



EXAMINING INNOVATIVE MARKETING STRATEGIES EMPLOYING THE SWOT ANALYSIS TO ENHANCE LOKALATE'S PERFORMANCE IN A COMPETITIVE MARKET ENVIRONMENT

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ABSTRACT

The study aims to identify tailored strategies to leverage strengths, address weaknesses, seize opportunities, and mitigate threats, ultimately guiding Lokalute towards sustained growth and competitive advantage. The methodology employed in this study is qualitative data sources, including both primary and secondary data, seeking to uncover nuanced insights crucial for strategic decision-making. The result of this research is to develop innovative marketing strategies for Lokalute to enhance sales and succeed in a competitive market.



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KATA KUNCI

SWOT, Strategi Pemasaran, Pertumbuhan Berkelanjutan.

ABSTRAK

Studi ini bertujuan untuk mengidentifikasi strategi yang disesuaikan untuk memanfaatkan kekuatan, mengatasi kelemahan, meraih peluang, dan mengurangi ancaman, yang pada akhirnya akan membantu Lokalute menuju pertumbuhan berkelanjutan dan mengembangkan keunggulan kompetitif. Metode penelitian yang digunakan dalam studi ini adalah sumber data kualitatif, termasuk data primer dan sekunder, untuk mengungkap wawasan mendalam yang penting bagi pengambilan keputusan strategi. Hasil dari penelitian ini adalah untuk mengembangkan strategi pemasaran inovatif bagi Lokalute guna meningkatkan penjualan dan berhasil di pasar yang kompetitif.

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INTRODUCTION

The high increase of competition in the business world has caused every company to compete to create marketing strategies, innovative products and promotional activities in the hope of competitive advantage over other companies. Marketing strategy must be done effectively so that sales can increase. Marketing activities generally focus on products ,pricing ,distributed policies, and promotional ways in which this is known as the marketing mix (Pratama, 2023). Lokalute has developed several strategies to survive in this competition. Some efforts are doing a). Above the Line b). Below the Line, c). Through the Line marketing strategies. These various marketing activities have led to optimal Local growth in various areas in Indonesia and internationally.

However, keep in mind that Lokalute has many competitors in marketing its products. Consequently, academics recommend that further investigations be conducted to analyze the real impact of product market competitiveness on better performance (Guney et al., 2011; Sheikh, 2018). Therefore, as a company that has perfect competition in the product market, Lokalute needs to focus on improving the quality and quantity of its marketing strategy.

It should be noted that in the new normal era (post-pandemic) almost every human activity has switched to an online digitalization base, including the activity of buying and selling products. The marketing impact of the pandemic era is the lack of offline customers. This is because there are obstacles in the pandemic era, including the limitation of meeting face to face, the government's appeal for a ban on face-to-face contact, and the declining purchasing power of the people (Latif dkk, 2021). Lokalute has made a breakthrough by using both types of platforms (offline and online) to increase engagement and market for their products. This is considered to be able to increase sales volume rather than just relying on the offline market. However, over time, there has been an imbalance between offline and online sales strategies, even though the marketing strategies that have been carried out have also varied. In this case, a solution is needed to create a balanced strategy so that Lokalute products can be recognized by both local and international communities.

Additionally, updating marketing strategies is not only needed to strike a balance between offline and online but also to anticipate the emergence of competitors offering similar products. In addition, Lokalute must also consider the right and unique strategy to penetrate the millennial market and scope, which may allow customers to consume such a product as they choose or go to the product. As the millennials call them "norm".

RESEARCH METHOD

This study adopts a descriptive research approach, drawing upon both primary and secondary data sources to enrich its analytical depth. Primary data acquisition involves meticulous observation and meticulous gathering of information from diverse, readily accessible sources. Concurrently, secondary data retrieval taps into pre-existing repositories such as pertinent journals and scholarly works, thereby augmenting the breadth of the study's contextual understanding

Central to this research is the application of the SWOT (Strengths, Weaknesses, Opportunities, Threats) strategy matrix analysis method, a sophisticated tool employed by the researcher to scrutinize the intricate interplay between internal organizational dynamics and external environmental factors. Within this analytical framework, four distinct SWOT matrices emerge: Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threats (ST), and Weakness-Threats (WT). Each matrix delineates strategic pathways and potential risks, facilitating a nuanced comprehension of the strategic landscape under scrutiny.

Furthermore, in the presentation and interpretation of data, the researcher integrates insights garnered from a comprehensive analysis of both internal and external factors using the framework of Lokalute. By juxtaposing these varied perspectives, the study aims to offer a holistic understanding of the subject matter, thereby contributing to the advancement of knowledge within the field.

RESULT AND DISCUSSION

Profile Lokalute's Company

PT Nutrifood Indonesia, a domestic private enterprise operating in the health food and beverage sector, has been active since 1979. Among its range of products like Tropicana Slim, Hilo, NutriSari, L-Men, WRP, and W dank, the introduction of Lokalute in 2017 marked a significant milestone. Lokalute, an instant coffee line, offers distinctive Indonesian fruit and spice flavors. Starting with the Palm Sugar variant, Lokalute expanded its lineup over four years to include Avocado, Kawista, Tape Ketan, Corn, and Andaliman flavors, each boasting a unique taste profile.

Lokalute's appeal extends beyond its flavors; its packaging aligns with modern aesthetics, targeting a younger demographic. With its innovative flavor range, Lokalute caters to diverse tastes, appealing to both men and women. This success reflects PT Nutrifood's commitment to product

innovation, rooted in consumer research and market trends. By prioritizing quality, uniqueness, and benefits, Lokalute has gained traction nationwide, facilitated by distribution through local distributors and MSMEs. Expanding internationally is also on the horizon for PT Nutrifood.

The performances of Lokalute's product during the pandemic of course need to be taken into account. Selling and promotional steps were likely limited because of the situation. Additionally, the needs of the people slowly changed from consuming basic drinks to something beneficial for their health. In this case, Lokalute needs to take action to overcome the problems and return to survival so that their products can remain sustainable in market competition. Here are the implementations of the strategies conducted by Lokalute:



Figure 1. Lokalute Marketing Strategy

In the promotion and marketing efforts conducted by Lokalute to introduce its products, Lokalute has implemented three types of marketing strategies, namely: Below the Line, Above the Line, and Through the Line marketing strategies. Below-the-line activity can be defined as non-media advertising. Essentially, if a formal piece is submitted to a publication and a commission is paid to feature the piece, then this is deemed conventional above-the-line communication. If no commission has been paid, for example, in the case of a public relations press release, a trade exhibition, or a sponsored sports event, this is referred to as below-the-line communication activity (Lancaster, 1998). Meanwhile, Through the Line marketing strategy refers to the combination of both below and above the line aspects.

SWOT Analysis

A strengths, weaknesses, opportunities, and threats (SWOT) analysis has become a fundamental tool for organizations to evaluate their position in the market and is widely used to analyze the internal and external environments of organizations during times of indecision (Rozmi et al., 2018). The utilization of SWOT analysis holds significant importance for companies when devising their strategic blueprints for business expansion. This methodological approach offers a comprehensive yet focused lens through which organizations can navigate the complexities of market dynamics, enabling them to steer towards their predefined objectives with greater precision and efficacy. By delving into the intricacies of strengths, weaknesses, opportunities, and threats, SWOT analysis unveils previously overlooked facets of a company's internal and external landscape, furnishing decision-makers with invaluable insights crucial for informed decision-making.

Moreover, the versatility of SWOT analysis extends beyond its immediate utility in strategic planning; it serves as a potent diagnostic tool, illuminating areas ripe for improvement and avenues for growth. Through a systematic examination of internal capabilities and external market forces, companies can recalibrate their operational strategies, fortifying their competitive stance amidst the ever-evolving business milieu.

In this research, the use of SWOT analysis is crucial for understanding Lokalute's competitive environment. By employing this framework, we aim to uncover opportunities and address potential threats, providing Lokalute with valuable insights to navigate the market effectively and ensure its ongoing success.

Here are the implementation in Lokalute's company:

1. Strengths:

- a) Lokalute coffee boasts numerous distinctive flavors inspired by various Indonesian characteristics.
 - b) Despite its affordable price, Lokalute offers abundant benefits. With low sugar content, it is suitable for consumers of all ages
 - c) Its packaging features vibrant colors appealing to millennials.
 - d) With its own online platform, customers can conveniently locate and purchase products.
 - e) It is also the pioneering brand to introduce Gula Aren Coffee Flavor in sachet form.
2. Weaknesses
- a) Locating Lokalute coffee products in physical stores remains challenging.
 - b) There's an ineffective strategy in place for promoting and exposing the product to the intended audience.
 - c) The approach lacks adaptability to effectively engage with both current and emerging millennial trends and behaviors.
3. Opportunities
- a) The flavors unique to Lokalute are exclusive and not replicated by other brands like Kopi Durian.
 - b) The growing popularity of coffee among teenagers through adulthood, along with an expanding base of coffee enthusiasts, presents an opportunity for Lokalute to expand its business.
 - c) Featuring diverse flavors inspired by Indonesia, Lokalute is well-positioned to compete in the global market.
 - d) Having its own online platform is advantageous as the number of internet users continues to rise, facilitating Lokalute's marketing efforts.
4. Threats
- a) Lokalute faces competition from numerous similar products in the market.
 - b) The rise in coffee ingredients costs has led to an increase in Lokalute's prices.
 - c) Competitors offer coffee products at lower prices.
 - d) The influx of foreign products similar to Lokalute entering Indonesia poses a threat to the local industry.
 - e) Climate change uncertainty affects coffee production levels, processing consistency, and ultimately, coffee quality.
 - f) There's a prevailing public perception that coffee consumption may not be healthy.

From the above SWOT analysis, the "Innovative Marketing Strategies of Lokalute" can be formulated in the following SWOT strategy table.

Table 1. SWOT Analysis

Strengths	Weaknesses
1. Lokalute coffee boasts numerous distinctive flavors inspired by various Indonesian characteristics. 2. Despite its affordable price, Lokalute offers abundant benefits. With low sugar content, it is suitable for consumers of all ages 3. Its packaging features vibrant colors appealing to millennials. 4. With its own online platform, customers can conveniently locate and purchase products. 5. It is also the pioneering brand to introduce Gula Aren Coffee Flavor in sachet form.	1. Locating Lokalute coffee products in physical stores remains challenging. 2. There's an ineffective strategy in place for promoting and exposing the product to the intended audience. 3. The approach lacks adaptability to effectively engage with both current and emerging millennial trends and behaviors.

Opportunities	Threats
1. The flavors unique to Lokalute are exclusive and not replicated by other brands like Kopi Durian. 2. The growing popularity of coffee among teenagers through adulthood, along with an expanding base of coffee enthusiasts, presents an opportunity for Lokalute to expand its business. 3. Featuring diverse flavors inspired by Indonesia, Lokalute is well-positioned to compete in the global market. 4. Having its own online platform is advantageous as the number of internet users continues to rise, facilitating Lokalute's marketing efforts.	1. Lokalute faces competition from numerous similar products in the market. 2. The rise in coffee ingredient costs has led to an increase in Lokalute's prices. 3. Competitors offer coffee products at lower prices. 4. The influx of foreign products similar to Lokalute entering Indonesia poses a threat to the local industry. 5. Climate change uncertainty affects coffee production levels, processing consistency, and ultimately, coffee quality. 6. There's a prevailing public perception that coffee consumption may not be healthy.

After conducting SWOT analysis, the next step involves cross-referencing each factor across the four elements. This process offers a comprehensive understanding of strengths, weaknesses, opportunities, and threats, guiding strategic decision-making. It unveils organizational dynamics and informs tailored strategies for sustainable growth and competitive advantage.

The following is the cross-reference of the SWOT analysis:

Table 2. SWOT Cross-Referencing

S - O	W - O
S1, S5 X O1, O3 Lokalute must maintain its uniqueness in terms of the availability of flavors and should always introduce new innovations.	W1 X O2 Collaborate with established retailers and coffee shops to stock Lokalute products in their physical stores.
S2 X O2 Lokalute must pay attention to their product mix to ensure it remains consistently consumable and enjoyable across all age groups.	W2 X O4 Strengthen Lokalute's online presence by enhancing its e-commerce platform and digital marketing efforts.
S3 X O3 Lokalute must always prioritize the quality of their products and packaging.	W3 X O1, O3 Always maintain quality for all types of new product innovations launched to meet the interest in something new from the millennial perspective.
S4 X O4 Lokalute needs to maintain the stability of online marketing and promotion to be recognized by a broader and diverse audience.	
S - T	W - T
S1 X T1, T3 Lokalute's idea to offer a unique treat by producing Indonesian flavors rarely found in	W1 X T1 Lokalute needs to establish partnerships with a more diverse range of distributors while

other products remains very strong in winning the market. S2, S5 X T2, T3 Lokalate must continue to maintain the quality of the benefits offered by its products. S3 X T4 Lokalate must maintain the unique image created by its packaging design idea. S4 X T6 Lokalate is able to create online-based campaigns related to the uniqueness and benefits of its products.	maintaining the quality of their online-based marketing. W2, W3 X T4, T6 Lokalate can rebrand with a more eccentric concept that asserts Lokalate products are safe for all ages. W1 X T2, T3, T5 Lokalate needs to quickly adapt to changes in trends among millennials to win market competition.
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Strategy Issues

From the results of the cross-referencing of SWOT elements above, the outline of strategic issues that Lokalate can address in confronting the mentioned problems can be drawn. The following are the strategic issues obtained:

1. Lokalate should enhance the uniqueness of its production by diversifying its range of flavors and adapting the taste and presentation style of its products to the lifestyle and demands of their largest market segment, namely millennials, thereby increasing its appeal and relevance in the market.
2. Lokalate ought to develop online campaigns focused on highlighting the distinctive features and advantages of its products, aiming to bolster and maintain the interest of customers who have selected Lokalate as their preferred choice for consumption.
3. Lokalate should strive to offer the best prices in the market to remain competitive amidst numerous competitors selling products at lower prices.
4. Lokalate should consistently prioritize the quality of its products and packaging to maintain customer loyalty.
5. Lokalate can strengthen its branding by incorporating the concept of Indonesian cultural wisdom that aligns with the concept they have been running so far.
6. Strengthen Lokalate's online presence by enhancing its e-commerce platform and digital marketing efforts.

Strategy and Planning Concept

In creating strategies and planning concepts, it is necessary to match them with the company's Vision and Mission as well as the current conditions related to the form of business conducted in the context of Lokalate's product promotion and marketing. Above, we have discussed the marketing strategies implemented by Lokalate, thus, we must combine several factors considered into appropriate planning strategies and concepts. Additionally, after obtaining the strategic issues derived from the cross-referencing of the SWOT analysis, it is necessary to align the strategies with the company's Vision and Mission. In this case, since Lokalate is part of PT. Nutrifood, its Vision and Mission are as follows:

Vision:

Helping our customers achieve a longer healthy life through our reputable and leading brands.

Mission:

- Nutrifood emphasizes integrity and long-term business sustainability. We strive to consider long-term impacts in every decision-making process, committed to providing proven and effective solutions.

- Nutrifood operates as a boutique company characterized by uniqueness, innovation, and premium quality.
- Nutrifood believes in prevention rather than cure. Therefore, we offer preventive products and services for our customers to utilize.
- Nutrifood believes that health and enjoyment can go hand in hand. The various products and services we offer are a combination of healthiness, deliciousness, and ease of consumption.

The following is a strategic matching table and planning concept that can be undertaken by Lokalute to respond to the challenges faced:

Table 3. Strategy and Planning Concept

No.	Strategy	Planning Concept
1.	Lokalute should enhance the uniqueness of its production by diversifying its range of flavors and adapting the taste and presentation style of its products to the lifestyle and demands of their largest market segment, namely millennials, thereby increasing its appeal and relevance in the market.	• Conduct market research to identify emerging flavor trends and preferences among millennials. • Customize product offerings to align with millennial lifestyles, such as convenient packaging for on-the-go consumption and health-conscious options. • Organize experiential marketing events and pop-up activations targeted specifically at millennials to create memorable brand experiences and foster brand loyalty. • Craft a compelling brand story that resonates with millennials, highlighting the journey of flavor discovery and the dedication to quality and innovation.
2.	Lokalute ought to develop online campaigns focused on highlighting the distinctive features and advantages of its products, aiming to bolster and maintain the interest of customers who have selected Lokalute as their preferred choice for consumption.	• Develop a series of engaging and informative content pieces, such as articles, blog posts, videos, and infographics, that showcase the unique features and benefits of Lokalute's products. • Collaborate with influencers and bloggers in the food and beverage industry to create sponsored content promoting Lokalute's products. • Implement targeted email campaigns to existing customers and subscribers, highlighting the unique selling points and benefits of Lokalute's products.
3.	Lokalute should strive to offer the best prices in the market to remain competitive amidst numerous competitors selling products at lower prices.	• Implement a price match guarantee policy wherein Lokalute pledges to match or beat the prices offered by competitors for the same products. • Develop promotional pricing strategies, such as discounts, buy-one-get-one offers, or bundle deals, to attract price-conscious customers while still maintaining profitability. • Offer value-added services or perks to enhance the perceived value of Lokalute products beyond just price.
4.	Lokalute should consistently prioritize the quality of its products and packaging to maintain customer loyalty.	• Invest in research and development to continuously improve the quality of Lokalute's products. • Transition to sustainable packaging materials and practices to reduce environmental impact and enhance brand reputation.

		• Maintain transparent communication with customers regarding the quality standards upheld by Lokalute. • Emphasize the quality and craftsmanship of Lokalute's products and packaging in branding and marketing efforts.
5.	Lokalute can strengthen its branding by incorporating the concept of Indonesian cultural wisdom that aligns with the concept they have been running so far.	• Partner with local artisans or craftsmen to create unique packaging designs inspired by Indonesian art and cultural motifs. • Host cultural events or experiences that celebrate Indonesian heritage, such as cooking workshops featuring traditional recipes, cultural performances, or storytelling sessions about Indonesian folklore. • Develop digital content and social media campaigns that highlight Indonesian cultural wisdom, such as sharing inspirational quotes, proverbs, or traditional sayings that resonate with Lokalute's brand values.
6.	Strengthen Lokalute's online presence by enhancing its e-commerce platform and digital marketing efforts.	• Develop and execute search engine optimization (SEO) strategies to enhance Lokalute's presence in online search results. • Produce and disseminate compelling content across diverse digital platforms to draw in and retain customers. • Perform a thorough audit of Lokalute's e-commerce platform to pinpoint areas requiring enhancement.

Above, we present the outcomes derived from the SWOT analysis, meticulously intertwining and aligning them with the prevailing circumstances of Lokalute. Through this process, each strategy proffered is meticulously evaluated against Lokalute's Vision and Mission, as well as the requisite actions imperative for Lokalute's advancement. This comprehensive approach ensures that the strategies set forth resonate deeply with Lokalute's overarching goals and aspirations, while also addressing the pressing needs and challenges encountered in its operational landscape. By meticulously harmonizing strategic initiatives with Lokalute's core values and organizational objectives, we pave the way for a robust and coherent roadmap that propels Lokalute towards sustained growth and success in its endeavors.

CONCLUSION

This article presents an extensive marketing strategy crafted to bolster Lokalute's brand visibility and stimulate consumer interest across diverse market segments. Beyond mere brand exposure, the primary aim is to cultivate lasting customer relationships, ignite positive word-of-mouth marketing, attract fresh clientele, and ultimately drive sales for Lokalute's product range. The strategy is meticulously designed to remain adaptable, with periodic updates suggested to align with evolving consumer preferences, particularly among the millennial demographic. This proactive approach ensures the strategy's continued relevance and effectiveness in navigating the dynamic market landscape.

Moreover, leveraging Lokalute's digital competencies is deemed paramount, given that the entirety of the campaign will predominantly unfold in the online realm. Emphasizing social media engagement, interactive content creation, and influencer collaborations can significantly enhance Lokalute's brand visibility and engagement with target audiences. Additionally, continuous market

research is recommended to stay abreast of evolving consumer trends, competitor strategies, and market dynamics. This ongoing analysis enables Lokalute to fine-tune its marketing efforts, ensuring they resonate with the changing needs and preferences of its audience.

To further refine the strategy and optimize its impact, the implementation of robust analytics tools is advocated. These tools facilitate performance monitoring, allowing Lokalute to track the effectiveness of its marketing initiatives, identify areas for improvement, and make data-driven decisions to enhance overall performance. By incorporating these recommendations, Lokalute can strengthen its marketing approach, ensuring it remains adaptable, digitally savvy, and finely attuned to the evolving needs and preferences of its target audience.

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