data was taken from the results of interviews, filling out questionnaires, and weighting by experts. At the same time, secondary data supports data obtained from PTPN II internal company data, such as company profiles and sales data relevant to research. Sampling and data collection were carried out in this study using purposive sampling. In the research on consumer preferences, the sample used was only 100 respondents. The data collection process was carried out through direct surveys. The data collection instrument is a questionnaire. The sample criteria used are (1) 20-55 years old because they are in productive age and considered capable of making purchasing decisions, (2) domiciled in Medan city, and (3) have purchased and consumed branded white crystal sugar in the past month.

During the sampling in the marketing strategy analysis, the respondents selected to answer questions related to the company's internal and external factors are the company's expert marketing, production, management, and finance staff who understand the company's condition. Furthermore, four expert respondents were selected to give weight to the A'WOT hierarchy to obtain a priority strategy. The selection of expert or experts was based on competent respondents with the necessary information in the field under study.

Conjoint Analysis

Consumer preferences for product or service attributes (specifications or features) are measured using conjoint analysis. Data processing was carried out with the help of Microsoft Excel 2019 and SPSS software version 26. Attributes and levels are designed orthogonally and produce 16 combinations of plan cards that will be used as a questionnaire. This consumer subjectivity was evaluated using a Likert scale of 1 to 5, with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agree, and 5 indicating strongly agree (Table 1).

Table 1. Organizational attribute conjoint analysis

Attribute	Level	Level description
Colour	1	Yellow
	2	Slightly yellow
	3	White
Aroma	1	Netral (no smell)
	2	Sugarcane scent
Texture	1	Fine little
	2	Big rough
Design packaged	1	Simple packaging display
	2	Bright and attractive packaging
Promote	1	Retail display
	2	Advertising
	3	Sales promotion (discounts/coupons/ gift)
Location	1	Traditional market
	2	Minimarket
	3	Supermarket

Pearson and Kendall's Tau Correlation and Significance

The correlation value is used to determine whether the aggregate conjoint results are valid in predicting the preferences of all respondents. Testing the conjoint analysis's validity was conducted with Pearson's R and Tau Kendall correlations. The hypothesis is:

H0 = There is no strong correlation between the conjoint results and the respondents' opinions

H1 = There is a strong correlation between the conjoint results and the respondents' opinions

The basis for making a decision on the test is as follows:

- 1) If Significance ≥ 0.05 (sig $\geq 5\%$), then H0 is accepted and H1 is rejected
- 2) If Significance ≤ 0.05 (sig $\leq 5\%$), then H0 is rejected and H1 is accepted

A'WOT Analysis

The combination of the AHP (Analytical Hierarchy Process) and SWOT methods in one data analysis tool is known as A'WOT. An analysis technique called SWOT analysis is used to generate alternative strategies by considering the company's internal and external factors. Meanwhile, AHP analysis is used to assign scores and weights for each level to choose the best strategy from the SWOT matrix strategic alternatives Kangas et al. (2001). AHP processing is carried out using the *Expert Choice v.11* application. The stages in the A'WOT

analysis, according to Kangas et al. (2001), are 1) SWOT analysis is carried out, 2) pairwise comparisons between SWOT factors are carried out separately in each SWOT group, 3) determining the relative priority of the S, W, O, and T factor groups, 4) evaluate alternative strategies for each SWOT factor. 5) calculation of global priorities for strategic alternatives.

The conceptual framework is presented in Figure 2. This study explicitly analyzes consumer preferences for branded white crystal sugar products. After that, the data obtained were analyzed by conjoint analysis. The results of consumer preferences become input when analyzing alternative marketing strategies in the internal factors section to identify strengths and weaknesses. Furthermore, external factors are also analyzed to identify opportunities and threats for the company. A'WOT analysis is used to determine marketing strategy alternatives and marketing strategy priorities.

RESULTS

Consumer Preferences

The results of filling out the questionnaire were obtained from 100 respondents. The characteristics of the respondents, namely 76% of respondents were female, dominated by two age categories, namely 20-30, as much as 49%, and 31-44, as much as 41%, then marital status was dominated by respondents who were married as much as 62% with the highest level of education, namely undergraduates as many as 58 % and income Rp1,000,000 - Rp3,999,999 as much as 51%. Results obtained were processed with the help of SPSS software version 26. The following are the results of the analysis of consumer preferences in terms of the relative importance values and utility values presented in Table 2.

Based on Table 2, the results of the respondents' assessment show that the highest level of relative importance is the color attribute, which is 29.96%, the most important attribute when evaluating interest in branded white crystal sugar. Then followed by attributes of place (17.88%), promotion (15.66%), packaging (13.31%), texture (11.61%), and aroma (11.55%). These results are in line with the research by Sihombing (2022) and Majasoka et al. (2020) but different from the research by Djalil et al. (2022) where species is the most important attribute, while according to Rafli and Yunita, (2022) price is the most important attribute.

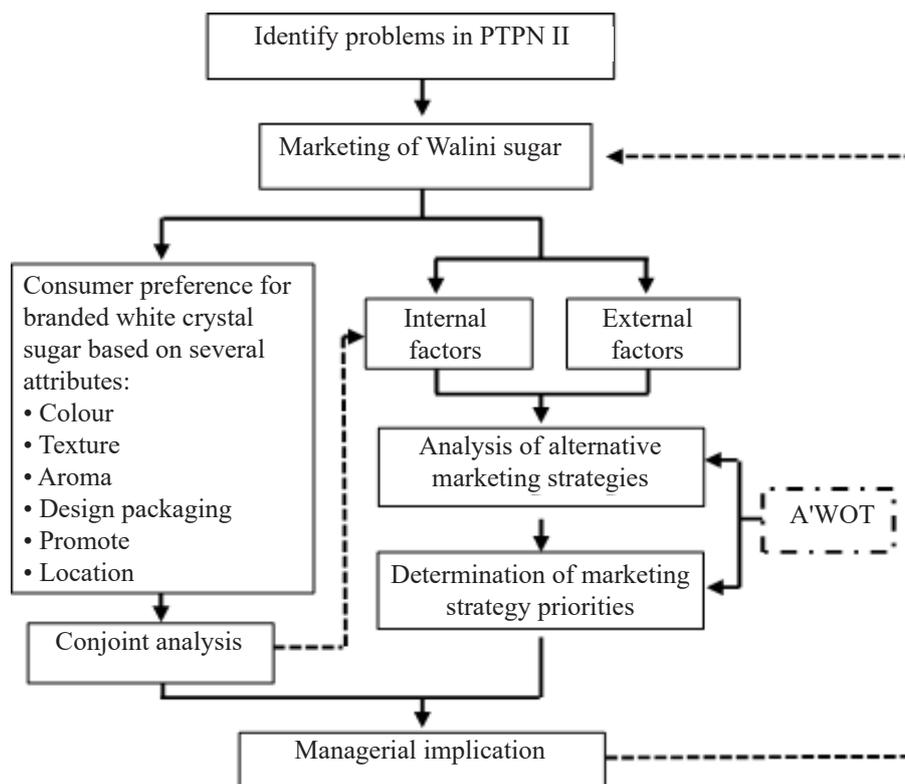


Figure 2. Research framework

Table 2. Relative importance value and utility value

Attribute	Relative Importance Value	Level	Utility value
Colour	29.962	Yellow	-0.412
		Slightly yellow	-0.129
		White	0.541
Aroma	11.558	Neutral (no smell)	0.046
		Sugarcane scent	-0.046
Texture	11.612	Fine little	-0.149
		Big rough	0.149
Design packaged	13.318	Simple packaging display	-0.201
		Bright and attractive packaging	0.201
Location	17.883	Traditional market	-0.192
		Minimarket	0.211
		Supermarket	-0.019
Promote	15.668	Retail display	-0.025
		Advertising	-0.010
		Sales promotion (discounts/coupons/gift)	0.035

The results of the interpretation of the utility values presented in Table 2 show that the white attribute has the highest and positive utility value of 0.541 compared to slightly yellow (-0.129) and yellow (-0.412). These results align with the research of Sofa and Sukoco (2019) but differ from the research of Sihombing (2022) where the color of yellow sugar is more desirable.

In the aroma attribute, the utility value of both is the same, but the scent of sugar cane has a positive utility value of 0.046, while a neutral aroma is -0.046. In contrast to the research by Sofa and Sukoco (2019) and Hadi et al. (2020), where neutral scents are preferred.

In the texture attribute, the utility value of both is the same, but the slight, fine texture has a positive utility value of 0.149, while the large, coarse texture is -0.149. In line with the research of Hadi et al. (2020). According to Djalil et al. (2022), the delicate texture of sugar makes it easier to dissolve sugar.

In the packaging attribute, the utility value of both is also the same, but bright and attractive packaging has a positive utility value of 0.201, while simple packaging is -0.201. In line with the opinion of Rasmikayati et al. (2021), an attractive packaging design with a combination of colors and images or patterns can increase consumer buying interest.

On the place attribute, minimarkets have the highest and positive utility value of 0.211 compared to supermarkets (-0.019) and traditional markets (-0.192), in line with research by Majasoka et al. (2020) where minimarket sales locations have the highest presentation. Furthermore, on the promotion attribute, the highest and positive utility value is in sales promotions in the form of discounts/coupons/gifts with a value of 0.035 compared to promotions in the form of advertising through the media (-0.010) and promotions in the form of retail displays (-0.025).

The utility value that is the highest and has a positive value indicates the level of the attribute that is most considered by respondents when evaluating interest in branded white crystal sugar. So based on the results of the analysis of the composition of the

attribute combinations of branded granulated sugar that consumers are most interested in, namely white, selling points in minimarkets, sales promotions in the form of discounts/coupons/gifts, bright and attractive packaging, delicate texture of little sugar, and has the aroma of sugar cane.

Next, evaluate the results of the conjoint analysis by using the correlation value. The correlation values used are Kendall's tau and Pearson's R. Based on the results of the conjoint analysis carried out, the Kendall's tau correlation value is 0.908, and the Pearson's R correlation value is 0.987 with a significant value on the attribute of 0.00. This shows that the correlation between the actual and estimated values has a strong relationship, so there is a real correlation between the conjoint results and the respondents' opinions. It means H0 rejected and H1 accepted.

SWOT Factor Analysis

The Walini sugar marketing strategy was formulated based on identifying internal and external factors that support the marketing of Walini sugar. In this study, the results of consumer preferences become input to determine internal and external factors in the company. According to Fajarani et al. (2021), attributes of consumer preferences have a positive and significant effect on purchasing decisions. High purchasing decisions can increase sales volume. The SWOT component factors at PTPN II are presented in Table 3.

Table 3. Identification of strengths, weaknesses, opportunities and threats in Walini sugar marketing at PTPN II

Internal factor	Strength	Weakness
Marketing	- The product has been certified - Competitive market prices	- Sugar color is more yellow than competitors - Promotion is not maximal - Don't have an official distributor yet
Management		- Limited marketing force
Production	- Has its own cultivation land and processing factory	
Finance	- Capital available	
External factor	Opportunity	Threat
Micro environmental analysis		- Strong competitor - Consumer preference prefers white sugar - Competitors have a wide variety of products
Macro environment analysis	- Has a broad market segment - Trend of sweet food and drink is increasing - Increase in population - Technological developments are increasing rapidly	- Uncertain economic conditions

SWOT Factor Weighting

SWOT factor weighting is carried out using the A'WOT method. The weighting is carried out by experts who are considered to understand and are related to Walini sugar marketing at PTPN II. The assessment is carried out by making comparisons between factors and between sub-factors. The following results from the weight of the SWOT factor are presented in Table 4.

Based on the results in Table 4, the highest weight on the SWOT factor is the opportunity factor, with a weight of 0.489. Opportunity is essential because sugar marketing opportunities are still wide open. Seeing the high demand for national sugar consumption, which has yet to be fulfilled until now, the opportunity to market sugar consumption is the right choice. The order of importance of the next SWOT factor is the strength factor with a weight of 0.316, the weakness factor with a weight of 0.126, and finally, the threat factor with a weight of 0.068.

Furthermore, the weighting between sub-factors in each group was carried out by pairwise comparisons. The weight value of the highest strength subfactor has its own cultivation land and processing factory, namely 0.511. PTPN II also has a reasonably large sugarcane cultivation area of 8,021.35 ha and has 2 (two) units of Sugar Factory, namely the Kwala Madu Sugar Factory located in Langkat Regency and the Sei Semayang

Sugar Factory located in Deli Serdang Regency, with installed capacity every 4,000 tons of sugar cane/day. Having its own cultivation land and processing factory is the essential strength factor because it can provide raw material needs and carry out the processing directly, making the production process more easily controlled.

In the weakness sub-factor, the highest weight is the promotion, that is not optimal. According to the expert respondent, the non-optimum promotion sub-factor is the most crucial weakness to pay attention to in Walini sugar marketing. The promotion of Walini sugar has not been carried out intensively due to limited marketing personnel. Promotions that still need to be optimal mean that many consumers still need to learn the brand of Walini sugar, so this can affect the low sales volume of Walini sugar.

In the opportunity sub-factor, the highest weight value is the sub-factor with a broad market segment of 0.534. Products with a broad market segment will make it easier for products to enter and be accepted by consumers. This convenience allows companies to market their products according to the desired target. Furthermore, on the threat sub-factor, the weight value is the highest. That is, the sub-factor has strong competitors, namely 0.447. Strong competitors who have become top market leaders can be a threat because it is difficult for companies to compete and make consumers switch to other brands offered

Table 4. Priority weight SWOT factor marketing Walini sugar at PTPN II

SWOT Factors (Weight)	Inconsistency value	Subfactors SWOT	Weight
Strength (0.316)	0.05	Has its own cultivation land and processing factory	0.511
		The product has been certified	0.129
		Competitive market prices	0.171
		Capital available	0.189
Weakness (0.126)	0.06	Sugar color is more yellow than competitors	0.257
		Limited marketing force	0.174
		Promotion is not maximal	0.486
		Don't have an official distributor yet	0.083
Opportunity (0.489)	0.05	Has a broad market segment	0.534
		Trend of sweet food and drink is increasing	0.115
		Increase in population	0.277
		Technological developments are increasing rapidly	0.074
Threat (0.068)	0.005	Strong competitor	0.447
		Consumer preference prefers white sugar	0.373
		Competitors have a wide variety of products	0.108
		Uncertain economic conditions	0.072

Analysis of Alternative Marketing Strategies

Analysis of alternative marketing strategies is formulated based on the SWOT matrix from the results of the analysis of internal factors, external factors at the PTPN II company, and analysis of consumer preferences that have been carried out. The results of alternative marketing strategies that have been formulated are as follows:

S-O Strategy

The strength-opportunity strategy is a strategy that is formulated based on considerations that existing strengths can be utilized together with existing opportunities for marketing Walini Sugar. The SO strategy is the first to increase sugar production by utilizing the available resources (S1, O1, O2, O3). Increasing production can help companies to increase their competitiveness in the market. By offering more affordable products, companies can win customers over competitors and expand market share in line with research conducted by Umar (2012), who applied the same strategy to increase sales volume. According to Rosidah et al. (2023), increasing sugarcane production can be done by increasing the area of arable land, increasing the use of chemical fertilizers, increasing labor, and reducing the use of sugarcane seeds. The second strategy is to keep prices competitive while improving product quality (S2, S3, O3). This strategy aligns with the opinion of Fasihah and Esa (2020) that price can create a customer's first impression. Therefore, to balance profitability and sales volume, it is essential to set the right price. According to Dwijayani (2013) and Suardika and Dewi (2021), price significantly affects sales volume.

W-O Strategy

The weakness-opportunity strategy is a strategy that is formulated by minimizing weaknesses by taking advantage of existing opportunities. The WO strategy formulated is the first to add marketing personnel and increase marketing activities by utilizing advances in information technology to promote products (W2, W3, O4). This strategy aligns with the marketing strategy chosen by Yudhistira (2017), namely optimizing the use of social media to carry out promotional activities. Social media lets companies inform and promote products to more consumers. The second strategy is expanding the cooperation network with potential distributor agents (W4, O1, O3). This strategy is in line with the research

of Indriani (2018); namely, the influence of distribution channels on sales volume is positive.

S-T Strategy

The strength-threat strategy is a strategy that is formulated by utilizing the strengths possessed by the company to minimize existing threats. The ST strategy diversifies products (S1, S4, T1, T3, T4). It is in line with research conducted by Ramadhanto et al. (2022) that the concentric diversification strategy carried out by the company under study increased sales significantly. This strategy is also used by Evalia (2015) to increase sales value.

W-T Strategy

A weakness-threat strategy minimizes the company's weaknesses and avoids existing threats. The WT strategy that has been formulated is that the first is to reduce the ICUMSA value so that sugar products are whiter and can increase consumer purchasing decisions (W1, T2). The second strategy is conducting research and development to anticipate changes in economic conditions and market tastes (W3, T1, T2, T3, T4).

Marketing Strategy Priority Analysis

Strategic priority is obtained from the results of a comparative assessment of the SWOT components against the seven alternative strategies that have been formulated. The results of the comparative assessment show an overall inconsistency value of 0.04. Based on the AHP weighting assessment, according to experts, the strategic priority order from the highest to the lowest weighted value is expanding the network of cooperation with potential distributor agents (0.226), increasing production capacity by utilizing available resources (0.221), keeping prices competitive while continuing to improve quality products (0.143), adding marketing personnel and increasing marketing activities by taking advantage of technological advances (0.133), diversifying products (0.114), Reducing the ICUMSA value so that sugar products are whiter. They can improve consumer purchasing decisions (0.091), and the latter conducts research and development to anticipate changes in economic conditions and market tastes (0.072). The following results from weighing the alternative marketing strategy of Walini sugar at PTPN II which is presented in Table 5.

Table 5. Priority sequence of Walini sugar marketing strategy

Strategy type	Strategic Alternative	Weight	Priority
W-O	Expanding the cooperation network with potential distributor agents	0.226	1
S-O	Increase the amount of sugar production by utilizing the available resources	0.221	2
S-O	Maintaining prices to remain competitive while improving product quality	0.143	3
W-O	Add marketing personnel and improve marketing activities by taking advantage of technological advances	0.133	4
S-T	Create product diversification	0.114	5
W-T	Reducing ICUMSA value so that sugar products are whiter and can improve consumer purchasing decisions	0.091	6
W-T	Conduct research and development to anticipate changes in economic conditions and market tastes	0.072	7

Managerial Implications

Efforts to increase the sales volume of Walini Sugar and compete with competing products can be implemented by implementing the right strategy based on the findings in this study. Information on consumer preferences that have been obtained can be a reference for companies to be able to adjust the sugar products offered according to consumer desires. Some of Walini's sugar attributes that are not in accordance with consumer preferences are color, promotion, and packaging. Based on the results, the color of white sugar is the most important and preferred attribute of choice for consumers, while the color of Walini Sugar is currently yellow. Therefore, there is a need for improvement and the addition of tools to produce high-quality sugar. The method that can be considered so that the quality of sugar with an ICUMSA value of <200IU is the method of carbonation or defecation remelt carbonation. There needs to be a government role in revitalizing state-owned factories so they can compete with private factories.

Furthermore, the promotion attribute also needs to be a concern seeing the lack of promotion by the company. Based on the results of consumer preferences, giving discounts/coupons/gifts to consumers is the most preferred promotion. Besides that, it is also necessary to carry out digital promotions, given the growing development of internet technology. Next, there needs to be packaging improvement based on the results of consumer preference for bright packaging. Currently, Walini's sugar packaging looks simple, and a distinctive image or logo must be added to attract consumers' attention.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The analysis of consumer preferences shows that the essential attribute in evaluating interest in branded white crystal sugar is color. After evaluating all combinations of attributes, the best attributes were obtained, namely white color, selling points in minimarkets, sales promotions in the form of discounts/coupons/gifts, bright and attractive packaging, delicate texture of little sugar, and the aroma of sugarcane. Based on the results of internal factor analysis in the strength factor section, which has the highest weight, namely having its own cultivation land and processing factory, and on the weakness factor, the highest weight, namely, promotion, could be more optimal. Then on the external factor in the opportunity factor section, the highest weight has a broad market segment, and on the threat factor, the highest is a strong competitor. Based on the SWOT analysis results, seven alternative strategies for marketing Walini Sugar exist. After being weighted by experts using the A'WOT method, the results of the arrangement of priority strategies with the highest weight are expanding the network of cooperation with potential distributor agents.

Recommendations

The company should immediately adjust the products offered according to the best combination of attributes that consumers want and like. Furthermore, it is hoped that the company can focus on implementing the seven strategies that have been formulated in accordance with the order of priorities that experts have assessed. For further research, it is necessary to study further related to the satisfaction and loyalty of B2B Walini sugar consumers.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The authors declare no conflict of interest.

REFERENCES

- Djalil SM, Prasmatiwi FE, Endaryanto T. 2022. Household consumer's preferences and demand for granulated sugar in Bandar Lampung City. *Journal of Food System and Agribusiness* 6(1): 1–11. <https://doi.org/10.25181/jofsa.v6i1.2185>
- Dwijayani H. 2013. Analysis of Effect of Price, Location and Services to Increase Sales Volume. Di dalam: *Proceedings National Olympiad and International Conference on Education, Technology and Science (NETS)*; Purwokerto, 28 Dec 2013. Purwokerto: Universitas Muhammadiyah Purwokerto. hlm 586–588.
- Evalia NA. 2015. Strategi pengembangan agroindustri gula semut aren. *Jurnal Manajemen dan Agribisnis* 12(1): 57–67. <https://doi.org/10.17358/jma.12.1.57>
- Fajarani E, Wildayana E, Elysa PN. 2021. Preferensi konsumen terhadap keputusan pembelian sayuran organik di Supermarket Diamond Kota Palembang. *Jurnal KaliAgri* 2(1): 38–50. <https://doi.org/10.56869/kaliagri.v2i1.193>
- Fasihah N, Esa SA. 2020. Effect of Price on Sales Volume. *Journal of Undergraduate Social Science and Technology* 2(2). <https://doi.org/10.5281/zenodo.3748943>
- Hadi NH, Zaki I, Fatihin MK. 2020. The preference and prospects of sugar needs in micro, small and medium enterprise industries of food and beverage in Surabaya City. *International Journal of Innovation, Creativity and Change* 10(12): 339–351.
- Indriani I. 2018. Pengaruh saluran distribusi terhadap volume penjualan pada PT. Sinar Kalimantan Berau Tanjung Redeb. *Change Agent for Management Journal* 2(1): 116.
- Kangas J, Pesonen M, Kurttila M, Kajanus M. 2001. A'WOT: Integrating The AHP With SWOT Analysis. Di dalam: *Proceeding ISAHP*; Berne, Switzerland, 2-4 August 2001. hlm 189–198
- Kotler P, Keller KL. 2012. *Marketing management* (14th ed.). Pearson.
- Majasoka L, Sumarwan U, Muffikhati I. 2020. Perilaku konsumen gula pasir: keterkaitannya dengan pengetahuan label, bauran pemasaran, dan kesadaran merek. *Jurnal Ilmu Keluarga Dan Konsumen* 13(3): 289–302. <https://doi.org/10.24156/jikk.2020.13.3.289>
- Pratiwi F. 2022. Bulog: Stok Gula di Sumut Masih 254,7 Ton. <https://ekonomi.republika.co.id>. [6 July 2023]
- Rafli MA, Yunita. 2022. Consumer preferences and influencing factors for local and premium granulated sugar purchases in Palembang City. *SriJAB: Sriwijaya Journal of Agribusiness and Biometrics in Agriculture Research*, 2(1): 89–105. <https://doi.org/10.5713/srijab.v1i2.32>
- Ramadhanto MF, Akbar M, Agoestyowati R. 2022. Strategi diversifikasi produk sebagai upaya meningkatkan penjualan studi pada CV. Harjaya Enam Makmur. *Jurnal Administrasi Bisnis*, 2(5): 654–660. <https://doi.org/10.31334/jambis.v2i5.2597.g1185>
- Rasmikayati E, Syamsiah ST, Sadeli AH, Saefudin BR. 2021. Preferensi konsumen terhadap “private label” ritel modern dikaitkan dengan karakteristik konsumen: studi kasus pada produk gula di Lotte Mart Bandung. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis* 7(1): 747–766. <https://doi.org/10.25157/ma.v7i1.4780.g3690>
- Rosdiana D. 2011. *Analisis Komoditas Unggulan Pertanian dan Strategi Pengembangannya di Kabupaten Ciamis Provinsi Jawa Barat*. [tesis] Bogor: Institut Pertanian Bogor.
- Rosidah A, Irham I, Masyhuri M, Perwitasari H. 2023. Sugarcane production efficiency: a case study on PTPN X Partner Farmers. *Jurnal Manajemen Dan Agribisnis* 20(1): 56–67. <https://doi.org/10.17358/jma.20.1.56>
- Ruvodo. 2019. *Penjelasan Ilmiah Mengapa Gula Pasir Grade 2 Lebih Manis Dari Grade 1*. <https://pgrajawali.co.id>. [19 October 2022]
- Shabia, G. N. A. (2021). *Kuasa Korporasi Besar: Kasus Gula Nasional*. <http://fian-indonesia.org>. [18 April 2023]
- Sihombing SG. 2022. Analisis preferensi konsumen terhadap pembelian produk gula pasir di Kecamatan Indralaya (studi kasus: Pasar Tradisional Indralaya Mulya). [Skripsi] Palembang: Program Studi Agribisnis, Universitas Sriwijaya.
- Sofa A, Sukoco BM. 2019. Preferensi konsumen

- gula pasir terhadap produk, harga, promosi, dan distribusi. *Jurnal Ekonomi Dan Bisnis Airlangga* 29(1): 1–14. <https://doi.org/10.20473/jeba.V29I12019.1-14>
- Suardika IK, Dewi MS. 2021. The impact of brand, product quality and price on sales volume of samana mart stores. *International Journal of Social Science and Business* 5(2): 256–261. <https://doi.org/10.23887/ijssb.v5i2.34766>
- Sugiyanto C. 2007. Permintaan Gula Indonesia. *Jurnal Ekonomi Pembangunan* 8(2): 113–127. <https://doi.org/10.23917/jep.v8i2.1036>
- Umar ZA. 2012. Strategi bauran pemasaran dalam meningkatkan volume penjualan ikan tuna olahan pada PT. Betel Citra Seyan Gorontalo. *Jurnal Inovasi* 9(1):1–26.
- Wardiah N. 2003. Pengembangan produk baru dan model-model. *Jurnal Manajemen Maranatha* 2(2): 93–112. <https://doi.org/10.28932/jmm.v2i2.125>
- Yudhistira N. 2017. Penentuan strategi pemasaran beras herbal forte CV An-Nahlah Jember. *Bisma Jurnal Bisnis dan Manajemen* 11(2): 248–258. <https://doi.org/10.19184/bisma.v11i2.6319>