

Optimizing the 7P Marketing Mix Strategy to Improve Local Supply Chain Competitiveness: Insights from Tatochis Corn Chips MSME

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ABSTRACT

Aim: Purpose: This study aims to explore the implementation of the 7P marketing mix strategy to improve the competitiveness of micro, small, and medium enterprises (MSMEs), with a focus on UD. Tajul Anwar, a local corn chip producer in Bangkalan, Indonesia.

Method: A qualitative descriptive approach was used, involving observations, interviews, and questionnaires with key informants including the business owner, employees, resellers, and consumers. The data were analyzed through data reduction, display, and conclusion drawing, with triangulation applied to ensure data validity.

Findings: The results reveal that product variety, improved packaging, accurate pricing, direct and indirect distribution, digital promotion, employee involvement, and enhanced service processes are crucial factors in strengthening market competitiveness. The use of the 7P framework allows for a comprehensive evaluation of marketing strategies and highlights the need for continuous adaptation in MSMEs.

Significance: This research contributes practical insights for MSME practitioners by offering a structured marketing strategy that aligns with consumer expectations and business sustainability. The findings also provide a valuable reference for future studies aiming to develop competitive strategies for small businesses in local markets.

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INTRODUCTION

Indonesia has abundant natural resources that can serve as a foundation for building a sustainable national economy through developing local products. One key factor in driving Indonesia's economic growth is the role of Micro, Small, and Medium Enterprises (MSMEs). MSMEs significantly contribute to the national economy by utilizing local resources, creating employment opportunities, and reducing unemployment (Faizah & Suib, 2019; Saefullah et al., 2022). During the COVID-19 pandemic in 2020, Indonesian MSMEs proved resilient, primarily because they relied on local raw materials and had no foreign debt (Nurani et al., 2023). However, MSMEs still face challenges such as changing consumer preferences, increased online demand, and lifestyle trends affecting consumer needs. Therefore, effective marketing strategies are needed to help MSMEs survive and continue growing (Sholicha & Oktafia, 2021).

The agro-industry is considered a strategic sector that supports both rural incomes and national development (Suwandi et al., 2022). Corn, in particular, is an agricultural commodity with high economic potential—especially in Tragah District, Bangkalan Regency, where production levels are significantly higher than in surrounding regions (Badan Pusat Statistik, 2020). In response to this opportunity, UD. Tajul Anwar established a corn chip business in 2014 under the brand "Tatochis (Tragah Tortilla Chips)." Although the business initially succeeded and earned several certifications, including household food production and halal labels, it later experienced a 34% decline in revenue following the COVID-19 pandemic. This downturn was largely due to intensified local competition in terms of product variety, packaging innovation, and pricing strategies.

To strengthen its competitiveness, UD. Tajul Anwar must gain a clearer understanding of its consumers' needs. One of the recommended approaches is the 7P marketing mix strategy, which includes Product, Price, Place, Promotion, People, Process, and Physical Evidence. This framework is widely

considered effective for aligning business offerings with customer expectations and improving sales performance (Nurhayaty, 2022). Therefore, this study aims to propose a comprehensive 7P-based marketing strategy that addresses the specific challenges faced by UD. Tajul Anwar in its effort to regain and grow its market position.

Previous studies about the 7P marketing mix strategy have explored various contexts and industries. For example, research has analyzed brand equity for corporate strategy formulation (Suharno & Taufik, 2024), evaluated tourist satisfaction with marketing mix strategies in Bangladesh (Hossain et al., 2024), and investigated marketing approaches to environmental and social responsibility in green businesses across Russia and Central Asia (Bogoviz et al., 2023). Other studies focused on customer intelligence during the big data era (Dam et al., 2021), the influence of marketing strategies on students' decisions to study abroad (Malarvizhi et al., 2017), and assessing customer loyalty in different retail formats within banking industries (Noskova & Romanova, 2015). Furthermore, research has also examined customer satisfaction with low-cost airline services in Thailand (Charoensettasilp & Wu, 2014), and the connection between perceived customer value and satisfaction in Iranian banking (Faryabi et al., 2012). Although these studies provide extensive insights across various sectors, they rarely focus on small-scale industries like MSMEs, especially those in local food production facing unique challenges related to product management, packaging, distribution, and local competition. This research fills that gap by offering a comprehensive and practical 7P marketing mix strategy to enhance competitiveness, specifically for MSMEs in local corn chip production at UD. Tajul Anwar, Bangkalan, Indonesia.

METHOD

Design and Approach

This research adopts a qualitative descriptive approach to analyze the application of marketing mix strategies within a micro, small, and medium enterprise (MSME) context. The study is grounded in the 7P framework (Product, Price, Place, Promotion, People, Process, and Physical Evidence) to understand how marketing strategies are implemented and how they influence competitiveness. The qualitative design enables a comprehensive and in-depth understanding of the business practices, challenges, and responses of MSMEs—especially in the post-pandemic recovery period. Through this design, the study captures the real experiences of business actors and explores marketing strategies from multiple perspectives.

Participants

Participants were selected using purposive sampling based on their relevance and involvement in the core business activities of UD. Tajul Anwar, a corn chip MSME located in Tragah, Bangkalan. A total of four key informants participated in the study: (1) the business owner who makes all strategic decisions, (2) a production worker with direct experience in manufacturing processes, (3) two retailers who distribute the products (a local coffee shop and a modern retail store at Bangkalan Plaza), and (4) one consumer who regularly purchases and provides feedback on the product. These informants were chosen to ensure that insights could be gathered from production, distribution, and consumption perspectives.

Instrument

To gather comprehensive data, this study utilized three primary instruments: observation, interviews, and questionnaires. Observation sheets were used to document direct practices in the production area, packaging process, and retail environment—especially focusing on aspects of physical evidence and process. Semi-structured interviews were conducted using an interview guide developed around the 7Ps to explore informants' experiences and perceptions related to marketing practices. The questionnaire was used to obtain supporting data from consumers, addressing components such as product preferences, price sensitivity, and satisfaction levels. Together, these instruments allowed for data triangulation and rich qualitative insights.

Data Analysis

The data were analyzed using a qualitative method based on Miles and Huberman's model, which includes three key steps. First, data reduction involved selecting relevant information from field notes, transcripts, and responses to focus on elements related to the 7Ps. Irrelevant data were removed, and the meaningful data were categorized accordingly. Second, data display involved organizing the reduced data into matrices, charts, and narrative summaries to simplify the interpretation process. Lastly, conclusion drawing involved identifying recurring patterns, concepts, and themes that could explain the marketing strategies used by the enterprise and their influence on business competitiveness. The analysis process was iterative and allowed for continual refinement of insights.

Data Validity

To ensure the credibility and trustworthiness of the findings, triangulation techniques were used. This included comparing information gathered through different instruments (interviews, observation, and questionnaires) and cross-checking responses from different informants. For example, data from the business owner about pricing strategy were validated with data from retailers and consumers. Triangulation helped to eliminate bias, enhance the depth of analysis, and strengthen the conclusions drawn from the study. The use of multiple sources and methods enabled a holistic understanding of the marketing dynamics at UD. Tajul Anwar.

RESULTS AND DISCUSSION

This study explores the application of the 7P marketing mix strategy at UD. Tajul Anwar, a local MSME in the food sector. The analysis is structured thematically, addressing each element of the 7Ps: Product, Price, Place, Promotion, People, Process, and Physical Evidence. The discussion below integrates field findings with relevant literature to provide practical insights.

1. Product

Tatochis corn chips are produced manually and come in various flavors such as original, spicy, sweet, and sweet-spicy. Consumers appreciated the flavor diversity, suggesting it prevented boredom and encouraged repurchase. According to Sufaidah et al. (2022), introducing flavor variants is a key strategy to maintain consumer interest while preserving original taste. However, packaging remains a concern, with standard plastic wrapping deemed unsafe and less attractive.

The standing pouch was considered better due to its thickness and modern appearance, offering more protection and visual appeal. It includes the product logo, PIRT certification, halal label, ingredients, and expiration date, aligning with BPOM standards (2020). Nevertheless, the short shelf life—only one week in plastic and one month in standing pouches—is seen as a limitation. Consumers expressed a desire for longer-lasting products, suggesting the use of aluminum foil packaging as a solution.

Upgrading to aluminum foil is supported by Sari et al. (2021), who noted its durability, hygiene, and heat resistance. In similar studies, chips packed with aluminum foil lasted up to 2.6–4.2 months (Ramanda et al., 2023; Astari et al., 2015). Improving packaging could thus enhance both shelf life and market competitiveness. This change is vital for addressing product damage risks and increasing consumer trust.

2. Price

Price significantly affects sales and profitability, making proper pricing strategies essential (De Toni et al., 2023). Currently, UD. Tajul Anwar applies a cost-based pricing strategy, selling 20g packs for IDR 3,000 and 100g packs to resellers for IDR 10,000. Retailers then sell the chips at IDR 15,000, creating a 2:3 producer-to-retailer price ratio. While the stable price is advantageous, it may lead to inconsistent profits as raw material prices fluctuate.

The business does not apply structured profit calculations, which creates uncertainty in actual revenue or losses. Consumers reported that as long as product quality remains, minor price changes would not affect their loyalty. To maintain profitability, methods such as Break-Even Point (BEP) analysis

and cost-plus pricing are recommended. Garrison et al. (2013) highlight the effectiveness of cost-plus pricing in covering costs while ensuring desired profit margins.

Improved pricing strategies could also help align consumer perceptions across different sellers (Noorsyah et al., 2024). Furthermore, Tassawa & Khumhome (2023) noted that packaging quality influences perceived value and justifies price adjustments. Maintaining price consistency while upgrading packaging may be a strategic advantage. Clear pricing policies can enhance consumer trust and business sustainability.

3. Place (Distribution)

UD. Tajul Anwar uses both direct and indirect distribution channels to reach consumers. Direct sales occur around the local area, while indirect distribution involves partnerships with Bangkalan Plaza and small shops. Direct selling offers higher profits, whereas indirect distribution introduces extra costs but expands market access. These findings align with Supermini (2013) and Nuada et al. (2023), who highlight trade-offs in distribution decisions.

Students prefer Tatochis due to its availability in school canteens and local stores, indicating good accessibility. However, challenges arise in modern retail environments where competition is high and shelf space is limited. In addition, when products are consigned to shops, they compete for attention with other brands. Therefore, selecting appropriate distribution channels and strengthening partnerships are critical.

To improve visibility and reach, participating in local bazaars can be a valuable alternative. This strategy allows direct interaction with customers and builds brand recognition. According to Noor et al. (2020), bazaars offer opportunities for feedback and interactive communication. This approach can help the business adapt to consumer needs and preferences more effectively.

4. Promotion

Promotional efforts at UD. Tajul Anwar involve social media platforms like WhatsApp, Instagram, Facebook, TikTok, and previously, Shopee. However, these activities are inconsistent and lack creative engagement. Consumer interviews revealed that WhatsApp status updates alone are insufficient and fail to meet modern promotional standards. The similarity of promotional tools with competitors further limits their effectiveness.

Although the business recognizes the need for promotion, its implementation lacks long-term strategy and monitoring. Promotion plays a crucial role in influencing consumer decisions (Lystia et al., 2022). Therefore, creative and interactive content is necessary to increase product visibility and sales. Strategies such as short videos, infographics, or customer reviews can enhance promotional impact.

Moreover, rejoining online marketplaces and offering time-limited promotions or discounts could attract new customers. Irawati et al. (2020) emphasize that marketplaces offer built-in tools for business monitoring and customer interaction. This digital presence strengthens customer relationships and supports sustainable sales. Promotion should not be one-time but continuous and data-driven.

5. People

The "people" element in the marketing mix emphasizes the role of individuals in delivering value and building customer relationships. At UD. Tajul Anwar, the workforce consists of five permanent staff members who are also family members of the business owner. These individuals are actively involved in production and daily operations, and have received adequate training to ensure product quality. However, the overlap between family and professional roles can create challenges in managing boundaries and responsibilities.

From consumer feedback, customer service at UD. Tajul Anwar is perceived as friendly and responsive. Employees are quick to respond to inquiries, complaints, or suggestions, reflecting a commitment to customer satisfaction. According to Muttaqin & Setiawan (2023), effective interaction between employees and customers enhances brand loyalty and strengthens marketing performance. To

improve further, the business could establish clear communication channels and involve employees in decision-making processes, as suggested by Cyrous & Adriana (2023).

Creating a collaborative culture and open dialogue between management and employees may improve motivation and job performance. This is supported by Arnawa & Heryanda (2021), who found that communication quality directly influences employee morale and customer satisfaction. Enhancing the "people" aspect can help build a strong internal structure that supports long-term growth. Therefore, professional development and team engagement must be prioritized.

6. Process

The process component refers to the systems and procedures used to deliver products or services to consumers. At UD. Tajul Anwar, the production and sales processes include market analysis, target setting, and execution strategies. However, there is a lack of structured evaluation and continuous improvement efforts. This limits the business's ability to adapt to market changes and improve product standards.

Without regular performance reviews, it becomes difficult to identify inefficiencies or respond to consumer expectations. This finding is consistent with Purwanto et al. (2021), who emphasized the importance of evaluation in improving business outcomes. Consumers also mentioned the need for more responsiveness to trends and market behavior. To remain competitive, the business should provide ongoing training to staff and monitor industry developments closely.

Yulia et al. (2023) warn that failure to follow market trends may result in reduced competitiveness or even business closure. Therefore, businesses must be agile and responsive in their internal processes. Regular assessments and continuous learning are essential to ensure relevance and innovation. Investing in this area could enhance operational excellence and customer satisfaction.

7. Physical Evidence

Physical evidence refers to tangible aspects that influence customer perceptions, such as packaging, facilities, and branding materials. UD. Tajul Anwar maintains a clean and organized production site, which creates a professional image. The business also uses a brand slogan—"Dimanapun tempatnya, Tatochis camilannya"—to reinforce identity and memorability. These efforts are important in building consumer trust and brand recall.

Customers suggested that social media testimonials could be used more effectively to demonstrate customer satisfaction. While some testimonials exist, their quantity and consistency remain limited. According to Tololiu & Roring (2022), testimonials are powerful tools to increase credibility and influence buyer decisions. Given the rise in online fraud, many consumers rely heavily on peer feedback before purchasing (Badri & Safitri, 2021).

To enhance the "physical evidence" element, the business should improve packaging design, showcase certifications, and regularly share customer reviews. These actions help create a strong, trustworthy brand image in both online and offline markets. As Yuwono (2022) notes, brand identity is built not only through quality but also through consistent visual communication and consumer engagement. Enhancing this aspect would support better recognition and long-term loyalty.

Implications

The findings of this study imply that a comprehensive and well-structured marketing mix strategy is essential for MSMEs to remain competitive, especially in the post-pandemic market. For UD. Tajul Anwar, improving product packaging, applying cost-based pricing more accurately, expanding distribution channels, and strengthening digital promotion are practical steps that can significantly enhance performance. Additionally, investing in human resources, implementing continuous process evaluation, and reinforcing brand identity through physical evidence are crucial for long-term business sustainability. These implications suggest that MSMEs should adopt an integrated marketing approach that aligns product quality, customer expectations, and operational efficiency to achieve growth and resilience in dynamic market environments.

Limitations and Suggestions for Future Research

This study was conducted within the context of a single local MSME, UD. Tajul Anwar, located in Bangkalan, East Java. The research focused specifically on analyzing marketing strategies using the 7P framework in one type of business—corn chip production. Because of this narrow scope, the results may not reflect the conditions or challenges faced by other MSMEs in different industries or regions. In addition, the number of informants was limited, and the data collected were mainly qualitative, which may reduce the variety of viewpoints, especially from a broader consumer base.

For future researchers, it would be valuable to expand the study across different types of MSMEs and geographic areas to gather more comprehensive insights. Applying a mixed-methods approach—by combining qualitative interviews with quantitative surveys—could also help produce deeper analysis and measurable comparisons. Furthermore, future studies might explore additional variables such as digital transformation readiness, supply chain partnerships, or customer retention strategies. These aspects could complement the 7P framework and provide more holistic recommendations for strengthening MSME competitiveness.

CONCLUSION

This study highlights the importance of applying a comprehensive 7P marketing mix strategy to enhance the competitiveness of MSMEs, particularly in the post-pandemic era. By examining the case of UD. Tajul Anwar, it is evident that product variety, packaging innovation, accurate pricing, and strong promotional efforts are crucial for maintaining market relevance. Furthermore, effective distribution channels, employee involvement, and consistent service processes significantly contribute to customer satisfaction and business growth. The research concludes that integrating all elements of the marketing mix can help small businesses adapt to market changes and create sustainable competitive advantages.

AUTHOR CONTRIBUTIONS STATEMENT

All authors contributed equally to the development of this study. Siti Mufarohatin Nisa' was responsible for conceptualizing the research, conducting field data collection, and drafting the initial manuscript. Fuad Hasan contributed to data analysis, literature review, and refining the theoretical framework. Dian Eswin Wijayanti supervised the research process, provided critical revisions, and ensured the academic quality of the final version. All authors have read and approved the final manuscript.

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