



Marketing Management Strategy Alternative for MSMEs

Satay Culinary Business in Malang City

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Abstract. The success of a company is determined by management strategies that are in accordance with the times, product quality that meets consumer needs, and prices that meet consumer expectations, can be the possibility of consumers to make purchases of the products or services offered. This research study was conducted to identify alternative culinary business management patterns in the digital era. The research method used is qualitative descriptive by collecting data through observation, interviews and documentation. The results of the study show that Warung Bang Saleh Satay & Goat Gule has successfully implemented a smart and effective marketing strategy to maintain the continuity of the culinary business in the global era. This research has- presents a gap in understanding how tailored marketing strategies can effectively address the unique challenges faced by MSMEs in the local culinary sector. Previous studies tend to focus broadly on MSMEs without considering specific culinary niches like satay, which may have distinct consumer behaviors, cultural relevance, and operational challenges. Additionally, there is limited exploration of localized marketing innovations and digital strategies that can enhance the competitiveness of these MSMEs in Malang's rapidly evolving food market. The use of social media and Instagram can help in communicating with customers and promoting their products. Human resource (HR) management at Warung Sate is based on work experience and the needs of employees' families. Production costs vary depending on the level of visitation, with cost flexibility to deal with fluctuations in market demand. Overall, Warung Sate Malang City has succeeded in building a reputation for friendly, fast, and clean customer service

Keywords: management pattern, satay culinary, marketing strategy, customer

1 Introduction

Indonesia is a developing country with a population that is always increasing and the demand for consumer goods is always experiencing a large increase, so that this can be an opportunity for companies in doing business. One of the businesses that can grow in Indonesia in the last five years is the culinary business (Lupiyoadi, 2019: 11). The development of the Micro, Small, and Medium Enterprises (MSME) sector gives its own meaning to efforts to reduce the number of poverty rates in a country. The development of business in the business services sector is increasing, causing many influencing factors in the business services sector, one of which depends on the quality of the product and the level of service provided to its customers.

In the business services business, the crucial thing to understand is that customers are only willing to make hard-earned financial transactions for two main aspects. First, their satisfaction so that they feel happy. Second, the ability to provide solutions to problems faced by customers According to Susanti and colleagues (2019: 521), quality service is vital in the service industry, where the best service is a strategy to attract new customers and retain existing customers. It can also prevent regular customers from switching to other services, creating a special advantage (quality) that not only competes in terms of price, but also in the results of the services provided. If the service provided is in accordance with customer expectations, then the service quality is considered good and satisfying for the customer.

Micro, Small and Medium Enterprises (MSMEs) are an economic sector that plays an important role in a country's economic development. MSMEs cover a wide range of businesses, from home-based enterprises to larger-scale businesses. MSMEs contribute significantly to economic growth, job creation, and community empowerment. MSMEs have several characteristics, such as relatively small business scale, limited resources, and local market coverage. Nevertheless, MSMEs are often the locomotive of the economy due to their creativity, flexibility, and adaptability to market changes. Governments and financial institutions often provide support to MSMEs through training programs, financing, and market access to improve the competitiveness and growth of the sector. The importance of MSMEs lies not only in their contribution to the economy, but also in their role in maintaining economic diversity, strengthening a country's economic resilience, and reducing unemployment rates. Therefore, sustainable development and support for MSMEs is key to achieving inclusive and sustainable economic growth (Albar, 2020:45).

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The success of a business in achieving its goals is determined by the quality of the products offered and the ability in the marketing field to be successful if it can satisfy consumer desires. Based on this, consumers play an important role for businesspeople in determining their business strategy. According to Sule & Saefullah (2019: 14) states that marketing management is a management activity based on its function which essentially seeks to identify what is needed by consumers, and how to realize the identification results needed by consumers, business people need to conduct marketing research including in the form of surveys of consumer desires, so that business people get information about what consumers need regarding marketing management. Marketing management is a strategic approach in managing the marketing activities of a product or service with the aim of increasing sales, profits, and building a brand image. The focus of marketing management involves planning, implementing, and monitoring all marketing activities carried out by a company (Gasperz, 2018: 45). First, marketing planning involves determining objectives, identifying target markets, and determining marketing strategies. It involves analyzing the market, competitors, and consumers to design effective measures. Strategy execution involves implementing the marketing plan, including pricing, distribution, promotion, and product development. Monitoring is then done to monitor marketing performance, evaluate the achievement of goals, and adjust if necessary. Marketing management is also closely linked to the management of customer relationships and the application of information technology. Modern marketing strategies often involve the use of social media, data analytics, and digital technology to improve interactions with customers, understand market behavior, and increase the effectiveness of marketing campaigns. With good marketing management, companies can build a positive image, increase competitiveness, and achieve customer satisfaction, which in turn can support long-term business growth. (Alma, 2019: 55-61)

The environment in the business world is a factor that affects business continuity, both from the internal and external sides of the company. Environmental changes that have a positive impact that occur are a support in the continuity of company activities and environmental changes that have a negative impact that occur are a disturbance in the continuity of company activities, therefore the company needs to re-analyze the environmental changes that occur in the company's environment. Reading the state of the company's internal environment can be done by paying attention to the company's external strengths and weaknesses. The internal factors of the company include the strengths of the company and the weaknesses of the company, in terms of this aspect also applies to the founders of MSMEs in the traditional food culinary sector in Malang City, the culinary business is a type of business that is rampant and widely offered in Malang City ranging from very simple to unique with a different look. There are several traditional foods in Malang such as peceh, rawon, onde-onde, gethuk, satay, meatballs, wet cakes, therefore traditional food culinary entrepreneurs must really be able to create new ideas such as culinary satay in Malang now more and more are selling, especially in the Malang City area there are various kinds of satay, from all kinds of satay there are also different tastes, different shapes of satay, different ways of processing satay, different prices, different services, different places (depending on the business owner choosing in a strategic or ordinary place).

In the current situation, the target is directed at increasing sales volume, because price is one of the main factors controlled by the business owner, price decisions will affect both sales and company profits. So that the price decision is taken seriously. There are also factors due to the quality of the product, the quality of the product itself affects the price decision where there is a price there is quality, good quality then a good price decision also emerges, and there is also a service factor where service must prioritize the priorities of customers who want to buy products, as well as for entrepreneurs or satay business actors, this satay business owner must be able to take price decisions seriously because the price will affect the quality of the satay produced, there are so many kinds of culinary satay in Malang starting from chicken, goat and beef satay.

Marketing management needs to be considered by entrepreneurs; its function is very important because it has the greatest contact with the external environment. Through marketing activities, public attention will be attracted to the company's products, therefore marketing is considered to have an important role in strategy development. In today's era, the development of marketing is growing rapidly in both industrial and service businesses, this will encourage large, medium and small companies to be able to understand a good strategy to find out the characteristics of consumer desires by increasing policies in the marketing field.

The success of a company that will establish a relationship with buyers (consumers) is largely determined by the success of efforts in the marketing sector. This success can also be determined by the determination of the marketing strategy so that it can meet consumer tastes which are usually determined through research before the product is marketed (Setiawan et al, 2018: 23). The quality of the products or services produced by a company is expected to meet the needs and desires of consumers or the price set can meet consumer expectations, it can be

likely that consumers will make purchases of the products or services offered, which in turn brings profit to the company.

In marketing strategy, there are two major variables that need to be considered, namely the variables contained in the marketing of goods products and the variables that exist in service products, in the service sector, the marketing strategy is also necessary to increase the volume of sales. Salama this marketer has also recognized 4 basic components or elements in the marketing strategy, namely the product offered (Product), the price given (Price), what promotions are given (promotion), and the distribution of the product sales flow or called the sales location (Place), the components are all known as 4P. Thus 4P, which was originally a goods marketing strategy, needs to be expanded to 7P if you want to use it in service marketing. In a company engaged in culinary marketing activities, the essence is to provide quality culinary products that are more than its competitors consistently with the goal of meeting or exceeding the expectations of target customers. Likewise with culinary businesses, where marketing activities are currently important for MSME businesses, because culinary business is one of the businesses that produces products as well as services that are not easy to manage in providing various products that can be consumed by consumers, marketing has become a very important subject in our daily lives with the development of the economy. Marketing can also be interpreted as a human activity directed at fulfilling needs and desires through the exchange process. Many researchers have conducted research on both developing and undeveloped MSMEs.

In her research, Novia (2021: 63) concluded that to win this competition, the right business strategy, product managerial, and marketing are carried out so that the MSME business can compete for consumer perceptions of the products offered. In this case, marketing activities which are direct efforts to reach, inform and persuade consumers to use certain products are needed. The purpose of this research is to find out how far the strategy has been carried out by Warung Sate in the Malang City Region using marketing strategy analysis.

Marketing strategy is a structured plan to achieve the marketing objectives of a product or service. It involves determining the steps a company will take to effectively promote, distribute, and sell its products in the marketplace. Some of the key aspects in the discussion of marketing strategy involve market segmentation, targeting, positioning, and marketing mix. First, market segmentation involves identifying and dividing the market into smaller segments based on consumer characteristics, needs, and behaviors. Then, targeting involves selecting the market segment that will be the focus of the marketing strategy. After that, positioning determines how the product or brand will be positioned in the minds of consumers among its competitors (Kotler, 2019: 78). The marketing mix involves four main elements known as the 4Ps: Product, Price, Place, and Promotion. Product selection that suits market needs, strategic pricing, efficient distribution, and effective promotion are integral parts of a successful marketing strategy. In addition, marketing strategies are also increasingly linked to digital trends and technological innovations. The utilization of social media, data analytics, and digital platforms are becoming important factors in reaching target markets and building consumer engagement. By designing a mature marketing strategy, companies can increase visibility, gain market share, and build long-term relationships with customers, which ultimately supports business growth and sustainability Kasali in Alma (2019: 78).

Previous research conducted by Bernik & Haq (2019: 1-14) with the title Pricing Analysis for Increasing the Number of Product Sales (Case Study of Sate Hadori Bandung) shows the test results obtained that there are changes in the number of sales before and after the price increase in 2016 compared to 2017, as well as 2017 compared to 2018. Previous research focused more on the price aspect, while the current research covers various management elements such as product quality, digital marketing, and HR management. This gap shows the need for further research that integrates various aspects of management and technology in the management of satay culinary businesses.

Based on this background, the author wants to examine strategies for the management of satay stalls in the Malang City area. Therefore, the author is interested in conducting research with the title "Marketing Management Strategy Alternatives of Satay Culinary Business in Malang City Area."

2 Method

This research uses a descriptive qualitative research approach. Qualitative descriptive research focuses on social phenomena, giving voice to the feelings and perceptions of research participants (Moleong, 2007: 27), while descriptive, which is a problem formulation that guides research to explore or portray the social situation to be

studied thoroughly, broadly and deeply. The interview guide will focus on exploring the marketing practices, challenges, and opportunities faced by local satay businesses. Key areas of inquiry will include understanding current promotional strategies, customer engagement methods, pricing techniques, and the role of digital platforms in their marketing efforts. Questions will also investigate the influence of local culture, customer preferences, and competition within the culinary sector. The aim is to gather insights directly from MSME owners or managers to develop effective marketing strategies tailored to their needs. The strategic approach for this research will involve a combination of qualitative and quantitative methods. First, interviews with satay MSME owners and managers will provide deep insights into current marketing practices and obstacles. This will be followed by a quantitative analysis to identify patterns and potential correlations between specific marketing strategies and business performance. The study will also consider market trends, consumer preferences, and technological advancements to propose alternative marketing strategies that can enhance the competitiveness of satay MSMEs in Malang City.

Data sources in this research are divided into two, namely primary data and secondary data. The research was conducted by observing and interviewing related satay stall owners who can provide information for this research. analysis in this study is carried out in a qualitative way in the form of writings in the form of a collection of words, not in the form of numbers and has been collected in various ways including interviews, in this case the author will interview the owner or perpetrator of the satay business, namely Mrs. Mila, observations will be made by researchers directly on the object of research, namely the Bang Saleh Satay & Goat Gule stall business, According to Sugiyono (2019: 217) documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers and images in the form of reports and information that can support research. In this study, researchers will attach documentary evidence when conducting research. The data analysis technique used is in a qualitative way in the form of writings in the form of a collection of words, not in the form of numbers and has been collected in various ways including interviews, observation, documentation, or in the form of audio and video recordings (Sugiyono, 2019: 335).

3 Result and Discussion

3.1 Marketing Processing Strategy of Bang Saleh Satay & Goat Gule

Based on the results of the research that has been conducted, Bang Saleh Goat Satay & Gule Warung in Malang is known for the consistency of the taste of the beef satay they offer. The quality of flavor that has remained the same since the beginning has built a loyal customer base. The choice of quality raw materials is also an attraction, despite the slightly higher price compared to regular beef satay.

In addition, Warung Warung Sate & Gule Kambing Bang Saleh has been using online ordering platforms such as Grab and Gojek to make it easier for customers to order their satay without having to leave the house. This is a strategic move to increase customer convenience and product accessibility.

In terms of promotion, they rely on social media such as WhatsApp and Instagram. WhatsApp is used for direct communication with customers and taking orders, while Instagram helps visualize the product and build brand image. Their strategic location also plays an important role in attracting customers' attention.

By maintaining product quality, improving convenience in ordering, and utilizing social media for promotion, Warung Warung Satay & Gule Kambing Bang Saleh has successfully implemented an effective marketing strategy. Their excellence in product quality and taste, along with smart marketing strategies, help them maintain competitiveness in the satay culinary industry in Malang.

3.2 HR Management Strategy of Bang Saleh Satay & Goat Gule

The results of the research on HR management at Bang Saleh Goat Satay & Gule Warung show a unique approach that focuses on employees' work experience and family needs. Initially, product promotion relied on conventional word-of-mouth methods, using recommendations from family, friends, and neighbors.

With the development of social media, Bu Mila now works with YouTubers or social media users with large followings for promotion. This shows adaptation to technological developments and marketing trends.

In terms of human resource management, the warung does not set specific educational requirements. They prioritize work experience and kitchen skills. Employees are usually those who are married and need additional income. This approach reflects the philosophy of providing employment opportunities while maintaining production quality.

This approach to HR management combines business needs with concern for employees and the community, creating an inclusive work environment that focuses on skills. This helps Bang Saleh Goat Satay & Gule Warung maintain a stable workforce and create meaningful employment for the local community.

3.3 HR Management Strategy of Bang Saleh Satay & Goat Gule

Research into Bang Saleh Goat Satay & Gule Warung's financial management revealed several practices essential for financial stability and business growth. Choosing a strategic location where people go home from work is a key success factor, increasing the chances of attracting customers.

Satay production costs vary depending on the level of customer visits. When it's quiet, monthly production costs are around 2-3 million rupiah, and when it's busy, it increases to 8-9 million rupiah. Daily gross income ranges from 9-12 million rupiah, influenced by the number of customers.

Ms. Mila manages her own finances by recording every daily transaction and making a monthly profit and loss statement. To support the results of this research, Ms. Mila showed the monthly profit and loss statement of her saten shop.

Table 1. Profit and Loss Results of Bang Saleh Goat Satay & Gule

Profit and Loss Statement October-March (Rp)						
Description	Oct	Nov	Dec	Jan	Feb	Mar
Gross revenue	315.000.00	330.750.00	360.000.00	324.000.00	270.000.00	291.600.00
COGS	-	-	-	-	-	-
	180.000.00	189.000.00	190.800.00	171.720.00	150.000.00	162.000.00
Gross profit	135.000.00	141.750.00	169.200.00	152.280.00	120.000.00	129.600.00
Expenses						
Employee salary costs	22.500.00	22.500.00	22.500.00	22.500.00	22.500.00	22.500.00
Electricity and water costs	1.300.000	1.300.000	1.300.000	1.300.000	1.300.000	1.300.000
Equipment depreciation	1.825.000	1.825.000	1.825.000	1.825.000	1.825.000	1.825.000
Other expenses	3.000.000	3.000.000	3.000.000	3.000.000	3.000.000	3.000.000
Total Cost	28.625.00	28.625.00	28.625.00	28.625.00	28.625.00	28.625.00
	0	0	0	0	0	0
Net profit	121.375.00	128.125.00	155.575.00	138.655.00	106.375.00	115.975.00
Restaurant Tax	-	-	-	-	-	-
	12.137.50	12.812.50	15.577.50	13.865.50	10.637.50	11.597.50
	0	0	0	0	0	0
Net profit after tax	109.237.5	115.312.5	140.017.5	124.789.5	95.737.50	104.377.5
	00	00	00	00	0	00

From the financial statement table above Bang Saleh Satay & Goat Gule gets a net profit of 90-140 million per month. Gross receipts range from 250-360 million per month or around 8.3-12 million per day. The monthly costs calculated include salaries, electricity and water, depreciation, and other costs.

3.4 Customer Service of Bang Saleh Satay & Goat Gule

Customer service is essential in business, helping to build strong relationships with customers and increasing their satisfaction and retention. Good service also addresses problems quickly, maintains reputation, and identifies opportunities for improvement.

Research at Warung Warung Satay & Gule Kambing Bang Saleh, Malang, shows a reputation for friendly and fast service, which increases customer satisfaction and retention. Cleanliness of the premises and food is a

priority, ensuring food is safe and healthy. Although sales fluctuated initially, the owner overcame this with marketing strategies and new product development.

Warung Bang Saleh Satay & Gule Kambing continues to compete with innovations in service and products, keeping up with trends and customer needs. The culinary advantage of satay lies in its unique flavors and quick serving, appealing to customers who want to eat without a long wait.

Overall, Bang Saleh Goat Satay & Gule Shop has succeeded in building good customer service with a focus on hospitality, cleanliness, and product uniqueness, as well as the ability to adapt and compete in a competitive culinary market.

3.5 Discussion

The research findings on Marketing Management Strategy Alternative for MSMEs Satay Culinary Business in Malang City with a focus on social media-based strategies reveal several key insights. First, the majority of satay MSMEs in Malang have adopted social media platforms such as Instagram, Facebook, and WhatsApp as primary marketing tools. These platforms are used to increase brand visibility, engage with customers, and promote new menu items or special offers. However, the level of utilization varies, with most businesses using social media in a basic way, primarily for posting pictures and limited customer interactions. Second, businesses that actively engage in content marketing—such as posting interactive content, customer reviews, behind-the-scenes cooking processes, and storytelling about the local heritage of their satay—have seen a notable increase in customer engagement and loyalty. This suggests that strategic, story-driven marketing can enhance the connection between the business and its customers, making the product more relatable and memorable.

Third, the use of paid advertising on social media platforms remains limited among satay MSMEs. Those who have experimented with targeted ads report a moderate increase in customer inquiries, especially from younger, tech-savvy demographics. However, a lack of technical knowledge and budget constraints has kept many MSMEs from fully leveraging these features. Lastly, MSMEs that collaborate with local influencers or food bloggers have observed a significant boost in their brand reach and sales. Influencer marketing has proven to be an effective strategy in introducing their products to a broader audience, especially tourists and food enthusiasts. In conclusion, while social media marketing is recognized as an essential tool for promoting MSME satay businesses, there is still significant room for improvement. MSMEs need to adopt more strategic, consistent, and innovative content approaches, coupled with exploring paid advertising and influencer partnerships, to maximize their marketing potential and enhance business performance. The results of research on the marketing strategy of Bang Saleh Goat Satay & Gule Stall in Malang City revealed several key factors for the success of this business. One of the main advantages is the consistency of the beef satay flavor that is always maintained, making customers loyal. The selection of quality raw materials, such as beef that is not tough and has plenty of meat, is also an attraction even though the price is higher than usual satay. They utilize online ordering platforms such as Grab and Gojek for customer convenience, as well as social media such as WhatsApp and Instagram for promotion. The strategic location where people often go home from work also plays an important role in attracting customers. This stall has managed to maintain product quality, provide convenience in ordering, and utilize social media to increase market share. (Adiba, Nahdiana & Rahayu (2021: 45-51).

Research on HR management at Bang Saleh Goat Satay & Gule Stall shows an approach that emphasizes the work experience and family needs of employees. At first, promotion was done through traditional word-of-mouth methods. However, with the development of social media, they now work with influencers for promotion. This HR approach does not require employees to have a college degree, but rather emphasizes experience and kitchen skills. Most employees are married individuals who need additional income. This approach shows concern for the community and employees, helping to create an inclusive work environment and HR stability. (Priansa, Donni June. (2018).

The research results related to financial management at Bang Saleh Goat Satay & Gule Warung show the importance of strategic location selection and careful financial management. A location where people often go home from work increases the chances of attracting customers. Financial management is carried out by Ms. Mila, the business owner, who records daily transactions and compiles a monthly profit and loss statement. Monthly net profits range from 90 to 140 million rupiah, with gross receipts between 250 to 360 million rupiah per month. This approach demonstrates direct involvement in monitoring the financial health of the enterprise and flexibility in dealing with variable production costs. (Bernik, M., & Haq, M. D. (2019)).

4. The study of customer service at Bang Saleh Goat Satay & Gule Warung emphasizes the importance of friendly and fast service, maintaining cleanliness, and innovation in the face of competition. Friendly and fast service

creates a positive experience for customers, increasing their chances of returning and recommending this warung. Cleanliness of the place and food is also a priority, giving customers confidence that the food is safe and healthy. Adaptability and innovation in marketing strategies help overcome the challenges of fluctuating sales. The warung's competitive advantage also lies in the variety of flavors and speed of serving the satay, which appeals to customers. Bang Saleh Goat Satay & Gule Warung successfully develops and competes in the culinary industry by maintaining a focus on service and product quality and continuing to innovate to meet market needs. (Maryani, T., Santomo, S., & Supriyadi, A. (2022)).

4. Conclusion

Based on the discussion above, the conclusions obtained are as follows: Warung Bang Saleh Goat Satay & Gule has successfully implemented a smart and effective marketing strategy in the Malang City area. The use of social media such as WhatsApp and Instagram help them communicate with customers and promote their products. The management of human resources (HR) at Bang Saleh Goat Satay & Gule is based on the work experience and family needs of the employees. They do not have specific educational requirements, but rather emphasize experience in the kitchen. The financial management of Warung Bang Saleh Goat Satay & Gule is highly structured and focuses on key factors. Production costs vary depending on the level of visits, with cost flexibility to deal with fluctuations in market demand. Warung Bang Saleh Goat Satay & Gule in Malang City has successfully built a reputation for friendly, fast, and clean customer service. They make customer satisfaction the main focus and prioritize the cleanliness of the place and food.

Several recommendations can be proposed to enhance the performance of satay culinary MSMEs. First, MSMEs are advised to strengthen local branding that highlights the cultural uniqueness and traditional flavors to attract both local customers and tourists. Second, the use of digital technology through social media, food delivery apps, and online marketing should be optimized to expand market reach and increase product visibility. Additionally, developing customer loyalty programs, such as offering discounts or rewards for loyal customers, is crucial for improving retention and building long-term relationships. Furthermore, product innovation and menu diversification can be achieved by introducing new satay variations or affordable combo packages while maintaining the authenticity of the main product, thus appealing to a broader market segment. Finally, MSMEs are encouraged to collaborate with external parties, such as local government, culinary communities, or local influencers, to strengthen promotional strategies and expand their business networks. Suggestions that can be given to the owner of Bang Saleh Goat Satay & Gule Shop are to continue to prioritize the maintenance of good product quality and make maximum use of social media. In addition, the owner of Warung Bang Saleh Goat Satay & Gule needs to create new menus and innovations and needs to monitor finances more closely.

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