

BUSINESS MODEL FOR IMPROVING GREEN PRODUCTS

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ABSTRACT

PT. XY became one of the companies in West Java by implementing an organic farming system. The company uses the concept of agricultural cultivation free from artificial chemical fertilizers and insecticides with permaculture and aquaponics systems. Aquaculture innovations applied to the company do not always produce sweet results directly, although the application of the concept has reduced costs but has not been able to obtain maximum business benefits. Competition in aquaponics marketing and competitiveness in similar fields have also become polemics in the world of aquaponics. In this research, the main focus is to find a business to customer (B2C) development model that is suitable for selling aquaponic products for PT. XY. The research method used is a case study, which is a qualitative approach. Data is processed and analyzed descriptively and using SOAR tools (Strenght, Opportunities, Aspiration, Result) and analysis matrices. The results of this study show that: (1) marketing strategies that can be applied at PT XY based on SOAR analysis (strength, opportunities, aspirations, results) are Market Penetration and product development strategies; (2) The right B2C development model for PT. XY is a Business Model Canvas, which not only pays attention to nine elements, namely 1) Customer Segment, 2) Value Propositions, 3) Channels, 4) Customer Relationship, 5) Revenue Streams, 6) Key Activities, 7) Key Resources, 8) Key Partners, and 9) Cost Structure but also XY Company must pay attention to three other elements, namely: 1) Revenue Stream, 2) Eco Social Cost, and 3) Eco Social Benefit because the product of sale is aquaponic vegetables.

Key words: Aquaponics, Business to Customer (B2C), Marketing Strategies, Eco-friendly Products.

1. INTRODUCTION

At present, there is an increasing trend of consumption in organic farming, in the form of vegetables, food crops, all kinds of fruits, plantation products, and so on. The emergence of the trend of organic agricultural consumption is caused by people's views that are oriented towards a healthy lifestyle. This encourages people to look for food and drinks that strengthen their healthy lifestyle. One of the businesses that is popular because of the desire for a healthy lifestyle is the creation of products made from organic ingredients. Products formed from

organic basic ingredient are generally referred to as products because they do not pollute the environment. In addition, organic-based products are also considered to have higher nutritional content, so that the products are better and healthier for consumption (Setiarto, 2022).

PT. XY is one of several companies in West Java that implements an organic farming system. The concept of agricultural cultivation at PT. XY has an organic farming concept that is free from artificial chemical fertilizers and insecticides with permaculture and aquaponics systems. Aquaponics is a management procedure from fish (aquaculture) and plants (hydroponics) working together for an order in the ecosystem to recycle together, will utilize natural bacteria by converting waste and residue into nutrients for the benefit of plants (Zidni et al., 2019). The aquaponic system is a system that provides great benefits, when waste excrement and fish feed residues are not processed and wasted in the environment, then these two things will accumulate into waste that pollutes the environment. In addition, the accumulation of fish waste and feed residues can cause health impacts, pollute the quality of groundwater and surface water, and the survival of aquatic biota.

This can happen because fat and protein levels are contained in fish excrement and food, so they contain ammonia and nitrite are high with toxic properties. To overcome this, an aquaponics system is needed. The concept of implementing an aquaponics system is that plants with fish will grow simultaneously together. When combining aquaculture into aquaponics, the waste that will be distributed around us is very limited and can then be concluded as an efficient order in managing waste. The aquaponics system is a system that is friendly to nature and is very profitable because it utilizes waste into goods that have use value, namely compost.

Director of Operations of PT. XY states that aquaponics products have a greater opportunity of making a profit for the company. This is based on the consideration that the aquaponics system used can produce two sectors of results at once, namely agricultural products and fishery products. He also said that the use of aquaponic systems makes the land more optimal and able to reduce the costs needed, both to buy hydroponic nutrients that are quite expensive and for product maintenance. This cost reduction can occur because hydroponic nutrients have been replaced with fish excrement in the form of compost and the maintenance pattern for aquaponic products can be done in a simpler way. Compost obtained from fish excrement will be scattered in the water where the process of growing plants in agricultural activities takes place.

However, good ideas and innovations do not always produce sweet results directly. The application of the aquaculture concept still does not help the company to achieve maximum profits, although one of the objectives of implementing the aquaculture concept itself is to utilize the land optimally and reduce costs to obtain business profits as much as possible. The following is the total sales data of green aquaponic products at PT.

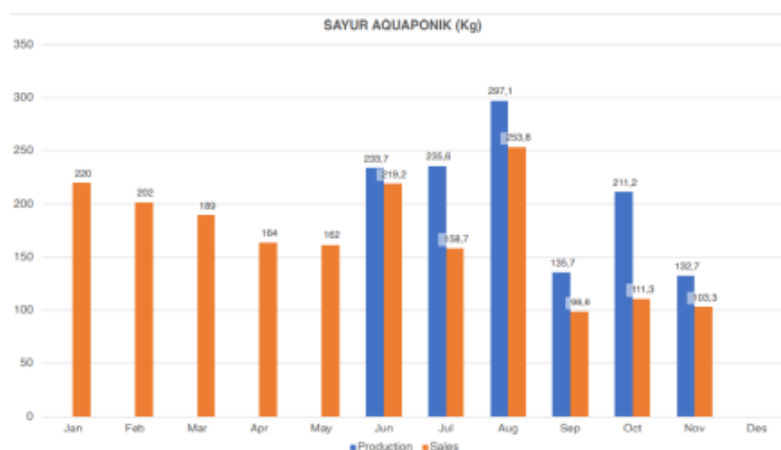


Figure 1. Green Product Sales in PT XY

Figure 1 shows the total sales of aquaponic vegetables in 2022 which fluctuate from month to month. Total sales of green products such as organic aquaponic vegetables at PT. XY in February to May decreased, but from June to August, total sales increased and in September to November decreased again. Fluctuations can be caused by supply and demand, but fluctuations can also be caused by disharmonious business relationships between stakeholders (Payne, 1999). Another reason for fluctuations is the existence of a large number of companies operating in similar fields that have business differentiation that may be more attractive to the broad market. Surviving in a fluctuating market will have an impact on the uncertainty of company income and retaining customers requires continuous strategy and innovation (Payne, 1999).

Looking at the existing conditions, price fluctuations that occur at PT. XY is most likely caused by the large number of companies operating in similar fields. This condition requires PT. XY to be able to determine the appropriate business development model to support its business continuity. When viewed based on business trends that are currently happening, the

use of various online business platforms provides its own business opportunities for the perpetrators.

In addition, companies are also currently intensively approaching consumers and potential customers directly. Both of these result in sales of a product can occur in very large volumes. This business model is known as the Business to Customer (B2C) model. This B2C business model is very suitable for agricultural business development. According to the results of Yashinta's research (2017), companies operating in agriculture can grow rapidly if they are able to take advantage of B2C business opportunities in the form of online marketing and can also be closer to their consumers, especially housewives and healthy living perpetrators.

Based on this, a similar business development model can also be applied to PT. XY in selling aquaponics. PT XY can apply the business development model in the form of Business to Customer (B2C) by creating online stores and online services, where most services are carried out digitally such as through e-commerce, so that it is expected to be able to sell aquaponics effectively and efficiently, so that it can generate profits. In addition, through the B2C business model of PT. XY can strive to be closer to its consumers and increasingly encourage to apply a good life pattern in accordance with the development of a healthy life order that is happening today. Through this business model, the company is able to reach consumers on a wider scale and increase opportunities to make profits. Apart from that, marketing strategies that are suitable for PT XY can be generated through SOAR analysis, which is expected to be applied to PT XY. Therefore, a research study related to the business to customer (B2C) development model for aquaponics products at PT XY was conducted in this research.

2. METODE PRESEARCH

This research uses the case study method as a research technique through a qualitative approach. The primary data used in this study was obtained through field observations and in-depth interviews directly with key informants selected purposively or deliberately, namely the Director of Operations, Aquaponics Field Coordinator, Finance and Marketing Staff, and five consumers who often buy aquaponic products at PT. XY and 40 people are not consumers of PT. XY. Consumer criteria selected here are based on consumers who most often shop for green aquaponic products at PT. XY. The choice of key informant is because it is considered

the most understanding of the information to be needed in the research conducted. Secondary data is obtained from the company's performance report book, PT XY's quarterly and annual reports, as well as several government websites, etc.

This research uses two methods of validity testing, namely Triangulation (Dialectics) and using reference materials. The data obtained are tabulated and then processed and analyzed descriptively using SOAR tools (Strenght, Opportunities, Aspiration, Result) and analysis matrices SOAR (Strengths, Opportunities, Aspirations, Results) is a business strategy that is based on the positive things that a business has to develop and become its main advantages. In the SOAR framework, as many stakeholders as possible are involved, which is based on the integrity of its members. The issue of integrity is very important because stakeholders must be aware of the assumptions that are the basis for driving organizational leaders.

3. RESULTS AND DISCUSSION

3.1 SOAR Analysis Results (Strength, Opportunities, Aspiration, Result)

Stavros, Cooperrider, and Kelly (2018) offer the concept of SOAR (Strengths, Opportunities, Aspirations, Results) as an alternative to SWOT analysis, which comes from the Appreciative Inquiry (AI) approach. This approach began to be popularized by David Cooperrider, in his book Introduction to Appreciative Inquiry (1995). SOAR (Strengths, Opportunities, Aspirations, Results) is a business strategy that is based on the positive things that a business has had to be developed and used as the main advantage.

1. Power (Strenght)

- Finance

At first, to run the aquaponics business has invested a cost of 500 million rupiah, which was obtained from these three business owners. This capital is allocated for various business development purposes, including production costs, employee salaries, maintenance, depreciation costs of production machinery, and so on.

- Marketing

To analyze the marketing activities that have been carried out by Company XY, it is seen from the products produced, marketing, prices, and how to promote them.

a.Product

Products sold by PT. XY is an aquaponic organic vegetable. The key to successful product marketing is that the products offered must have more value than other products. This is so that the aquaponic vegetable products that the company offers can be chosen and purchased by consumers. The added value of the product can be seen from the quality of the aquaponic vegetable product. The company always ensures that the aquaponic vegetables sold are fresh and carry out proper post-harvest handling so that the quality and quantity of permanent aquaponic vegetables are maintained.

b. Promotion

Promotions carried out by PT. XY in selling aquaponic products has not been so active. Therefore, there are still potential customers who are not aware that the product is available and there has been no significant marketing activity. Promosi conducted by PT. TABEL in selling aquaponic products such as: word of mouth, promotion through social media such as Instagram and through e-commerce such as Shopee or Tokopedia.

c. Price

Determination for the selling price of aquaponic products uses two strategies, namely the price sensitivity method based on consumer desires, and the cost-plus pricing method based on selling prices. The price sensitivity method involves the consumer's opinion about whether or not the quality is appropriate at a set cost. The selling price of aquaponic products is adjusted to the type of product and the type of consumer such as end consumers and resellers.

In addition, PT. XY also applies discounts and free shipping cost for its customers. Based on the description in advance, it can be identified as a factor that is a strength in developing sales of vegetables and aquaponics at PT. XY, namely: a) Products sold are 100% organic, b) Low food print ecology, c) The products are eco-friendly, d) There are discounts and free shipping.

PT. XY also provides training and character development to all employees as a way to improve service to consumers or customers. Improving service quality will also affect the number of customers who purchase goods directly or indirectly. This is also supported by research by Sofianti et al. (2018) which states that if the client's opinion about service quality is positive, consumers will become repeat customers, spread the word about the company to friends, family, and colleagues, and are immune to offers from rivals.

2. Opportunity Factor

Opportunities (O) are part of the external environment that must be analyzed in order to easily understand what must be done in order to be utilized. This is one of the conditions for the success of a company, that is, by maximizing its ability to seize the opportunities it has. The opportunities that PT. XY in striving for its aquaponics green products, are: a) Products are following emerging trends, b) High number of social media users, c) Expansion to open physical/ offline stores, d) Technological advances that continue to grow, e) Rapid growth of e-commerce, and f) Training in aquaponics.

3. Aspiration Factor

Aspiration (A), obtained based on the exchange of opinions (discussions) of all stakeholders at PT. XY. It is intended to create a vision and mission to be achieved, which can be used to form confidence in the product, market and anything that is done to achieve the vision. This is expected to create positive feelings and enthusiasm in improving performance and service. From the results of discussions of all stakeholders, several important things were obtained, namely: 1) expanding the targeted market segmentation to be more specific, 2) increasing the number of product fans through interesting content, 3) increasing understanding and involvement through social media, 4) inviting investors to invest in business development, and 5) increase consumer awareness of products and packaging.

4. Results (R)

Results (R) here explains how PT. XY determines the size of the results to be achieved (measurable results) in strategic planning, in order to determine the extent of achievement of mutually agreed goals. Based on discussions with staff at PT. XY obtained the results that, the measure of success of the sale of aquaponic vegetables PT. XY can be seen from several things, namely: 1) increasing the number of customers, 2) increasing sales volume, 3) building a well-known reputation in the community, 4) the breadth of market numbers, 5) having an offline store, and 6) Have implemented packaging to be eco-friendly. Based on the description above, to formulate alternative strategies that can be measured objectively for the development of aquaponic vegetable sales, SOAR matrix analysis is used. The results of the SOAR matrix analysis at PT XY can be described in Table 1. Through the application of the SOAR matrix previously described, researchers identified several strategies that are priorities in the development of PT. XY. Some of these strategies include:

Table 1. SOAR Matrix Analysis of Green Product Aquaponics Sales at PT. XY.

4.1 Market Penetration Strategy.

	Strength (S)	Opportunities (O)
	a. The products sold are 100% organic b. Low food print ecology c. The product is environmentally friendly d. Qualified human resources e. There are discounts and free shipping	a. The product is trending b. The number of social media users c. Expansion to open an online store d. Technological development e. E-commerce is growing rapidly f. Aquaponics training
Aspiration (A)	SA	OA
a. The target market is more specific b. Number of people interested in the product through content c. Social media insights d. Inviting investors for business development capital e. Consumer awareness of the product and its packaging	a. Create content that can attract consumer interest b. Increase promotional activities and discounts c. Develop more attractive product designs d. attend various events and festivals	a. Maximize the use of social media as a marketing medium b. Using cheaper and better-quality production methods c. Establish good relationships with suppliers
Result	SR	OR
a. Number of Consumers b. Number of sales c. Become a well-known brand in society d. Expanding market reach e. Have an offline shop f. Packaging becomes eco friendly	a. Improving product quality with good quality control b. Maximizing marketing activities in various marketing channels	a. Endorse products to influencers b. Maximizing the use of e-commerce in promotions c. Producing products according to trends

Market penetration strategy is a strategic move to increase market share through more intensive marketing efforts. Considering the lack of marketing efforts in the aquaponics industry, mainly due to limited capital and lack of effective management, PT. XY therefore needs to implement a more efficient and effective marketing strategy. Some strategies that can be done include utilizing social media to create interesting content for consumers, utilizing e-commerce platforms that provide a variety of advertising features, and promoting with discounts or attractive price offers to attract consumers. In addition, endorsement is also very popular used by similar companies.

The utilization of e-commerce, does not cost much. In addition, to increase consumer interest, you can also create interesting content on social media such as Instagram, Twitter, or

TikTok. In addition to aiming to increase market interest, it also aims to find out the trends that are being favored by consumers. This can help to develop products so that they can be in demand by various consumers.

4.2 Product development strategy.

Product development strategies are designed to increase sales by making changes or improvements to existing products or services. Currently, PT. XY will benefit more from the wide variety of products that consumers can choose from in mass marketing efforts. The product development strategy aims to attract consumers by presenting new choices that are in line with the latest trends, and in accordance with what consumers from various segments are interested in.

To implement a product development strategy, in-depth research is needed to create new product designs that suit current consumer interests, and it can be done through social media, namely through voting or posting several types of products before production. This can certainly be beneficial because it can find out which products are more in demand by consumers.

These two alternative strategies are the most likely to have aquaponics implications because with limited capital and human resources, both alternative strategies are expected to increase sales and also make the aquaponics business better known by many people. Both strategies are in accordance with the results of research conducted by Sebastian Suryadi (2021), who used SOAR analysis in the "Clothing Line Parasite Cloth Business Development Strategy" that in developing the parasite cloth business produced several strategies, including: Market penetration strategy is by improving the marketing system, starting from marketing through social media, e-commerce, endorsements, and creating interesting content which can captivate many customers. The product development strategy is to create more product variations that are experiencing an increasing trend and are in great demand by consumers.

4.3 Business to Consumer Business Model Canvas for PT. XY

The business model canvas is a business concept that is widely used today because it is structured. Business model canvas is a business management framework created to design how business strategies will be run. In addition, the Business model canvas is a tool in management strategy to translate concepts, consumers, infrastructure, and company finance in the form of

visual elements. To help understand it, it is created in pictures of ideas so that everyone has the same and real understanding of their types of consumers, expenses, how the company works, and so on.

In the Business Model Canvas, there are nine important elements related to business, namely: 1) Customer Segment, 2) Value Propositions, 3) Channels, 4) Customer Relationships, 5) Revenue Streams, 6) Key Activities, 7) Key Resources, 8) Key Partners, and 9) Cost Structure. But from the results of this research, there need to be three additional elements, namely: Revenue Stream, Eco Social Cost, and Eco Social Benefit. Therefore, if Company XY is visualized in the form of a Business Model Canvas, then each of the elements mentioned above, then it can be explained and described in Table 2.

a. Customers Segment

The presence of customers is very important for the company, as they are the main source of income that allows the company to survive in the long run. Customer PT. TABEL is geographically segmented into urban areas, education areas, and office or work areas. As well as for demographic segmentation of target customers of PT. XY is the upper middle class as well as office and industrial workers. In terms of psychological segmentation, PT XY's target customers are people with a healthy lifestyle and who care about the environment.

b. Value Proposition

Disclosing a strong and focused CVP can have a significant impact on the success of other business models. An effective CVP is able to identify product needs and dissatisfaction that exists in the market. In addition, CVP also needs to consider customer perceptions regarding product prices that are acceptable to them (Osterwalder & Pigneur, 2010). What additional value does the company offer to customers so that they are willing to try, use, and buy the company's products?

The value proposition describes the reasons why customers choose to switch to another company. A value proposition can help address issues customers face and meet their needs. As understood, a value proposition is a combination of benefits or value offered by a company to customers. The value proposition of this aquaponics product is to showcase healthy fresh vegetable products that are ecologically made and use low-fat printing technology.

Table 2. Business Model Canvas Green product

The Sustainable Business Model Canvas		Designed for: PT. XY	Designed by: Research team	Date / Version
Key Partners <ul style="list-style-type: none">• Raw Material Supplier• Eco Friendly Packaging Supplier• Marketplace & Retail• A Community That Has a Healthy Lifestyle Focus• Key Opinion Leader• Investors• Guest Speakers• Influencer Manager	Key Activities <ul style="list-style-type: none">• Production and Harvest• Quality Control• Packing products with eco-friendly packaging• Sales report• Marketing and Promotion	Value Propositions <ul style="list-style-type: none">• Healthy and Fresh Vegetable Products• Eco-friendly packaging• Produced without using chemical fertilizers and pesticides• The use of foam and rockwool in the planting system has been shifted to Cocopeat, thus supporting sustainable agricultural sisterhood• Low Food Print Technology	Customer Relationship <ul style="list-style-type: none">• Discounts: Free Shipping Cost, Special Bundling. Referral Rewards• Fast responsive service via social media and market places• Criticism and Suggestion Services from Customers	Customer Segments Geographic Segmentation <ul style="list-style-type: none">• Urban Areas• Educational Area• Office Area or Work Area Demographic Segmentation <ul style="list-style-type: none">• Middle-Up Class• Office or Industrial Workers Psychographic Segmentation <ul style="list-style-type: none">• People Who Have a Healthy Lifestyle• Someone who cares about the environment
	Key Resources <ul style="list-style-type: none">• Raw material product• Operational Machines and Tools• Warehouse• Financial• Intellectual• HR		Channel <ul style="list-style-type: none">• Social Media• Direct Selling• Web Sales• Endorsement	
Cost Structure <ul style="list-style-type: none">• Fixed Cost: Permanent employee salaries, operational and production equipment• Variable Costs: Production raw materials, casual employee referrals, electricity, gas, Wi-Fi, promotional costs.		Revenue Stream <ul style="list-style-type: none">• Sale product• Event/Bazaar• Opening Partnerships• Funds from investors• Collaboration with External Parties		
Eco Social Cost <ul style="list-style-type: none">• Education costs, public facilities and infrastructure development program costs, labor resource empowerment costs, and social activity costs.		Eco Social Benefit Improving the society's Standard of Living, Increasing Community Independence to d o Business, Improving the Company's Image, Strengthening the Company's Brand in the Eyes of the Society, Providing Innovation for the Company.		

c. Channel

The channel elements in aquaponic products sold by PT. XY that can be utilized include direct selling, reseller/ distributor, social media, web sales, and endorsements.

d. Customers Relationship

We provide responsive service both on social media and in the market, and we receive criticism and suggestions from customers, so customers are interested in buying aquaponics products from PT. XY.

e Key Partners

Partners that can help companies market aquaponics products include raw material suppliers, eco-friendly packaging suppliers, marketplaces and retailers, investors, guest speakers, and business communities providing digital marketing training, healthy lifestyle communities, leaders and key thought executives. To cooperate based on recommendations.

f. Key Resources

The main resource of PT. XY for the sale of aquaponics products are machinery and operational equipment, warehouses, production raw materials, financial, intellectual, and human resources.

g. Key Activities

Aquaponics business development activities to be more efficient include proper production and harvesting, quality control of each product marketed, packaging products in eco-friendly packaging, compiling product sales reports and carrying out marketing in the form of promotions.

h. Cost Structure

In order to operate the business model there are two costs that must be incurred by PT. XY is:

- a) Fixed costs are costs that occur regularly over time and have a constant value. Examples of fixed costs include payroll, sales commissions, employee benefits and retirement, transportation and travel, depreciation, rent, repairs, and taxes.
- b) Variable cost is the cost that depends on the level of production. These costs include raw material production costs, freelance salaries, electricity, gas, WiFi, and advertising costs.

i. Revenue Streams

Revenue streams describe the money a company makes from each customer segment. In this element, the source of income comes from product sales, profit sharing related to events/markets, opening partnerships, investing funds, and cooperation with external parties.

j. Eco Social Cost

Environmental costs incurred by PT. XY is the cost of education, public facilities and infrastructure construction programs, strengthening labor resources, and social activity costs.

k. Eco Social Benefit

Social and economic benefits received by PT. TABEL includes: improving people's living standards, increasing community independence in doing business, improving company image, strengthening the company's brand in the eyes of the public, offering innovation to the company.

If a business to customers development model is described that can be applied by PT. XY as follows:

5. CONCLUSION

The results of this research show that: (1) marketing strategies that can be applied at PT XY based on SOAR analysis (strength, opportunities, aspirations, results) are Market Penetration and product development strategies; (2) The right B2C development model for PT. XY is a Business Model Canvas, which not only pays attention to nine elements, namely 1) Customer Segment, 2) Value Propositions, 3) Channels, 4) Customer Relationship, 5) Revenue Streams, 6) Key Activities, 7) Key Resources, 8) Key Partners, and 9) Cost Structure but also XY Company must pay attention to three other elements, namely: 1) Revenue Stream, 2) Eco Social Cost, and 3) Eco Social Benefit because the product of sale is aquaponic vegetables.

PT. XY must be more extra in introducing its brand to the public how to be more active on social media or introduce yourself via any media. Developing the creativity that comes to mind while maneuvering with existing opportunities. In every product release PT. XY makes special packages with special materials and packaging. In the future, perhaps product sales could be dropped in supermarkets, or when there are well-known events so that consumers can buy aquaponic and PT vegetable products. XY can introduce its brand more widely.

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