



Integrated Marketing Communication, STP, and SWOT Strategies in Enhancing Garudafood's Competitiveness

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Abstract

Background: The food and beverage industry in Indonesia is growing; however, competition among companies remains intense due to rapidly evolving consumer preferences. Therefore, supply cannot be continuously increased without adaptive marketing strategies. To become more competitive in the national FMCG market, PT Garudafood Putra Putri Jaya Tbk requires integrated strategic approaches.

Objective: This empirical study focuses on the *Integrated Marketing Communication (IMC), Segmentation, Targeting, and Positioning (STP), and Strengths, Weaknesses, Opportunities, and Threats (SWOT)* factors influencing Garudafood's competitiveness.

Methods: This study involves a literature review and company document analysis using a qualitative descriptive approach. The data were analyzed using content analysis, focusing on IMC implementation, STP strategies, SWOT factors, product innovation, distribution strategies, consumer responses, and digital marketing practices.

Results: The results reveal that Garudafood's competitiveness is based on strong brand awareness, extensive market segmentation, value-for-money positioning, wide distribution networks, and accessibility that enable the company to reach consumers in all areas through both digital marketing and integrated promotional activities. However, despite having contingency plans, limited product innovation remains a strategic weakness that needs to be addressed.

Conclusion: Integrating IMC, STP, and SWOT strategies contributes to strengthening Garudafood's market position and competitiveness. In Indonesia's food and beverage industry, continuous innovation, digital engagement, and proactive strategic management are paramount to maintaining a competitive edge.

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INTRODUCTION

The food and beverage industry is one of the most strategically significant sectors in Indonesia's economy (Tamin et al., 2024). According to the Indonesian Ministry of Industry, the food and beverage sector contributed approximately 6.55% to the national GDP and grew by 4.97% in 2023, absorbing over 5.5 million workers and generating substantial export value. This growth is driven by population expansion, rapid urbanization, and evolving consumer lifestyles that favor convenient, high-quality food products.

The rapid transformation of consumer behavior in Indonesia has further intensified competitive pressures (Sihombing, 2025). A 2022 McKinsey survey reported that over 60% of Indonesian consumers prioritized brand trust and digital accessibility as key purchasing factors. Today's consumers evaluate products beyond price and quality, seeking brand image, ease of

access, and holistic consumption experiences (Chaffey & Ellis-Chadwick, 2019). Consequently, companies must integrate diverse marketing strategies that address functional, emotional, and digital consumer touchpoints (Armstrong & Kotler, 2003).

One approach widely used in modern marketing is Integrated Marketing Communication (IMC). IMC is a concept that integrates various marketing communication channels to deliver consistent messages to target audiences (Schultz, 2003). This approach is considered effective in increasing brand awareness, strengthening brand image, and encouraging consumer loyalty through coordinated and integrated communication (Akbar & Sutisna, 2023).

Besides IMC, marketing strategy is also inseparable from the concepts of Segmentation, Targeting, and Positioning (STP). These concepts help companies identify potential market segments, determine the appropriate target market, and build a strong brand position in consumers' minds. With proper STP implementation, companies can allocate resources optimally and increase marketing effectiveness (Kotler & Keller, 2016).

On the other hand, companies also need to understand the internal and external conditions that affect their business performance. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a strategic tool used to evaluate a company's position. Through this analysis, companies can identify strengths to be leveraged, weaknesses to be addressed, opportunities to be developed, and threats to be anticipated (Rangkuti, 2016).

PT Garudafood Putra Putri Jaya Tbk is one of the leading food and beverage companies in Indonesia that has successfully maintained its presence amid intense industry competition. The company offers various products that are widely recognized by the public and is supported by a strong distribution network. This success is inseparable from innovative marketing strategies that are adaptive to market changes.

However, increasingly intense competition in the food and beverage industry, combined with shifting consumer preferences, poses significant challenges for Garudafood. The company is required to continuously innovate its products, expand its market reach, and improve the effectiveness of its marketing communication to remain competitive. In this context, the integration of IMC, STP, and SWOT analysis is crucial for formulating an effective marketing strategy. Despite the extensive literature discussing each framework individually, prior studies have not examined the simultaneous integration of IMC, STP, and SWOT within the specific context of Indonesian food and beverage companies (Gürel & Tat, 2017).

The novelty of this study lies in its integrated analytical framework, which concurrently examines IMC, STP, and SWOT as interdependent strategic pillars within a single Indonesian FMCG company—an approach that has not previously been explored in the domestic marketing literature. Based on this identified research gap, this study aims to analyze the application of Integrated Marketing Communication (IMC), Segmentation, Targeting, and Positioning (STP), and SWOT analysis in enhancing the competitiveness of PT Garudafood Putra Putri Jaya Tbk. This research is expected to contribute to the development of more effective marketing strategies and serve as a reference for further studies in strategic marketing.

METHOD

This research employed a qualitative approach using a descriptive-analytical method to systematically examine the marketing strategies of PT Garudafood Putra Putri Jaya Tbk. A qualitative design was selected because this study sought to explore and interpret strategic phenomena in depth rather than quantify causal relationships. Specifically, a content analysis technique was applied to systematically code, categorize, and interpret data from documentary sources, enabling the identification of patterns in strategic implementation across the IMC, STP, and SWOT dimensions (Creswell & Creswell, 2018; Krippendorff, 2018).

The study utilized secondary data gathered through a systematic documentation review, encompassing: (1) PT Garudafood official company profiles and annual reports (2019–2023); (2) peer-reviewed journals (2014–2024) from Scopus, Google Scholar, and DOAJ; and (3) industry reports from Nielsen Indonesia and the Ministry of Industry (2022–2023). Data credibility was ensured through source triangulation, with findings cross-referenced across at least three independent documentary sources per analytical dimension. The research focused on three integrated aspects: IMC strategy, STP framework, and SWOT analysis.

The object of the research was PT Garudafood Putra Putri Jaya Tbk, one of the major companies in Indonesia’s food and beverage sector. The analysis examined the strategies used by the company in marketing its products and how the company faced market challenges across the IMC, STP, and SWOT dimensions.

Data collection followed a structured documentation study protocol, gathering relevant information on company profiles, marketing strategies, competitive landscapes, and the business environment. Data analysis proceeded through three stages: (1) open coding, involving the segmentation and labeling of data by strategic themes (IMC, STP, SWOT); (2) axial categorization, grouping coded data into thematic categories aligned with the research objectives; and (3) interpretive synthesis, interpreting emergent patterns within the theoretical frameworks of (Porter, 2008). Analytical validity was strengthened through source triangulation.

RESULTS AND DISCUSSION

Results

Study Profile and Overview of Company Strategy

This research focuses on analyzing the marketing strategies implemented by PT Garudafood Putra Putri Jaya Tbk in enhancing the company’s competitiveness in the food and beverage industry. In the face of increasingly fierce global competition, companies are required to integrate various marketing strategies effectively, particularly through IMC, STP, and SWOT analysis approaches. This is relevant as it provides a comprehensive overview of internal and external conditions Kotler (2016), enabling evidence-based strategic decision-making.

IMC is a strategy that emphasizes the integration of various marketing communication channels to create consistent and effective messages for consumers (Radakovic, 2014). In the context of Garudafood, the implementation of IMC is evident in the use of digital media, television advertising, sales promotions, and public relations activities. This aligns with previous research, which states that integrated marketing communication can significantly increase brand awareness and consumer loyalty (Kitchen & Burgmann, 2015).

Furthermore, the STP strategy serves as an important foundation for determining the target market. Market segmentation is carried out based on demographic, geographic, and psychographic factors. Targeting is focused on consumers ranging from children to young adults, while the company’s positioning is directed toward being a producer of quality snacks at affordable prices. This approach aligns with modern marketing concepts that emphasize the importance of understanding consumer needs (Armstrong & Kotler, 2003).

SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats faced by the company. This approach provides a basis for formulating appropriate strategies to enhance the company’s competitiveness (Gürel & Tat, 2017). Based on the research results, Garudafood has strengths in its strong brand and extensive distribution network but faces challenges in price competition and product innovation.

Data Analysis Results

Table 1. Market Segmentation Analysis

Variable	Description
Demographic	Children, teenagers, adults
Geographic	Urban and rural areas
Psychographic	Practical and consumptive lifestyle

The market segmentation carried out by Garudafood demonstrates a multidimensional approach extending beyond conventional criteria. Demographic segmentation—spanning children, teenagers, and adults—allows differentiation of product portfolios and communication strategies across life stages. In Indonesia’s context, where approximately 43% of the population is under 30 years of age BPS, 2023, demographic-based targeting is a critical competitive advantage for FMCG companies. Geographic segmentation enables market penetration across urban centers and rural areas, aligned with Garudafood’s nationally distributed retail network.

The psychographic approach is an important factor because it relates to the lifestyle of modern consumers, who tend to desire practical and easily consumable products. This aligns with

research by Wedel (2000), which states that psychographic-based segmentation can increase the effectiveness of marketing strategies.

Table 2. Targeting and Positioning Strategy

Strategy	Implementation
Targeting	Focus on the middle segment
Positioning	Quality products at affordable prices

The targeting strategy focused on the middle-income segment reflects Garudafood’s decision to prioritize market breadth over premium exclusivity. Compared to key competitors such as Indofood and Wings Food, which similarly target the middle segment, Garudafood differentiates itself through a value-for-money positioning. Indonesia’s middle class represented approximately 52% of the total consumer market in 2022, making this segment strategically vital for sustained revenue generation. This positioning provides a competitive advantage in price-sensitive segments, though it risks commoditization without continuous product innovation.

According to Kotler (2016), a strong positioning helps companies build a consistent brand image in consumers’ minds. In this case, Garudafood has successfully positioned itself as a trusted brand that is easily accessible to various consumer groups.

Table 3. IMC Implementation

IMC Element	Activity
Advertising	TV, social media
Sales Promotion	Discounts and bundling
Public Relations	Events and sponsorship

The Integrated Marketing Communication (IMC) implementation by Garudafood reflects an integrated and consumer-oriented communication strategy. The use of social media as one of the main channels demonstrates the company’s adaptation to developments in digital technology. This aligns with research by Bharti (2024), which states that digital marketing plays an important role in increasing interaction with consumers, as well as Ashley (2015), which emphasize the same contribution of digital marketing in enhancing consumer engagement.

Sales promotions through discounts and bundling are effective strategies for increasing short-term sales. Meanwhile, public relations activities such as sponsorships and events can strengthen the company’s image in the public eye. The integration of these three elements creates synergy that supports the overall success of the marketing strategy.

Table 4. SWOT Analysis

Factors	Description
Strength	Strong brand, extensive distribution
Weakness	Limited innovation
Opportunity	Broad market
Threat	Intense competition

A cross-functional SWOT analysis reveals that Garudafood occupies a relatively strong strategic position; however, weakness in product innovation remains a critical vulnerability (Porter, 2008). To translate this into actionable strategies, a TOWS matrix was applied: (1) SO Strategy: leverage a strong brand and national distribution network to accelerate penetration into underserved rural regions; (2) WO Strategy: address the innovation deficit through R&D investment and digital consumer co-creation platforms; (3) ST Strategy: utilize brand equity and logistics infrastructure to build switching-cost barriers against competitor pricing; (4) WT Strategy: mitigate limited innovation capacity and competitive risk via strategic alliances and international co-branding partnerships.

These four strategic directions collectively indicate that Garudafood must transition from a reactive to a proactive strategic posture, capitalizing on market growth opportunities while systematically addressing innovation and competitive threats through targeted investment and

partnership strategies.

Table 5. Impact of Strategy on Competitiveness

Indicator	Result
Brand Awareness	Increased
Sales	Stable
Consumer Loyalty	High

The research results indicate that Garudafood’s strategies have generated measurable positive outcomes. Based on Garudafood’s 2022 Annual Report, the company recorded consistent revenue above IDR 5 trillion, with brand recognition scores surpassing 80% in Nielsen’s 2022 Brand Health Tracking for the Indonesian snack category. These figures substantiate IMC’s role in strengthening brand equity, corroborating Keller’s (2016) assertion that brand awareness is the foundational dimension of brand equity construction.

Sales stability, operationalized through consistent annual revenue and market share retention in a competitive FMCG category, demonstrates that marketing strategies can maintain commercial performance despite macroeconomic fluctuations. Consumer loyalty, proxied by repeat purchase rates and Net Promoter Score (NPS) indicators reported by Nielsen Indonesia, confirms that Garudafood has established durable consumer relationships that translate into sustained purchasing behavior.

Overall, the integration of IMC, STP, and SWOT contributes significantly to enhancing Garudafood’s competitiveness. This approach enables the company to develop a deeper understanding of the market and design more targeted strategies. The synergy among these three frameworks creates a sustainable competitive advantage (Barney, 1991).

In the context of marketing theory, the results of this study support the concept of integrated marketing communications (IMC), which emphasizes the importance of consistency and coordination in marketing communications. Furthermore, this research also shows that understanding consumer behavior is a key factor in the success of marketing strategies.

However, there are several limitations in this study, such as data constraints and the focus being limited to a single company. Therefore, future research is expected to expand the scope of research objects and employ quantitative approaches to obtain more generalizable results.

Table 6. Analysis of Product Innovation Strategy

Innovation Aspect	Implementation	Impact
Product Variant	Development of new flavors	Increases consumer interest
Packaging	Modern and practical design	Attracts market attention
Quality	Improvement of raw material standards	Increases satisfaction

Table 6 shows that product innovation is an important factor in maintaining Garudafood’s competitiveness. The development of new flavor variants has proven to increase consumer interest, especially in attracting younger market segments. More modern and practical packaging innovation also provides added value in terms of aesthetics and functionality, thereby increasing product appeal on store shelves.

Improving the quality of raw materials is an important strategy for maintaining consumer satisfaction. This aligns with Porter’s (2008) theory, which states that product innovation is key to maintaining competitive advantage. By continuously innovating, companies can not only retain existing customers but also attract new customers amid increasingly dynamic market competition.

Table 7. Analysis of Distribution Strategy and Market Access

Aspect Distribution	Implementation	Impact
Distribution Network	National and regional	Expands market reach
Sales Channel	Retail, modern market, e-commerce	Increases accessibility
Logistics	Integrated distribution system	Delivery efficiency

Based on Table 7, Garudafood’s distribution strategy demonstrates a strong advantage in the breadth of its distribution network, covering both national and regional areas. This allows the company to reach consumers more evenly in both urban and rural areas. A strong distribution network is one of the company’s key strengths in maintaining its market position.

Diversification of sales channels through traditional retail, modern trade, and e-commerce demonstrates the company’s adaptation to changing consumer behavior. Digitalization has encouraged companies to utilize online platforms as effective distribution channels. According to Huang (2024), the integration of offline and online distribution channels can enhance the consumer experience and expand market share.

Logistics efficiency through an integrated distribution system also has a positive impact on the speed and accuracy of product deliveries. This contributes to increased consumer satisfaction and improves the company’s operational efficiency.

Table 8. Analysis of Consumer Response to Marketing Strategy

Indicator	Consumer Response	Description
Satisfaction	High	Product meets expectations
Loyalty	Increased	Repeat purchases
Brand Perception	Positive	Trusted brand

Table 8 shows that consumer responses to Garudafood's marketing strategy tend to be positive. High satisfaction levels indicate that the products offered meet consumer expectations in terms of quality and price. This satisfaction is a primary factor driving consumer loyalty.

Increased consumer loyalty is demonstrated through repeat purchases and preference for Garudafood products over competitors. This indicates that the implemented marketing strategies have succeeded in creating long-term relationships with consumers. According to Keller (2016), customer loyalty is one of the main indicators of the success of a branding strategy.

Furthermore, a positive brand perception indicates that Garudafood has succeeded in building an image as a trusted brand. A strong brand image is an important asset in facing market competition because it can significantly influence consumer purchasing decisions.

Table 9. Analysis of Digital Marketing Strategy and Consumer Engagement

Digital Marketing Aspect	Implementation	Impact
Social Media	Instagram, TikTok, YouTube	Increases consumer interaction
Digital Content	Promotional videos, creative campaigns	Increases brand engagement
Influencer Marketing	Collaboration with influencer	Expands market reach
E-commerce	Marketplace and platform online	Increases sales

Table 9 shows that digital marketing strategies play an increasingly important role in enhancing Garudafood's competitiveness in the digital era. The use of social media such as Instagram, TikTok, and YouTube allows the company to interact directly with consumers and build more personal relationships. This interaction not only increases brand awareness but also strengthens consumer engagement with the brand.

The use of creative digital content, such as promotional videos and marketing campaigns, has proven effective in attracting consumer attention, especially among the younger generation, who are active users of digital media. This aligns with research by Bowden (2021), which states that engaging digital content can significantly increase the effectiveness of marketing communications.

Furthermore, influencer marketing strategy is a relevant approach for expanding market reach. Collaboration with influencers allows companies to reach a wider audience with a higher level of trust, as recommendations are perceived as more authentic by consumers.

The utilization of e-commerce platforms also contributes significantly to increasing sales, especially amid changing consumer behavior that tends to shift toward online shopping. The

integration of digital marketing and e-commerce creates a more effective and efficient marketing ecosystem. Overall, the digital marketing strategies implemented by Garudafood demonstrate that the company is able to adapt to technological developments and changing consumer behavior. This is an important factor in maintaining competitiveness in an increasingly competitive digital era.

Discussion

The empirical findings of this study, interpreted through the integrated lens of IMC, STP, and SWOT frameworks, demonstrate that PT Garudafood Putra Putri Jaya Tbk has operationalized a coherent, multi-layered marketing strategy. Analytically, the integration of these three frameworks addresses three distinct levels of strategic decision-making: market intelligence (SWOT), customer targeting (STP), and communication execution (IMC). This tri-level integration aligns with the Resource-Based View (RBV) of competitive advantage Barney (1991), wherein sustained competitiveness derives from the strategic combination of tangible assets (distribution network, production capacity) and intangible resources (brand equity, consumer trust).

From a market segmentation perspective, the findings show that Garudafood is able to identify and group consumers based on demographic, geographic, and psychographic variables. This approach strengthens the theory of Kotler (2016), which states that multidimensional segmentation can increase the precision of marketing strategies. Appropriate segmentation allows companies to better understand consumer needs and design suitable products and communication strategies, thereby increasing the chances of success in the market.

Furthermore, the targeting strategy focused on the middle segment reflects the company's efforts to maintain market stability while expanding consumer reach. The middle segment was chosen because it has relatively stable purchasing power and represents a large population in the Indonesian market. This aligns with research by Armstrong (2003), which emphasizes that appropriate target market selection will have a direct impact on marketing effectiveness and increased sales volume.

From a positioning perspective, Garudafood has successfully built an image as a producer of quality snacks at affordable prices. This positioning provides a competitive advantage, especially in facing price competition in the snack food industry. Strong positioning creates clear differentiation in consumers' minds, thereby increasing loyalty and brand preference (Oliver, 2014).

The implementation of integrated IMC through various communication channels such as digital media, advertising, sales promotions, and public relations has proven effective in increasing brand awareness. These results support research by Kitchen (2015), which states that IMC can create consistent communication and strengthen the relationship between the company and consumers. The use of digital media shows that Garudafood has adapted to technological developments and changing consumer behavior that is increasingly digital-oriented.

From the perspective of SWOT analysis, Garudafood's main strengths lie in its strong brand and extensive distribution network. These two factors are important assets in maintaining market position. However, weakness in product innovation is a serious concern, considering that the food and beverage industry is highly dynamic and demands continuous product renewal. This aligns with Porter (2008), who emphasizes that innovation is one of the main factors in creating competitive advantage.

These four TOWS-derived strategic directions collectively indicate that Garudafood must transition from a reactive to a proactive strategic posture, capitalizing on market growth opportunities while systematically addressing innovation gaps and competitive threats through targeted investment and partnership strategies.

In theoretical terms, these findings reinforce and extend Schultz (2003) IMC integration model by demonstrating that IMC effectiveness is amplified when aligned with precise STP architecture and analytically rigorous SWOT diagnostics. Compared to prior studies that examined IMC and STP in isolation Kitchen (2015), this study provides empirical support for a holistic, systems-oriented approach to marketing strategy in emerging economies. In practical terms, marketing managers should treat IMC, STP, and SWOT as a coordinated strategic system requiring continuous recalibration in response to market dynamics.

Notwithstanding these contributions, this study acknowledges several methodological limitations. The reliance on secondary data constrains the ability to capture real-time market dynamics and primary consumer perceptions. The single-company focus, while enabling analytical depth, limits generalizability across the broader food and beverage sector. Future research should employ mixed-methods designs integrating consumer surveys, expand the sample to include multiple FMCG companies, and apply structural equation modeling (SEM) to test causal relationships between IMC, STP, SWOT, and firm competitiveness.

CONCLUSION

This study aims to analyze how marketing strategies encompassing Integrated Marketing Communication (IMC), Segmentation, Targeting, Positioning (STP), and SWOT analysis can enhance the competitiveness of PT Garudafood Putra Putri Jaya Tbk. Based on the research results, it can be concluded that the implementation of integrated marketing strategies contributes significantly to strengthening the company's position amid competition in the food and beverage industry.

From a theoretical standpoint, this study contributes to the integrated marketing literature by empirically demonstrating that IMC, STP, and SWOT function most effectively as interdependent rather than isolated strategic instruments—extending frameworks by Schultz to the Indonesian emerging market context. Practically, marketing managers in Indonesia's FMCG sector are advised to treat these frameworks as a unified decision-making system, continuously recalibrated in response to shifts in consumer behavior, competitive dynamics, and digital channel evolution. Limitations include reliance on secondary data and a single-company scope. Future research should employ quantitative designs, incorporate primary consumer data, and extend the analytical scope across multiple companies to derive more generalizable insights into integrated marketing strategy effectiveness.

SWOT analysis reveals that the company's main strengths lie in its widely recognized brand and strong distribution network, while its main weakness lies in product innovation, which still needs improvement. On the other hand, significant market opportunities provide room for the company to continue growing, although it must face threats from intensifying competition.

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AUTHOR CONTRIBUTION STATEMENT

Alan Handiananto was responsible for conceptualizing the research topic, collecting and analyzing secondary data, conducting the literature review, interpreting the findings, and drafting the manuscript. The author also reviewed, revised, and approved the final version of the article for publication.

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