



PRODUCT DEVELOPMENT ANALYSIS IN ENHANCING COMPETITIVENESS IN CONTEMPORARY BEVERAGE BUSINESS: CASE STUDY AT KOPIAN BEVERAGE BOOTHS IN MAKASSAR CITY

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ABSTRACT: *This text is written with the intention of understanding how the production process of a product is influenced by Philip Kotler's theory, as well as the components used to create a product called Kopian Beverage, and analyzing internal and external factors in the production strategy. The data collection methodology used in this research is qualitative descriptive, employing observation, surveys, documentation, and SWOT analysis. Based on the findings of this research, Kekopian has successfully completed the product development process in line with Philip Kotler's theory. Kekopian's day-to-day operational activities also encompass the development of high-quality products, pricing, and promotional systems to satisfy customers. As a result, the company's strategic success can be compared to its predecessor, the aggressive strategy known as S-O (Strength-Opportunities), which will be implemented in the production of Kekopian products.*

Keywords: *Product Development Strategy, Competitiveness, Beverages*

INTRODUCTION

Product development needs to be carried out by every business because, in order to sustain the survival of the business itself, and through product development, it can increase sales results if the developed product is accepted or aligns with consumer preferences[1]. Kekopian always strives to bring the best products, offering a diverse menu such as dairy-based beverages, coffee, and refreshing drinks that will provide enthusiasts with a variety of refreshing flavors. From chocolate and coffee variants that have their own following to fruit-based options full of benefits. With the development of the business world, the number of businesses in the beverage industry is increasing[2].

Kekopian was founded on October 13, 2021, by Firyal Nabila and Khaerul Risal, who are a married couple. Kekopian is its own brand, which is the brainchild of Firyal Nabila. Kekopian is just one year old since its opening and currently has no branches. Its first branch is located at Sunu Street No. 158, Kalukuang, Tallo District, Makassar City.

In the Tallo District, there are a total of 16 sub-districts with 1603 Micro, Small, and Medium Enterprises (UMKM). The high number of businesses in Tallo, especially in the vicinity of the research location, indicates intense competition. Consequently, the competition among similar businesses is growing fiercer. With the increasing number of beverage businesses, this naturally intensifies competition. However, Kekopian continues to thrive by making improvements in every aspect of its business, both in terms of products and marketing. The goal is to enhance competitiveness and achieve optimal business development, thus maintaining and improving the company's position in the market[3].

Strategies in facing competition vary in their application, as different marketing strategies are known for different needs [4]. In this case, the marketing strategies applied include product strategy, pricing strategy, product promotion strategy, and distribution or placement strategy, collectively known as the marketing mix strategy. This raises the question of whether the marketing mix strategy applied is already effective or if it needs further development and evaluation.[5].

THEORITICAL REVIEW

Management plays a crucial role in the survival of a business, whether it is small, medium, or large in scale. Companies that do not implement management will face difficulties in achieving their goals. Management is the art of solving problems through other people. In the business world, economic actors find it necessary to have management thinking to run their businesses. Management thinking is used to organize production activities, marketing activities, and maintain good relationships between producers and employees [6]. Production activities are the process of processing inputs using specific methods to produce predetermined outputs, whether they are goods or services[7]. Production is any form of activity carried out by humans to create benefits or enhance them by exploring existing economic resources and to meet human needs[8].

Marketing

Marketing is a process of satisfying the needs and desires of consumers by creating, offering, and freely exchanging products or services that have value to satisfy consumers and are related to business activities that use pricing, promotion, and distribution principles to reach the organization's goals and objectives. Most efforts to fulfill human needs and desires

are accomplished through marketing, primarily because the marketing process adds utility to existing products. Therefore, marketing processes such as buying, selling, transportation, and warehousing are processes that increase the utility of existing product[9].

Marketing Mix

Marketing is a process of satisfying the needs and desires of consumers by creating, offering, and freely exchanging products or services that have value to satisfy consumers and are related to business activities that use pricing, promotion, and distribution principles to reach the organization's goals and objectives. Most efforts to fulfill human needs and desires are accomplished through marketing, primarily because the marketing process adds utility to existing products. Therefore, marketing processes such as buying, selling, transportation, and warehousing are processes that increase the utility of existing products.

Product Development

Product development is an effort that has been designed and planned as best as possible and is implemented to meet and can also be used to improve an existing product or to increase the variety of products produced and marketed[10]. Where the development of a product can be carried out regularly, starting from what products are produced, then what products need improvement, and eventually leading to a decision to create a new product[11].

Competitiveness

Competitiveness is the ability to produce goods and services that meet international standards, while at the same time maintaining high and sustainable income levels, or the ability of a region to generate high income and employment opportunities while remaining open to external competition[12].

RESEARCH METHODS

Research methodology is one of the significant factors in conducting research because, fundamentally, research methodology is the scientific way of obtaining data with specific objectives and purposes. Research methodology is an effort to discover, develop, and test a truth of knowledge through scientific methods. Therefore, the method used in research should be appropriate. Referring to the issue above, the research needs to use a qualitative approach. With this approach, the researcher conducts research based on natural contexts. Qualitative research is research in which the data consists of words (not numbers) derived from interviews, observations, and documentation, or research that primarily focuses on the analytical description of an event or process as it exists in its natural environment to gain a deep understanding of the process.

Descriptive Analysis

Descriptive analysis is one of the problem-solving methods by describing the current subject or object of the study with visible facts. In this research, the descriptive analysis method is used to understand the process of product development stages and the marketing mix that Kekopian employs for in-depth competitiveness enhancement. By using descriptive analysis, the data presented will consist of descriptive data in the form of written words from observations and interviews[13].

SWOT Analysis

For product development in the Kekopian beverage business in Jl. Sunu, Tallo District, Makassar City, data and information on internal and external product factors will be analyzed using SWOT analysis (Strength-Weakness-Opportunity-Threats). This analysis is based on the logic of maximizing strengths and opportunities while minimizing weaknesses and threats. Here is a plan based on SWOT analysis for product development in the Kekopian beverage business: 1) Based on the urgency of the situation, the gathered data is examined to determine internal and external factors. 2) Internal and external factors are each placed in the IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) tables. 3) Calculate internal and external factors using the SWOT analysis diagram to identify the appropriate strategies. 4) Enter the data into a matrix that clearly shows how opportunities and threats can be aligned with the strengths and weaknesses possessed [14].

RESULTS AND DISCUSSION

Process of product development stages carried out by the Kekopian Beverage Business

a. Idea submission

At this stage, Kekopian gathers ideas through customer feedback, both offline (directly at the store) and online (reviews on social media). From the various ideas and feedback received, on average, customers want more product variations to have a wider selection for purchase. Additionally, ideas can also arise from the business owner or Kekopian's employees regarding trends or booms that will be developed with innovation and creativity, resulting in a product with its own unique characteristics. The goal is to maintain product quality and improve existing products. With a range of product variations and distinctive characteristics compared to competitors, the product will have its own appeal to incoming customers [16]. This indicates that Kekopian has carefully and systematically prepared product ideas.

b. Idea filtering

Screening is about discarding unused product ideas as quickly as possible [17]. At this stage, there are many inputs or product variant ideas obtained from various sources, but not all of these inputs can be turned into a product concept because not all of them can be marketable and meet the company's criteria [18]. Therefore, the collected ideas are discussed, filtered, or reevaluated to obtain the best ideas based on discussions among the Kekopian business owner and employees.

c. Concept development and testing

In this stage, comprehensive concept testing is carried out to ensure whether the concept is in line with the company and the target market or not [19]. Concept testing is done by directly presenting and providing samples to customers visiting the store [20]. In this testing, Kekopian only produces in limited quantities, as this testing is solely to determine whether the product is suitable for the next stage or not. Based on the results of the testing conducted with customers, Kekopian's owner and employees will discuss and make improvements, both in terms of taste and appearance, to determine which concept is the most promising for marketing and proceeding to the next stage.

d. Marketing strategy development

In this stage, Kekopian introduces its beverage products to the target consumers. Employees working at the café will inform customers about the latest product variants through direct interaction with them. The employees on duty will assess the market potential for the products. In developing this marketing strategy, Kekopian has a target market, which consists of middle-class individuals, millennials, or those who are knowledgeable about product quality, such as business owners [21]. Regarding the pricing of the beverage products, Kekopian sells its products based on the quality of the ingredients. Because price reflects quality, customer satisfaction is one of Kekopian's goals.

e. Business analysis

For this stage, Kekopian is only selling at its cost price or COGS (Cost of Goods Sold). Kekopian's initial sales are made at the cost price, which means that Kekopian hasn't made a profit, or in other words, Kekopian is neither profiting nor losing money. Kekopian sells a beverage product at the cost price to introduce the product to customers. Products that are well-received by the market and align with the company's goals will continue to be developed, while products that don't align with the market will be abandoned immediately [22].

f. Product development stages

In the product development stage, Kekopian produces the products that have been approved by the Kekopian owner and employees in tangible form. Product development is carried out through product diversification and innovation. The products produced will undergo continuous improvement and refinement to meet the needs and desires of customers. The production of these products will also be based on market conditions or situations. Additionally, in this stage, information about the benefits, product details, and an attractive presentation is provided. By providing this information, business owners will understand the consumer response to the developed products.

g. Market testing

Market testing is conducted to determine whether the product can perform well in a real-world context or not [23]. In this regard, Kekopian directly tests with customers, both those who visit the store and through social media.

h. Commercialization

Market testing is conducted to determine whether the product can perform well in a real-world context or not [23]. In this regard, Kekopian directly tests with customers, both those who visit the store and through social media. Commercialization carried out by Kekopian is in accordance with market conditions or seasons. For example, they introduce refreshing beverages during the dry season and hot beverages during the rainy season. Purchases can be made at any time because Kekopian always restocks. Furthermore, to expand their marketing network, Kekopian also collaborates with online platforms such as Gojek, Grab, and Shopee food. The researcher can analyze that before initiating the product development stages, Kekopian conducts market research or observations to assess the market conditions and product opportunities at that time. The long-term success of a company depends on its ability to create attractive products with high competitiveness and quality that meets consumer needs.

Furthermore, Kekopian has successfully executed all eight stages of product development in a systematic and phased manner, in line with Philip Kotler's theory, starting from idea generation to commercialization.

All of these processes are carried out to ensure that the company is directed and planned in producing a product that aligns with consumer desires and needs while staying in line with current trends but without abandoning Kekopian's distinctive focus on taste and quality.

Coffee Business Marketing Mix in Increasing Competitiveness

a. Product

The product strategy implemented by the Kekopian owner to enhance competitiveness involves expanding the business in ways not pursued by competitors. Kekopian's beverage products include creating new and high-quality products, ensuring a superior taste experience for visiting customers to the café.

b. Price

Kekopian's product prices are challenging to compete with cheaper competitors, but Kekopian is able to demonstrate and provide excellent quality for modern beverage enthusiasts. In this regard, Kekopian employs a price retention strategy. This strategy is implemented with the aim of maintaining a market position.

c. Place

The implementation of the marketing mix through "place" in Kekopian is located on Sunu Street, Tallo District, Makassar City, situated near schools, universities, supermarkets, and in the midst of the local community along the main road. According to them, this approach is quite effective in attracting customers, and it is easy for customers to find them. In this regard, Kekopian's strategy for distributing its products involves making them accessible to a wide audience through various intermediaries. Kekopian collaborates with online platforms such as Gojek, Grab, and Shopee Food. This is done to broaden the reach of their products beyond the local area. Product inventory is also consistently maintained to meet consumer needs and desires, ranging from standard to premium prices, depending on quality [24]. This is achieved by offering a wide range of new and contemporary menu options.

d. Promotion

Regarding promotion, Kekopian employs various methods to introduce its products both online and offline. Kekopian promotes its products offline through advertising, sales promotions, public relations, and personal selling, as well as online through direct marketing via the internet or social media. Based on the research findings, the researcher can analyze that Kekopian has carefully and thoughtfully developed strategies to address competition. Kekopian implements a marketing mix encompassing product, price, place, and promotion to influence buyers so that the company's marketing objectives can be achieved as desired. The competitiveness of a company is determined by the competitiveness of its products and raw materials. [25].

Product Development Strategy for Kekopian Beverage Business.

INTERNAL FACTORS

a. Strength (S)

1) Product quality

Kekopian's business offers premium product quality, as the business owner strives to consistently provide the best quality for consumers by using premium ingredients. This is aimed at ensuring that the products produced meet established standards, so consumers will not lose trust in the product in question [26]. Business owners must be capable of creating products that align with consumer needs and preferences.

2) Availability of raw materials

The procurement of primary raw materials is a crucial aspect as it can influence the production process in a business [27]. Typically, the raw materials used in Kekopian's business are obtained from stores selling powdered ingredients or from suppliers. With a stable supply of raw materials, a business can carry out the production process, ensuring that products are available to meet consumer demand [28].

3) Friendly and fast customer service

Service is one of the most crucial aspects of marketing a product, where good service can result in customer satisfaction [29]. Kekopian strives to provide the best service to customers because service quality is one of the factors that determine customer satisfaction. To cope with increasing competition, a business must deliver quality service; otherwise, customers will quickly turn to other competitors that can provide better service quality [30]. Based on this, Kekopian offers friendly and prompt service to customers, ensuring that customers feel comfortable and don't have to wait long for their orders.

4) Innovative product concepts

Product innovation involves creating new products that can fulfill the needs and desires of consumers, thereby generating interest in purchasing the product, which is expected to be realized through purchase decisions [31]. Kekopian has a product concept that emphasizes innovation, even though competitors may offer similar product variants, Kekopian will strive to innovate the products it markets.

5) Attractive product packaging

Packaging holds significant importance for Kekopian's products because it serves not only as protection for the product but also as a means to delight and captivate the hearts of consumers, encouraging them to make a purchase [32]. Therefore, packaging is one of the elements in marketing strategy, especially in the product strategy, which can be improved by enhancing the external appearance of the product, including the wrapping, aesthetics, color, logo, and more, to capture consumers' attention and create an impression of quality or high quality[33].

b. Weakness (W)

1) Lack of variety in existing products

Product strategy is determined by the variety of products and the level of output produced at any given time, and each of these strategies influences the determination of layout and expertise required by the business [34].Kekopian offers a relatively limited variety of products, as it primarily focuses on coffee, milk, and tea, in line with Kekopian's concept. Therefore, the menu options are quite limited.

2) Inconsistent packaging sizes

Package size should be considered because it is closely related to the price. Kekopian offers two types of package sizes, medium and large, but Kekopian often changes the package sizes, which can confuse consumers. The reason for this frequent change is to adjust to the increase in the prices of main ingredients. Thus, Kekopian doesn't immediately raise or change the prices but reduces the portion of the product.

3) New brand image that is not yet well-known due to its recent establishment

Brand image is one of the most crucial aspects of a product. Brand image can be an added value to a product, whether it is a tangible product or a service. [35]. This added value is highly beneficial for manufacturers or companies, but Kekopian'sbrand image is still relatively new and doesn't have branches elsewhere. Therefore, Kekopian is not widely known among the public. That's why the company continues to introduce its brand over time, especially to its target market consumers. Brand image also influences consumers' judgments because it shapes the public's perception and assumptions about the product's brand[36].

4) Non-durable materials

Raw materials include all the items and substances owned by a company and used in the production process. The materials used by Kekopian are non-durable materials. Non-durable materials are tangible goods that are usually consumed in one or a few uses [37]. In other words, their economic life in normal usage conditions is less than one year. Examples include milk, powder, syrup, etc. Because these items are consumed quickly (in a short amount of time), non-durable materials become a weakness for a beverage business like Kekopian.The IFAS matrix for the Kekopian beverage business on Sunu Street, Tallo District, Makassar City can be seen in the following table:

Table 4.1 Internal Strategic Factor Analysis Matrix for the Kekopian Beverage Business

Internal Strategy Factors (1)	Bobot (2)	Rating (3)	Bobot x rating (4)
Strength			
1. Product quality	0.15	3.00	0.44
2. Availability of raw materials	0.16	3.33	0.55
3. Friendly and fast customer service	0.18	3.67	0.66
4. Innovative product concept	0.13	2.67	0.35
5. Attractive product packaging	0.13	2.67	0.35
Total Skor S			2.35
Weaknesses			
1. Lack of variety in existing products	0.05	1.00	0.05
2. Inconsistent packaging sizes	0.05	1.00	0.05
3. New brand image that is not yet well-known due to its recent establishment	0.08	1.67	0.14
4. Non-durable materials	0.07	1.33	0.09
Total skor W			0.32
Total Skor S + W			2.67

Source: Data processed, 2023

External Factors

a. Opportunities (O)

1) Promoting products through event participation

One way to implement promotional strategies is through media events. Events, also known as event marketing, are part of several key elements in marketing communication [38]. Kekopian often participates in events or food bazaars

organized by event organizers or institutions that host SME (Small and Medium-sized Enterprises) bazaars. Participating in these events or bazaars is a form of promoting Kekopian's products to make them more widely recognized. Examples of bazaars or events attended by Kekopian include Chronotopia, Animal Land, Great Sale, Oishi Market, Social Good, and others.

2) Affordable product prices

The pricing strategy implemented at Kekopian is to set affordable prices for all consumer groups. By offering affordable prices while considering the quality of the products provided by Kekopian, it can attract consumers' interest to purchase these products, ultimately resulting in a positive impact on sales growth.

3) Familiar and universally appealing product flavors

The public's interest in coffee and tea is on the rise due to the increasing number of consumers with a wide range of coffee and tea choices and various innovations in coffee and tea processing [39]. The diverse coffee and tea options as innovations encourage the creation of menu choices beyond just hot black coffee or hot tea. Nowadays, the coffee and tea industry also includes cold brew coffee and tea options[40]. It's not limited to just coffee and milk; there are now numerous coffee and tea variants available for us to discover and enjoy, especially in Kekopian's menu options, where several coffee and tea variants are offered.

4) Offering best-selling products

Consumers are more likely to trust and purchase a product if it has a stable sales history. Additionally, products with a "best seller" label usually also have good reviews from buyers [41]. Therefore, best-selling products tend to sell well and are easily marketable. Kekopian determines its best-selling products by identifying which products are most popular in the market, and as a result, the business owner and employees promote the most popular products as Kekopian's best-sellers.

b. Threats (T)

1) Ease of product imitation

Kekopian's products are easily imitated by competitors because those competitors also possess the expertise to create these products. This is mainly because most beverage business products do not have copyright protection, allowing other businesses to easily replicate popular products in the market.

2) Difficulty in competing with cheaper products

Kekopian was founded in 2021, which, of course, was not an easy task as it had to compete with other businesses. The longevity of an industry does not guarantee that the beverage industry has a good management system [42]. The prices offered by Kekopian match the quality provided, with premium ingredients and attractive packaging. However, there are still many other competitors offering their products at a lower price than Kekopian.

3) Weather changes

The threat of unpredictable weather changes will result in a decreased consumer interest, especially during the rainy season, as businesses that offer cold beverages are only suitable during the dry season [43]. Unpredictable weather changes are a threat to beverage businesses, including Kekopian, because the rainy and dry seasons can no longer be accurately predicted, causing business owners to be unprepared for the rainy or dry season. Kekopian provides warm or hot beverages during the rainy season, but only upon customer request, so they do not list them on their menu.

4) Fluctuations in raw material prices

An increase in raw material prices will certainly affect the established selling prices. Therefore, business owners must reconsider the set prices to ensure the business remains profitable[44]. If there is an increase in raw material prices, Kekopian does not immediately want to raise prices because it would impact consumer purchasing interest. Instead, Kekopian reduces the portion of the product so that the product price remains affordable, and the quality and taste remain unchanged.

As for the EFAS matrix for the Kekopian beverage business, it can be seen in the following table.

Table 4.2 External Strategic Factor Analysis Matrix for the Kekopian Beverage Business

External Strategic Factors (1)	Bobot (2)	Rating (3)	Bobot x rating (4)
Opportunity			
1. Promoting products through event participation	0.20	3.00	0.59
2. Affordable product prices	0.17	2.67	0.46
3. Familiar and universally appealing product flavors	0.17	2.67	0.46
4. Offering best-selling products	0.17	2.67	0.46
Total Skor O			1.98
Threats			
1. Ease of product imitation	0.07	1.00	0.07
2. Difficulty in competing with cheaper products	0.07	1.00	0.07

3. Weather changes	0.09	1.33	0.12
4. Fluctuations in raw material prices	0.07	1.00	0.07
Total skor T			0.31
Total Skor O + T			2.29

Source: Data processed, 2023

Position Matrix

The position resulting from the recapitulation of the weighting and rating of internal strategic factors (IFAS) and external strategic factors (EFAS) can be determined as follows:

Table 4.3 Calculation of Internal and External Values Internal Factors External Factors

Internal factors	External factors
X = Strength - Weaknesses	Y = Opportunity - Threats
X = 2.35 – 0.32	Y = 1.98 – 0.31
X = 2.03	Y = 1.67

Source: Data processed, 2023

The table above shows that the value of X > 0, which is 2.03, and the value of Y > 0, which is 1.67. This means that the strategic position for product development in the Kekopian Beverage Business is in quadrant I, which is SO. Quadrant I is a positively marked quadrant, and the recommended strategic alternative is an aggressive strategy.

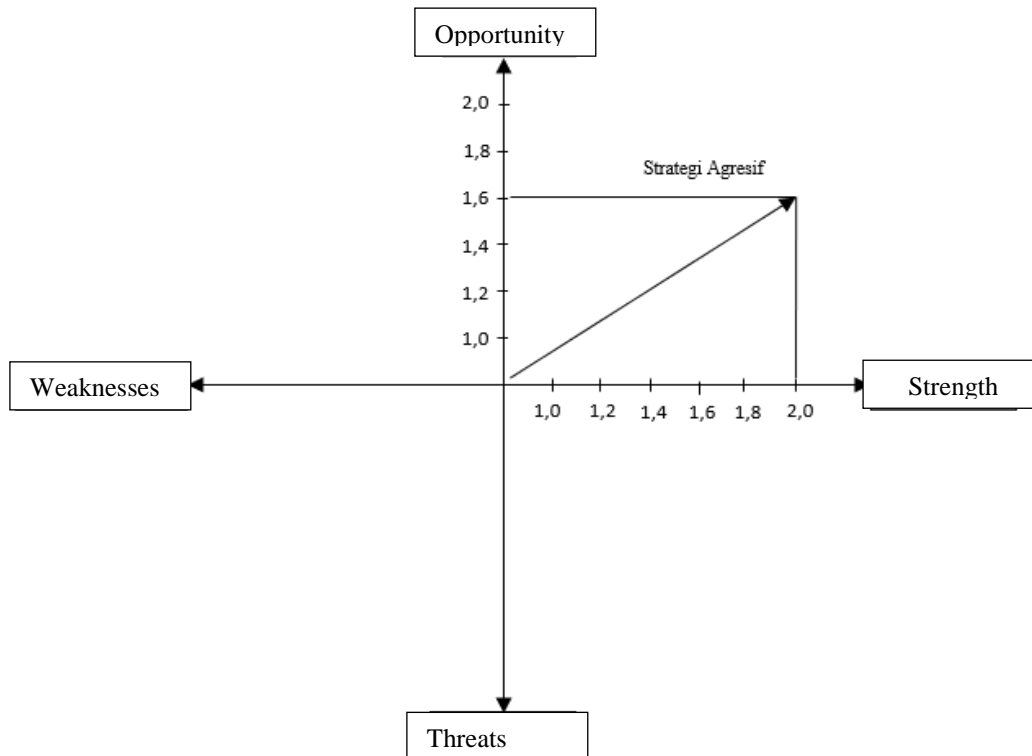


Figure 4.1 SWOT Analysis Diagram Results

Based on the analysis results from the position matrix above, it can be seen that Kekopian Beverage Business has dominant strengths compared to weaknesses, and there are more opportunities than threats. Therefore, the strategic factors of strength and opportunity support finding a solution to the underlying issues to achieve the expected recommendation, which is to leverage the existing opportunities and utilize the strengths of Kekopian Beverage Business.

SWOT Matrix

This matrix can clearly depict how the opportunities and threats faced by Kekopian Beverage Business can be aligned with the strengths and weaknesses it possesses. The systematically prepared SWOT matrix can be seen in the following table:

Table 4.4 SWOT Analysis Matrix for Product Development Strategies of Kekopian Beverage Business

Internal Factor	Strengths (S) 1. Product quality 2. Availability of raw materials 3. Friendly and fast customer service 4. Innovative product concept 5. Attractive product packaging	Weaknesses (W) 1. Lack of variety in existing products 2. Inconsistent packaging sizes 3. New brand image that is not yet well-known due to its recent establishment 4. Non-durable materials
Eksternal Factor	Opportunities (O) 1. Promoting products through event participation 2. Affordable product prices 3. Familiar and universally appealing product flavors 4. Offering best-selling products	Strategy SO SO-1: Improve product quality by providing high-quality raw materials and offering affordable product prices. (S1, S2, O2) SO-2: Enhance product innovation concepts to create familiar and universally appealing flavors, and provide best-selling products as menu options to facilitate customer choices. (S4, O3, O4) SO-3: Enhance customer service to encourage repeat visits, and attractive packaging can attract customers to purchase products and serve as a promotional tool to support product promotion through events as a means of expanding product promotion. (S3, S5, O1)
Threats (T)	Threats (T) 1. Ease of product imitation 2. Difficulty in competing with cheaper products 3. Weather changes 4. Fluctuations in raw material prices	Strategy WO WO-1: Increase the variety of existing products to offer flavors that can be accepted by all segments of society. (W1, O3) WO-2: Maintain consistent product packaging sizes and continue to offer affordable product prices. (W2, O2) WO-3: Enhance the brand image by promoting through events to reach a wider audience. (W3, O1)
Threats (T)	Strategy ST ST-1: Improve product innovation concepts to make the products less susceptible to imitation by competitors. (S4, T1) ST-2: Enhance product quality and attractive packaging to compete with cheaper products. (S1, S5, T2)	Strategy WT WT-1 Consistent product packaging size so that it is not affected by fluctuations in raw material prices (W1, T1)

Source: Data processed, 2023

Based on the SWOT analysis matrix, four alternative strategies are proposed for product development in Kekopian Beverage Business as follows:

1) Strategy S-O (Strength-Opportunities)

The SO strategy is formulated by maximizing the strengths possessed and capitalizing on the available opportunities. The proposed strategies are:

- a) SO-1: Improve product quality by providing high-quality raw materials and offering affordable product prices.
- b) SO-2: Enhance product innovation concepts to create familiar and universally appealing flavors, and provide best-selling products as menu options to facilitate customer choices.
- c) SO-3: Enhance customer service to encourage repeat visits, and attractive packaging can attract customers to purchase products and serve as a promotional tool to support product promotion through events as a means of expanding product promotion.

2) Strategy W-O (Weakness-Opportunities)

The WO strategy is formulated to mitigate weaknesses by capitalizing on available opportunities. The proposed strategies include:

- a) WO-1: Increase the variety of existing products to offer flavors that can be accepted by all segments of society.
- b) WO-2: Maintain consistent product packaging sizes and continue to offer affordable product prices.
- c) WO-3: Enhance the brand image by promoting through events to reach a wider audience.

3) Strategy S-T (Strength -Treats)

The ST strategy is formulated by using strengths to avoid threats. The proposed ST strategies are:

- a) ST-1: Improve product innovation concepts to make the products less susceptible to imitation by competitors.
- b) ST-2: Enhance product quality and attractive packaging to compete with cheaper products.

4) Strategy W-T (Weakness-Threats)

The WT strategy is formulated to minimize existing weaknesses and avoid threats. The proposed WT strategy is:
WT-1: Maintain consistent product packaging sizes to mitigate the impact of fluctuations in raw material prices.

CONCLUSION

From the collected and analyzed data, several points can be presented as follows: (1) The product launch under the guidance of Kekopian Beverage follows a process or stage that aligns with Philip Kotler's theory and is carried out systematically and effectively. As a result, numerous processes are conducted to increase the quantity of products sold to both consumers and non-consumers. These processes tend to focus on contemporary and trending products but do not reflect the uniqueness of Kekopian, which prioritizes quality and affordability. (2) To implement the daily strategies derived from the building strategy, the product building strategy on behalf of Kekopian's employees involves creating premium-quality products, utilizing Kekopian's resources, and meeting customer needs. The pricing strategy applied consists of setting prices that reflect product quality and offering discounts. Using a distribution strategy focused on both short-term and long-term acquisition. Kekopian applies offline and online promotional strategies. Factors influencing competitiveness in Kekopian include premium product quality, low production costs, and high customer satisfaction levels. (3) Internal factors for Kekopian's consumers include product quality, packaging quality, customer satisfaction levels, innovative company, and affordable product quality. Important internal factors include product variety, inconsistent customer service, and a brand image that is still relevant although not fully established. The most crucial external factors for Kekopian's business are product promotion through events, affordable prices, familiar products available in most stores, and popular products. External factors to consider include comparing product prices to previous prices, weather conditions, and product pricing. A successful alternative strategy for producing goods for Kekopian's customers in Jepang Sunu, Tallo District, Makassar City, employs an aggressive strategy known as the Strength-Opportunities (S-O) strategy.

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