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Marketing Strategy Analysis on Sales Performance as a Basis for Managerial Decision Making (Case Study at Perum BULOG Kerinci Branch Office)

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Abstract

This research is based on the marketing of Our Products, where in the marketing of Our Products there are still many people who do not or do not know what products are owned by Perum BULOG, even though the prices offered are relatively cheap. This causes competitiveness with other products to be weak and only a few people know Our Products. This condition also has an impact on the less than optimal sales performance of Our Products, so that the right marketing strategy is needed as a basis for managerial decision making. The purpose of this study is to determine what strategies are used by Perum BULOG in attracting consumer buying interest, improving sales performance, and supporting managerial decision making on Our Products.

This study employed qualitative methods. Data were collected through interviews and direct field observations. The results indicate that Perum BULOG's marketing strategy for Our Products includes opening fostered outlets (RPK), conducting market operations, bazaars, and product promotions. This strategy has resulted in increased public purchasing interest and sales performance, which subsequently serves as a basis for management in determining marketing and business development policies.

Keywords: Marketing Strategy, Our Products, Sales Performance.

INTRODUCTION

Human resources have a major role in every organizational activity. As a key element, human resources will determine the success of an organization's activities. Organizations' demands to acquire, develop, and retain quality human resources are increasingly pressing in line with the ever-changing dynamics of the environment.

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Indonesia is one of the countries whose staple food is rice. Rice is a primary commodity that plays a vital role in Indonesian society, from an economic, labor, environmental, social, cultural, and political perspective. Therefore, the government needs to play a role in regulating national rice production. Therefore, Perum BULOG was established.

Perum BULOG is a state-owned company engaged in food logistics. On January 20, 2003, the government changed BULOG's institutional status to a business entity based on Indonesian Government Regulation Number 7 of 2003 (Perum BULOG, 2021).

In providing public services, the role and function of Perum BULOG is absolutely crucial in managing a single commodity, namely rice. However, in carrying out commercial tasks, it has broader authority to manage multi-commodity businesses, including food commodities such as rice, sugar, oil, meat, and flour. Perum BULOG must be able to plan to open up commercial trade business opportunities, especially rice, to penetrate several market segments (Akbar & Dedi, 2015).

Marketing Our Products We still face challenges, despite the quality of the products we offer, such as the lack of public awareness by Perum BULOG. As a result, many people are still unaware of or have little knowledge of Perum BULOG's products. Based on the explanation in 2

above, the researcher is interested in studying and analyzing marketing strategies in attracting consumer interest at Perum BULOG Kerinci Branch Office, entitled "Analysis of Marketing Strategy on Sales Performance as a Basis for Managerial Decision Making (Case Study at Perum BULOG Kerinci Branch Office)".

THEORETICAL BASIS

Strategy

Strategy is a plan or course of action chosen in decision-making to realize a company or organization's vision, through a mission that can benefit the company. According to Marrus, strategy is defined as a process of determining plans by top leaders focused on the organization's long-term goals, accompanied by the development of methods or efforts to achieve these goals (Nasution, 2020).

According to David, strategy is one of the long-term goals a company wants to achieve, which includes geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestment, liquidation, and joint ventures. Strategic thinking will produce more creative and different solutions than just thinking mechanically and intuitively (Rahim & Radjab, 2017).

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Marketing

Marketing is one of the main activities carried out by entrepreneurs in their efforts to maintain the survival of their business and to develop the company and to gain profits or gains.Success or failure in achieving business goals depends on the expertise of the entrepreneurs in marketing, production, finance and other fields (Zainurossalamia, 2020).A marketing strategy is a focused plan or concept in the marketing field aimed at achieving an optimal mix of results. Marketing strategy involves selecting and analyzing a market segment, a group of people targeted by a company, and creating an appropriate marketing mix that satisfies that target market (Marzuki, 2019).

Consumer Interest

Purchase interest can be defined as a feeling of attraction that creates an urge to buy a particular product. Consumer purchase interest is also an initiative. respondents in making purchasing decisions (Astuti, 2018). There is a concept in the stages of consumer purchasing interest, namely the AIDA concept (Attention, Interest, Desire, Action), where each stage reflects the development of consumer interest from the product introduction stage to the purchasing decision.

Sales Performance

Sales performance is the results a company achieves from its sales activities over a specific period. Sales performance can be measured by increasing sales volume, achieving sales targets, growing customer base, and maintaining market share. According to Kotler and Keller, sales performance is a measure of a company's success in marketing its products to consumers.

Managerial Decisions

Managerial decisions are the decision-making process undertaken by management to determine the company's steps or strategies to achieve organizational goals. In a marketing context, managerial decisions can include determining promotional strategies, pricing, developing distribution networks, and evaluating sales performance. Information regarding consumer interest and sales growth serves as a crucial basis for management in determining more effective marketing policies.

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Relevant Research

A 2018 study by Khaidir Ahmad, entitled: Analysis of Brand Image Implementation on BULOG Products, South Sulawesi and West Sulawesi Regional Division, showed that the implementation of brand image on BULOG products has benefits for each product, with the word "we" becoming a symbol of brand association excellence, making the brand easily recognizable by the public.

Research conducted by Ade Irma Suryani in 2020, with the title: Rice Marketing Mix Strategy in the Perspective of Islamic Economics (Study in the Commercial Sector of Perum BULOG Padangsidimpuan Branch Office). The results of the study show that Perum BULOG Padangsidimpuan Branch in marketing rice products uses sales locations in free places such as wholesalers, residential areas, housing and markets that make it easier for people to obtain rice products.

Conceptual Framework

Based on the conceptual framework of this research, the marketing strategy implemented by Perum BULOG, encompassing product, price, promotion, and place, is expected to increase consumer interest in our products. Increased consumer interest will then lead to improved sales performance. These sales performance results will then serve as the basis for management in making strategic decisions related to marketing and business development.

Marketing Strategy ÿ Consumer Interest ÿ Sales Performance ÿ Decision Managerial

RESEARCH METHODS

Research Methods and Approaches

This research uses a qualitative research method. Qualitative data is data presented verbally, i.e., spoken or written, rather than numerically.

This research uses a qualitative approach because all data is obtained through questions and answers, interactions with people at the research site, and face-to-face interviews. This research is a case study (Sugiyono, 2015).

Scope and Location of Research

This research took place at the BULOG Kerinci Branch Office located at Jalan Depati Parbo No. 38a, Karya Bakti Village, Pondok Tinggi District, Sungai Penuh City.

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The purpose of this study is to determine the marketing strategy of our products implemented by Perum BULOG Kerinci Branch Office.

Informant Determination Techniques

In qualitative research, informants provide research data through interviews. The informants in this study were three employees of the Kerinci Branch Office of Perum BULOG: Muhammad Fajri Akbar Sanzani, Heru Oktaviandi, and Agus Triyono. The RPK also included three employees: Nasrun, Aldi Wiston Sitinjak, and Deti Martika. Informants were determined using purposive sampling techniques.

Data Collection Techniques

The data collection techniques used in this research are: (1)

Direct observation (Observation) through observation of the system or working methods at the Kerinci Branch Office of BULOG; (2) Interviews with informants regarding our product marketing strategy; and (3) Documentation in the form of collecting documents, images, and other documents that can help speed up the research process.

Data Validity Checking Techniques

In this study, the researcher used source triangulation. Source triangulation is a method of testing data credibility by cross-checking data obtained from multiple sources. Source triangulation will be conducted with employees of the Kerinci Branch Office of Perum BULOG (Mekarisce, 2020).

Data Analysis Techniques

The researchers used a descriptive qualitative method to analyze the data. Data obtained through interviews in this study were analyzed using descriptive qualitative analysis, which involves comprehensively describing the data obtained from interviews with informants. Qualitative research methods are based on the philosophy of postpositivity (Sugiyono, 2013).

RESULTS AND DISCUSSION

Overview of Research Location

The Kerinci Branch Office of BULOG was established in 1983, with its first warehouse located at the Penitentiary on Jalan Jendral Sudirman, Sungai Penuh City.

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Currently, the Kerinci Branch Office of BULOG markets six products (Our Rice, Our Cooking Oil, Our Sweet Sugar, Our Flour, Our Meat, and Fortivit).

RESEARCH RESULTS AND DISCUSSION

Research Results

Marketing Strategy

One of the strategies in marketing our products at the Kerinci Branch Office of Perum BULOG is by opening a staple food sales outlet for the community which is directly supervised by Perum BULOG or known as RPK (Our Food House).

RPKs are small businesses aimed at fostering entrepreneurship and empowering the community's economy. Currently, there are 81 RPKs spread across nearly every village in Kerinci Regency and Sungai Penuh City.

Determining a marketing strategy is inseparable from the marketing mix. The marketing mix is a company's strategy for offering products to target market segments. The marketing mix includes product, price, promotion, and place.

Products

BULOG offers a wide range of products, some of which are shipped from the central government and others from surrounding areas, such as rice. Observations indicate that before packaging, the rice is cleaned using machines and graded according to quality. According to an interview with Assistant Business Manager Muhammad Fajri Akbar Sanzani:

"Our products are determined by the head office (Perum BULOG Jakarta Office). At Perum BULOG Kerinci Branch, we market six types of products: Our Sugar, Our Rice, Our Cooking Oil, Our Meat, Our Flour, and Fortivit. But we must first understand market demand, because market demand influences the types of goods to be sold or marketed."

Price

Our product pricing is based on honesty, where prices are fair and reflect the quality of the product being sold. Prices are determined centrally and adjusted to reflect the population of Sungai Penuh City and Kerinci Regency. Our product prices are set below market prices.

Promotion

Promotion is carried out by the office through official BULOG accounts, such as on social media, and by employees through WhatsApp, as well as by creating canvases,

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brochures, and banners. In marketing our products, Perum BULOG adheres to the business principle of AKHLAK.

Distribution Place/Channel

Our products are marketed through RPK, a fostered outlet under the State Logistics Agency (BULOG) that has been operating since 2017. The presence of RPK has led to increased sales. RPK, or fostered outlets, are spread across Sungai Penuh City and Kerinci Regency.Perum BULOG also sometimes conducts market operations using box cars as a means of selling.

Supporting Factors for Strategy Implementation

Supporting factors for the success of our product marketing strategy include:

(1) Good service – there is no charge for shipping our products to RPK addresses, and we handle consumer complaints well; (2) Good management –Employees have the ability to market products and manage their business well so that sales increase from year to year; (3) Support from community – strategic location in the city, close to markets and residential areas makes it easy for consumers to access.

Sales Performance as a Basis for Managerial Decisions

The marketing strategy implemented by the Kerinci Branch Office of BULOG, through the opening of RPK outlets, market operations, bazaars, and social media promotions, has resulted in increased sales of our products. This increase demonstrates the effectiveness of the marketing strategy in attracting public interest.

Increased sales performance serves as a basis for management's evaluation when making managerial decisions, such as adding RPK outlets, expanding marketing areas, increasing digital promotions, and managing product inventory according to market needs. By evaluating sales, management can determine more appropriate strategies to increase the competitiveness of our products in the community.

CONCLUSION

After studying and considering the results of field research, researchers can conclude that Perum BULOG's marketing strategy for our products involves opening fostered outlets, also known as RPKs, conducting market operations, participating in low-cost market bazaars, and conducting direct sales, as well as providing excellent customer service. The RPKs have increased sales and made it easier for the public to purchase our quality food products at affordable prices.

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The marketing mix strategy implemented by Perum BULOG Kerinci Branch Office cannot be separated from the 4P marketing mix aspects of Product, Price, Place, and Promotion.

Our product's improved sales performance demonstrates the effectiveness of our marketing strategy. These sales results also serve as the basis for managerial decisions, particularly regarding marketing network development, service enhancement, and the determination of more optimal promotional strategies.

SUGGESTION

We should increase or add RPKs in marketing our products to increase sales, especially in areas far from markets, so that people in remote areas can also access food at affordable prices. It is hoped that Perum BULOG Kancab Kerinci will be more active in introducing our products to the public.

This can be achieved through outreach activities in traditional markets. The impact of prices on sales volume can be categorized as positive, but price information must be maintained and further improved to maximize sales growth.

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