

Analysis of Marketing Development Strategies to Increase the Competitiveness of Sakinah Frozen Food Business in Paiton Probolinggo

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ABSTRACT

The development of the frozen food industry in Indonesia is growing rapidly in line with changes in people's lifestyles that prioritize practicality and efficiency. This sector is a potential opportunity for Micro, Small, and Medium Enterprises (MSMEs), including Sakinah Frozen Food which sells various frozen processed foods. However, competition with large manufacturers' products as well as limitations in digital promotion and marketing strategies are the main challenges faced. This research aims to analyze marketing development strategies that can increase the competitiveness of Sakinah Frozen Food in the digital era. The approach used is a qualitative descriptive method with data collection techniques in the form of observation, in-depth interviews with business owners, and documentation of marketing activities carried out. Data analysis was carried out using the 7P marketing mix theory and Porter's competitiveness concept, to identify strengths, weaknesses, opportunities, and threats (SWOT analysis) in the marketing strategy of the business. This study discusses aspects of marketing promotional capacity through social media. The results show that Sakinah Frozen Food has strength in terms of product completeness, competitive prices, and responsive service to local consumers. However, there are still weaknesses in terms of digital promotion and the use of online platforms such as marketplaces and application-based delivery services

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1. INTRODUCTION

The development of the frozen food industry in Indonesia has increased quite rapidly in recent years. This is influenced by changes in people's lifestyles that are increasingly dynamic and fast-paced, so that they demand the availability of food that is practical, easy to serve, and durable. Frozen food is an alternative choice that suits the needs of modern society because it can save time and energy in its presentation (Setyowati, 2021). Based on data from Statista (2024), the frozen food market value in Indonesia is estimated to reach USD 1.96 billion by 2024, with an annual growth rate (CAGR) of 7.33% until 2028. This reflects the great potential for small and medium enterprises to develop their business in this sector (Rahman & Wibowo, 2023).

The growth of the frozen food industry is also driven by increasing public awareness of food safety and quality (Ardiansyah, 2021; Fatimah, 2022). Frozen food products that are processed with hygienic standards and good packaging are increasingly in demand by consumers (Lestari, 2021; Wijaya, 2020). In addition, advances in food technology and more efficient distribution systems also support the spread of frozen food products to various regions, including remote areas. This condition makes the frozen food industry one of the potential sectors to be developed, especially by micro, small, and medium business actors.

One of the micro, small, and medium businesses engaged in this field is Sakinah Frozen Food. This business sells various types of frozen foods such as chicken nuggets, meatballs, and sausages that are marketed in the surrounding environment with segmentation of household and small business consumers such as food stalls and school canteens. Despite having quite good product quality, Sakinah Frozen Food faces a big challenge in expanding the market and increasing its competitiveness. These challenges come from competition for similar products sold by large stores with the same brand, as well as limited promotional and marketing capabilities owned by micro, small, and medium enterprises (Azmi, 2023).

In increasingly complex competition conditions, developing the right marketing strategy is key to increasing competitiveness. Competitiveness according to Michael Porter (1990) can be increased through differentiation strategies, low costs, and market focus. Meanwhile, the 7P (Product, Price, Place, Promotion, People, Process, and Physical Evidence) marketing mix theory can be used as a comprehensive marketing strategy analysis framework (Kotler & Keller, 2016).

Based on initial observations, *Sakinah Frozen Food* faces several obstacles in its marketing strategy, such as limitations in digital promotion, lack of product differentiation, and suboptimal distribution (Kurniawan, 2023). In fact, according to a survey by the Katadata Insight Center (2022), 68% of frozen food consumers in Indonesia make purchases through digital platforms, showing the importance of digital transformation in marketing strategies. Without effective marketing innovations, *Sakinah Frozen Food* has the potential to lag behind competitors who are more aggressive and adaptive to market changes.

Therefore, this research is important to analyze marketing development strategies that can be applied by Sakinah Frozen Food to increase its competitiveness in the market. With a strong theoretical approach and the support of empirical data, it is hoped that this research can contribute to the development of a relevant and applicable micro, small, and medium business marketing model of frozen food in today's digital era.

2. METHODS

This study uses a qualitative paradigm with a case study approach, as it aims to deeply understand the phenomenon of marketing strategies applied by micro, small, and medium enterprises of Sakinah Frozen Food in facing challenges and opportunities in the frozen food industry (Creswell & Poth, 2018). The qualitative approach was chosen because it is able to provide space for researchers to explore the meanings, experiences, and real practices carried out by business actors in a specific and natural context. The case study focuses on one entity, namely Sakinah Frozen Food, as a representation of

micro, small, and medium frozen food businesses that seek to increase competitiveness through marketing strategies.

This research was carried out for three months, from April to June 2025, with the research location at Sakinah Frozen Food, Paiton, Probolinggo. The data sources used include primary data and secondary data. Primary data was obtained from direct interviews with owners and employees, while secondary data was obtained from related documents such as sales reports and supporting literature on the marketing strategies of micro, small, and medium enterprises.

This stage of research is carried out systematically through data collection and processing. The data collection technique is triangulative to increase the validity of the results, including in-depth interviews with business owners and related parties, participatory observation to understand the sales and promotion process, and documentation in the form of product photos, promotional media, and simple financial statements. This approach allows researchers to obtain a more comprehensive picture of marketing strategies carried out by micro, small, and medium enterprises.

The data obtained was analyzed using thematic analysis, through three main stages: data reduction, data presentation, and conclusion drawn. Data reduction is carried out by sorting out relevant information based on the 7P marketing mix framework (Product, Price, Place, Promotion, People, Process, and Physical Evidence). Furthermore, data is presented in the form of narratives and matrices to identify patterns and relationships between elements of marketing strategies. The final stage is in the form of drawing conclusions that relate field findings to relevant theories, such as Porter's (1990) generic strategy and Kotler & Keller's (2016) marketing mix concept.

3. FINDINGS AND DISCUSSION

Marketing Strategies That Have Been Implemented (7P)

Sakinah Frozen Food as one of the micro, small, and medium enterprises engaged in frozen food has a relatively simple marketing strategy, but it is quite able to survive in the midst of competition. This strategy analysis can be explained using the 7P marketing mix concept (Kotler & Keller, 2016; Lupiyoadi, 2014).

1. Product

Products are one of the main elements in the marketing mix that greatly determines the success of a business. According to Kotler & Armstrong (2018), products are not just physical goods offered, but also include the benefits, value, and satisfaction that consumers expect. In the context of Sakinah Frozen Food, the variety of products offered is one of the strategies to attract and retain consumers in the midst of competition in the frozen food business.

The products available at Sakinah frozen food are quite diverse, including nuggets, meatballs, sausages, tempura, to chicken fillets. This variation is intended so that consumers have many choices according to their needs. One of the informants, the owner of Sakinah Frozen Food, said:

"We try to always have the goods complete, so if anyone is looking for sausages, nuggets, meatballs, everything is available. Don't let buyers be disappointed because the item is empty." (Interview, August 15, 2025).

This statement shows that the product diversity strategy is not only aimed at expanding the market, but also maintaining customer satisfaction. Consumers who are disappointed by empty stock tend to look for alternatives to other stores, which can reduce loyalty.

From a theoretical perspective, product diversity can increase customer value and encourage loyalty (Kotler & Armstrong, 2018). However, the downside is that there is a risk of stocks piling up if demand is uneven.

2. Price

Price is one of the key factors in the marketing mix that greatly influences consumer purchase decisions. According to Kotler & Armstrong (2018), price is the amount of money that a customer has to pay to acquire a product, but more broadly the price also reflects the value received by the consumer. In the context of Sakinah Frozen Food, the price strategy applied is competitive and flexible, so that it is able to reach various consumer segments, especially the lower middle class.

The product prices at Sakinah Frozen Food are relatively competitive compared to modern stores or supermarkets. Consumers can buy products in small quantities (retail), even just one pack, without having to buy in bulk. This provides benefits for consumers with limited purchasing power, while increasing purchasing flexibility. One consumer said:

"In Sakinah, it's nice to be able to buy retail, even if it's only one pack, it's still served. If you go to a big store, sometimes you have to buy cardboard." (Interview, August 16, 2025).

This statement shows that Sakinah Frozen Food's price strategy is not only about cheap nominal, but also about affordability. Consumers are not forced to buy in large volumes, which is often an obstacle in modern retail. Thus, this strategy fosters loyalty and attracts consumers from small households and stall traders.

From a theoretical perspective, Michael Porter (2008) in the concept of Generic Strategies states that price flexibility can be part of a cost leadership strategy, where businesses compete through affordable prices. This strategy is effective in attracting price-sensitive market segments, especially in markets with high levels of competition.

However, the price strategy is not only seen from the cheap or expensive side. Tjiptono (2019) emphasized that prices must also be in accordance with the perceived value perception of consumers. This means that even though the price is relatively lower, consumers still judge the product as quality and worth consuming.

3. Place

Sakinah Frozen Food has two branches: in Besuki and Paiton. In addition, they also offer delivery services through Joker (local motorcycle taxis). This expands the market reach. However, physical stores are still simple so they haven't fully attracted new customers.

4. Promotion

Promotion is an important element in the marketing mix because it functions as a means of communication between companies and consumers. According to Kotler & Keller (2016), promotion includes activities carried out to inform, persuade, and remind consumers about the products or services offered. For small businesses like Sakinah Frozen Food, the right promotions are essential to strengthen brand awareness, attract new consumers, and retain existing customers.

Until now, the main promotional strategy used by Sakinah Frozen Food is still in the form of word of mouth promotion. This strategy is considered effective because it comes from direct recommendations from customers who have tried the product. According to Kotler & Armstrong (2018), word of mouth is one of the most influential forms of promotion because it is based on real consumer experience, so the level of trust is high. The informant said:

"We do have Instagram, but it's rarely active. At least if there is a new product, it will be uploaded." (Interview, August 15, 2025).

The power of word of mouth allows businesses to grow organically without large promotional costs. However, the downside is that the reach is limited, only limited to the customer's social network. In the digital era, this kind of promotion needs to be supported by a wider media.

Sakinah Frozen Food has actually started to utilize social media, especially Instagram. However, its use is not optimal because it is rarely updated. This is acknowledged by business owners:

"We do have Instagram, but it's rarely active. At least if there is a new product, it will be uploaded." (Interview, August 15, 2025).

In fact, according to Chaffey & Ellis-Chadwick (2019), consistency in digital promotions is very important in increasing brand awareness and creating engagement with consumers. Social media such as Instagram, Facebook, or even TikTok can be an effective channel to display product catalogs, customer testimonials, and attractive promos. A young consumer also expressed his opinion:

"Now people usually look for info through Instagram or TikTok. If the account is rarely updated, the impression is less serious. Even though if it is active, there must be many people who see it." (Interview, August 19, 2025).

This comment shows that younger generation consumers tend to trust businesses that are active on social media. Not only as a source of information, but also as an indicator of professionalism and seriousness in managing a business.

5. People

In the service marketing mix (7P), people are a very important factor because they are directly related to the quality of interaction between the company and consumers. According to Zeithaml, Bitner, & Gremler (2018), people involved in the service process, both employees and business owners are an integral part of the brand image and affect consumer perception of service quality.

At Sakinah Frozen Food, the service is carried out directly by the business owner and assisted by several employees. A warm personal approach is a hallmark in interactions with customers. One consumer said:

"A lot of people are very friendly, and when they come to the store, they are very friendly." (Interview, August 17, 2025).

This shows that there is an emotional relationship formed between business owners and consumers. According to Berry (1995) in the concept of relationship marketing, building long-term relationships with customers is more valuable than just focusing on short-term transactions. With personal closeness, consumers not only buy products, but also experience fun when shopping.

6. Process

The ordering process at Sakinah Frozen Food is relatively simple and easy to reach for consumers. There are two main ways that customers can choose, namely coming directly to the store or placing orders via WhatsApp. This flexibility provides convenience, especially for consumers who live far from the store location or who want fast service without the need to be present in person. One of the consumers said:

"When I'm busy, I usually order through WA. Just send a list of products, later you just need to pick it up or sometimes take it using a local motorcycle taxi. Practical, not complicated." (Interview, August 18, 2025).

In theory, ease of ordering is part of the customer convenience strategy in the modern marketing mix (Lovelock & Wirtz, 2016). The easier it is for customers to transact, the higher their chances of making a repeat purchase. This convenience also reduces barriers in the purchase decision process.

However, even though there is already a WhatsApp-based service, limitations are still felt because Sakinah Frozen Food does not yet have an official digital platform such as a website or mobile application. In fact, the platform functions as a marketing channel as well as a support for customer service (Kotler, Kartajaya & Setiawan, 2017). For example, online catalog features can help consumers

know stock availability in real-time, while digital payment systems can increase efficiency and consumer confidence.

In addition, the limitations of using digital platforms also make the Sakinah Frozen Food brand less competitive with more modern competitors. Micro, small, and medium enterprises similar in big cities generally use marketplaces (Shopee, Tokopedia) or special applications that support non-cash transactions and instant delivery services. This emphasizes that although Sakinah Frozen Food's ordering service is simple and friendly to local consumers, the development of a digitalization ordering system is still very much needed so that this business is more adaptive to market trends that are increasingly shifting towards online.

7. Physical Evidence

Sakinah Frozen Food already has a freezer display that functions as a storage place as well as product arrangement. Although the design is not as modern as in large retail stores, the existence of this freezer is an important element of **physical** evidence that shows the professionalism of the business. With a neat display, consumers can see directly a variety of products such as nuggets, sausages, meatballs, tempura, and chicken fillets, making it easier to choose.

One of the customers shared his experience:

"When you enter the store, you can see that the freezer is full. So we can immediately see the goods. Even though the freezer is simple, the important thing is that it is clean and maintained." (Interview, August 18, 2025).

According to Kotler & Keller (2016), physical evidence plays an important role in influencing consumer perception of service quality and product reliability. In the context of frozen food, the freezer is not only a storage medium, but also a symbol that the product is kept in a condition that complies with food safety standards.

In addition, the existence of a sufficient freezer also shows the owner's commitment to maintaining the quality and freshness of the product. This is crucial because frozen food consumers pay great attention to safety, cleanliness, and quality. A freezer that always works well can prevent products from being damaged or thawed, thus maintaining consumer trust.

However, in terms of visual appeal, a simple and not yet modern freezer has limitations in building a strong brand image. Modern stores generally use transparent glass freezers with attractive layouts and special lighting to make the products look more premium. With the current conditions, Sakinah Frozen Food emphasizes the functional aspect more than the aesthetic aspect.

According to Bitner (1992) in the concept of *servicescape*, the physical environment such as the layout, equipment, and appearance of the store have a significant influence on customer satisfaction. This means that the development of freezer design and store space arrangement can be a strategy to improve customer experience.

Thus, even though Sakinah Frozen Food has fulfilled the basic aspects of physical evidence through the availability of freezers, there is still room for improvement, especially in creating a more modern, clean, and attractive store atmosphere. This increase will not only support the company's image, but also differentiate Sakinah Frozen Food from similar local competitors.

The SWOT analysis further strengthens the picture of Sakinah Frozen Food's position. In terms of strength, this business has a variety of products, flexible prices, personal service, strategic location, and ease of ordering. The prominent drawbacks are inconsistent digital promotion, simple store appearance, suboptimal stock management, and dependence on owners in service. In terms of opportunities, frozen food consumption in the community continues to increase, digital technology opens up a wider market, and there is government support for the digitization of micro, small, and medium enterprises. Meanwhile, threats come from competition with modern stores, more digitally

savvy local competitors, fluctuations in raw material prices, and increasingly digitally oriented consumer trends.

Based on these conditions, marketing development strategies that can increase Sakinah Frozen Food's competitiveness in the digital era can be formulated as follows: utilizing the strength of products and prices to expand distribution to marketplaces and delivery applications; build consistent digital promotions with scheduled content, paid advertising, and influencer collaborations; improving the consumer experience with store modernization and employee service standards; and adopt a digital ordering system that is integrated with non-cash payments. With this step, Sakinah Frozen Food is not only able to retain local customers, but also increase market reach and competitiveness in the digital era.

4. CONCLUSION

Based on the results of research and analysis, it can be concluded that Sakinah Frozen Food has implemented a marketing strategy based on the 7P (Product, Price, Place, Promotion, People, Process, and Physical Evidence) marketing mix, but it is not fully optimal, especially in the aspect of digital promotion. The strategies that have been implemented show that there is awareness of business actors on the importance of product variety, customer service, and the availability of affordable products. However, challenges such as limited promotional digitization, reliance on distributors, and price competition from large stores remain significant obstacles.

This research provides practical implications for micro, small, and medium enterprises, especially in the frozen food sector, that adaptation to the development of digital marketing technology is essential to increase competitiveness. Digitalization not only helps expand market reach, but also strengthens brand awareness and consumer engagement. The theoretical implication is the need to integrate Porter's generic strategy concept and marketing mix in the context of digital micro, small, and medium enterprises, which are flexible to market dynamics and limited resources. The limitation of this study lies in its limited scope to one study object (a single case study), so the results cannot be generalized for all micro, small, and medium frozen food businesses. In addition, the qualitative approach used, although in-depth, has not provided quantitative data to measure the effectiveness of each strategy.

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