

STP Strategy in Marketing Secondary Crop Products: A Case Study of HB Company in Lamongan

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Abstract

This research aims to explore the marketing strategies implemented by Hasil Bumi (HB), a company engaged in the trading of secondary crops in Lamongan, East Java, and understand the market dynamics that influence the company's success. The type of research used is descriptive qualitative, with data collected through structured interviews and direct observation of employees and management. Data was also obtained from related literature to provide a more in-depth context. The analytical tools used in this research include data reduction, data presentation, and conclusion drawing to identify patterns and themes that emerge from the data collected. The results showed that HB applied the STP (Segmentation, Targeting, and Positioning) model effectively. Market segmentation is carried out by targeting the local community and expanding to Java, Sumatra, and Kalimantan, with a focus on products suitable for various segments, from the lower class to the upper class. The main target is the area around Lamongan, supported by a network of distribution agents. In terms of positioning, HB builds a positive image through creative marketing and strategic locations. The study concludes that strong branding and appropriate pricing are critical to improving HB's competitiveness and long-term success in a competitive market.

Keywords: Segmentation, Targeting, Positioning, Secondary Crop Products

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi strategi pemasaran yang diterapkan oleh Hasil Bumi (HB), sebuah perusahaan yang bergerak dalam perdagangan palawija di Lamongan, Jawa Timur, serta memahami dinamika pasar yang memengaruhi keberhasilan perusahaan. Jenis penelitian yang digunakan adalah kualitatif deskriptif, dengan pengumpulan data melalui wawancara terstruktur dan observasi langsung terhadap karyawan dan manajemen. Data juga diperoleh dari literatur terkait untuk memberikan konteks yang lebih mendalam. Alat analisis yang digunakan dalam penelitian ini meliputi reduksi data, penyajian data, dan penarikan kesimpulan untuk mengidentifikasi pola dan tema yang muncul dari data yang dikumpulkan. Hasil penelitian menunjukkan bahwa HB menerapkan model STP (*Segmentasi, Targeting, dan Positioning*) secara efektif. Segmentasi pasar dilakukan dengan menyasar masyarakat lokal dan memperluas jangkauan hingga ke Pulau Jawa, Sumatera, dan Kalimantan, dengan fokus pada produk yang sesuai untuk berbagai segmen, dari kelas bawah hingga kelas atas. Target utama adalah daerah sekitar Lamongan, yang didukung oleh jaringan agen distribusi. Dalam hal *positioning*, HB membangun citra positif melalui pemasaran yang kreatif dan lokasi strategis. Penelitian ini

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menyimpulkan bahwa *branding* yang kuat dan penetapan harga yang tepat sangat penting untuk meningkatkan daya saing dan keberhasilan jangka panjang HB di pasar yang kompetitif.

Kata Kunci: Segmentation, Targeting, Positioning, Secondary Crop Products

INTRODUCTION

The level of competitiveness in the business world has increased to previously unheard-of heights in the age of fast globalization (Perraton, 2019). Many new companies have sprung up offering similar products, so the challenge to maintain existence has become even greater. Companies not only function as business entities, but also as the main pillar in supporting a country's economic growth (Dhahri & Omri, 2018). For this reason, every company needs to develop effective and adaptive strategies to compete in a dynamic market. One approach that can be taken is to conduct an in-depth analysis of consumer needs and preferences. By understanding what the market wants, companies can design products and services that fulfill expectations while creating added value that differentiates them from competitors (Pigneur et al., 2014).

The implementation of marketing strategies that are innovative and responsive to changing trends and technologies is also crucial in achieving company goals (Tidd & Bessant, 2020). In today's digital era, marketing has evolved beyond conventional techniques, encompassing marketing through online platforms and social media. Leveraging digital technology not only helps companies reach a wider audience but also optimizes interactions with consumers (Kumar & Gupta, 2016). A deep understanding of market share and consumer behavior enables companies to identify new opportunities as well as respond to threats that may arise from competitors. Therefore, through mature and adaptive marketing strategies, companies can increase sales while building strong brand loyalty, which is key to surviving and thriving in an increasingly competitive market (Suharto, 2023).

Marketing strategy not only serves to maintain the existence of the company but also as an important tool in increasing profits and profits (Tien et al., 2019). In a competitive business world, every company needs to have a careful marketing approach to ensure their products are well received by the public. This includes a deep understanding of the market segments they want to reach, consumer behavior, and emerging trends. Companies need to conduct regular market research to identify consumer needs and preferences and adapt quickly to these changes. With the right strategy, companies can optimize their product and service offerings, thereby creating more value for customers and increasing competitiveness in the market (Sudirjo, 2023).

The role of the marketing department is crucial in developing strategies that can capitalize on existing opportunities (Katsikeas et al., 2020). The marketing team must collaborate with other departments, such as product development, finance, and operations, to create synergies that will strengthen the company's position. Effective marketing also involves using various communication channels, both traditional and digital, to reach consumers in the most effective way (Adeola et al., 2020). For example, the utilization of social media and other digital platforms can increase product visibility and enable direct interaction with consumers. Thus, an integrated and responsive marketing strategy not only assists companies in achieving financial goals but also strengthens relationships with customers, which in turn will contribute to the sustainable growth and long-term success of the company.

It is crucial to understand that marketing objectives are not just limited to selling products, but also include careful planning, competitive pricing, effective promotion, and efficient distribution (Eniola & Olorunleke, 2020). By understanding the needs and wants of the market, companies can

design relevant and attractive products, to fulfill consumer expectations while achieving their goals. Effective marketing also requires in-depth market analysis so that companies can identify the most profitable market segments and develop appropriate strategies to reach them (Brotspies & Weinstein, 2019).

Marketing cannot run in isolation, collaboration with various parties, including advertising companies and marketing agencies, is essential to increase product visibility in the market (Purnomo, 2023). Advertising companies play a role in creating attractive and informative campaigns so that people can clearly understand the products offered. In today's digital era, the utilization of social media, online advertising, and content marketing strategies is becoming increasingly crucial to reach a wider and more diverse audience. By involving various partners in the marketing process, companies can not only increase sales but also build a strong brand image and increase customer loyalty (Azizan & Yusr, 2019).

The agricultural sector in Indonesia, especially in the context of secondary crops, shows significant potential to contribute to the national economy (Ibrahim & M, 2020). While the sector will contribute 13.1% to Gross Domestic Product (GDP) by 2024, many challenges remain to maximize this potential (Faoziyah et al., 2024). Crops such as maize, beans, and yams show important diversification, but the agricultural sector still ranks lower than other sectors (Alobo, 2019). This reflects that this potential has not been fully utilized and requires further attention to increase its contribution to the economy.

To improve the agricultural sector, better and innovative marketing strategies are a must (Donner et al., 2020). Possible approaches include improving market access for farmers through the development of efficient distribution channels. In addition, educating farmers on the importance of branding their agricultural products is also important to attract more consumers (Arief et al., 2021). Utilizing digital platforms to market and sell agricultural products can help farmers reach a wider market, especially among the younger generation who are more familiar with technology (Nursalim et al., 2024). With the right marketing strategy, the agricultural sector can not only increase its contribution to GDP but also create added value for farmers and improve their welfare.

Analysing the marketing strategy of secondary crops at HB, a company operating in Lamongan, East Java, is important in the context of the region's growing economy. HB specializes in trading non-rice crop commodities, such as maize, coffee, and pepper, which are in high demand in both local and national markets. Conducting research into the marketing strategies implemented by HB can provide valuable insights into the effectiveness of the approaches used to reach consumers and increase sales of secondary crop products. With a deeper understanding of these strategies, other companies in the same sector can learn lessons and implement best practices to strengthen their position in the market.

It is important to link the marketing strategies used by HB with today's trends, especially in the increasingly advanced digital era. Today's consumers not only want quality products but also a convenient and efficient shopping experience. Therefore, HB needs to utilize technology and digital platforms to promote its products, whether through social media or e-commerce. Developing a strong and appealing brand identity will also be key in attracting the attention of younger consumers. By integrating marketing practices that are innovative and in line with the latest trends, HB can not only improve its competitiveness but also create stronger relationships with customers, which is essential for the company's long-term growth.

This study's urgency centers on how crucial it is to fully comprehend the wants and demands of customers. Businesses can create additional value that sets them apart from rivals by designing goods and services that satisfy customer expectations through thorough market research. Innovative marketing

techniques that adapt to shifting consumer preferences and technological advancements are also essential for boosting a business's sales, competitiveness, and brand loyalty. Analyzing the company's marketing tactics, especially in the secondary farming industry, is the aim of this study. It also seeks to determine the opportunities and difficulties businesses encounter while marketing their goods, as well as how they may use digital technology to reach a wider audience. It is anticipated that this study, which focuses on HB businesses in Lamongan, East Java, will offer pertinent insights into the most effective ways to promote palawija products. The agriculture industry as a whole as well as the companies involved stand to gain much from this research. It is anticipated that by bolstering marketing tactics, the agricultural sector's GDP contribution will rise and farmer welfare will improve. Furthermore, it is anticipated that the findings of this study will be used as a guide to help other businesses in the same industry implement more sustainable and successful marketing techniques. For this reason, this research not only advances science but also improves agriculture industry business operations.

LITERATURE REVIEW

Marketing Strategy Theory and STP Concept

Marketing strategy theory is the underlying framework for how companies formulate plans to achieve their business objectives in a competitive market (Vaničková & Szczepańska-Woszczyzna, 2020). Marketing strategy aims not only to increase sales but also to build long-term relationships with customers (Anshari et al., 2019). The theory includes a systematic series of steps, starting from market analysis to evaluation and adjustment of the implemented strategy. With a structured approach, companies can more effectively understand consumer needs and respond to market dynamics.

One of the key components in marketing strategy theory is the STP concept, which consists of Segmentation, Targeting, and Positioning (Luthfiandana et al., 2024). Market segmentation is the process of dividing a market into groups of consumers who have similar characteristics, needs, or behaviors. By segmenting, companies can identify the most profitable and relevant market segments for their products or services (Ahani et al., 2019). For example, in the context of a company like HB, segmentation can be done based on demographics, geographics, psychographics, or consumer behavior, which allows companies to better understand who their consumers are and what they want.

After the segmentation process, the next step is targeting. In this stage, the company evaluates each of the identified segments to determine which segment to focus on. Effective targeting involves analyzing the market potential, segment size, and purchasing power of consumers within the segment (Schlegelmilch, 2022). By targeting the right segments, HB can allocate its marketing resources more efficiently and increase the chances of achieving better results. For example, if the targeted segment is the younger generation who are concerned about sustainability, HB can design marketing campaigns that emphasize the sustainability aspect of their products.

After targeting, the last step in the STP concept is positioning. Positioning is the process of creating a certain image or perception in the minds of consumers about a product or brand compared to competitors (Iyer et al., 2019). It involves defining a unique value proposition, which is the reason for consumers to choose HB products compared to other products in the market. An effective positioning strategy will ensure that consumers understand the advantages and benefits of the products offered, and position the brand in a way that attracts the attention of the target segment. In this case, HB needs to communicate the added value that their Palawija products have, such as quality, sustainability, and positive impact on society.

Marketing strategy theory emphasizes the importance of testing and evaluating each stage in the STP process (Elizabeth & Kemp, 2023). After strategy implementation, companies should conduct

analyses to measure the effectiveness of the approach taken. This can be done through consumer surveys, sales analyses, and market feedback (Zhang et al., 2022). With a good understanding of how consumers respond to the marketing strategy implemented, HB can make the necessary adjustments to improve its effectiveness. This creates a continuous cycle of improvement, where the company can continuously adapt to the changing market and consumer needs.

Marketing strategy theory and the STP concept provide comprehensive guidance for companies in formulating and implementing effective marketing strategies (Nilplengsang & Pankham, 2023). By understanding and applying this theory, HB can enhance its ability to compete in an increasingly fierce market. Through proper segmentation, careful targeting, and strategic positioning, HB can not only increase sales but also build stronger relationships with customers, ultimately contributing to the long-term growth of the company. The STP concept is an important foundation in creating a marketing strategy that is not only responsive but also sustainable in facing future challenges (Nygaard, 2024).

RESEARCH METHOD

This study employs a descriptive qualitative method to explore the marketing strategy implemented by HB in Kec. Sambeng, Kab. Lamongan focuses on the in-depth collection and analysis of data through interviews with employees and management, as well as direct observations. By using this approach, the researcher can investigate the informants' subjective viewpoints and gain an understanding of their views, experiences, and motivations, all of which are impossible to quantify. Richer and more contextualized data can be obtained by researchers using a qualitative technique, which is essential for analyzing intricate and ever-changing marketing tactics. This approach offers a more comprehensive understanding by being more adaptable in examining potential problems that may come up during the interview process. Data were gathered from various sources, including journals and articles, to provide better context. The research process comprises four main stages: first, data collection using relevant literature to compare theories with field data; second, data reduction to ensure the relevance of information to the research objectives; third, systematic presentation of data for clarity; and fourth, conclusion drawing to identify emerging patterns and themes, aiming to provide deep insights into HB's marketing strategy and its adaptation to market changes.

The interview technique used in this research is a structured interview. Structured interviews involve a systematic procedure for gathering information, in which a series of questions are asked in a specific order (Taherdoost, 2021). This method allows researchers to obtain consistent and comparable information from each respondent. With this approach, the data collected becomes more standardized and relevant in supporting a more in-depth analysis of HB's marketing strategy. Interviews were conducted involving five informants consisting of the company owner, secretary, engineering, and two salespeople. These informants were chosen because they play significant roles in decision-making and marketing plan implementation. The company owner offered strategic advice, while the secretary and engineering department could explain operational procedures and product management. Two salespeople shared first-hand accounts of interactions with customers and the market's reaction to the product. By integrating people from many departments inside the business, the study was able to paint a complete and more integrated image of HB's marketing approach.

The following interview questions were prepared in advance, namely 1) In terms of targeting, how has HB achieved in distributing its products? 2) What crop products are most popular with consumers and why are consumers most interested in those products? 3) How is the influence of HB's location based on consumer satisfaction 4) How does the company remain favored by some circles in terms of product development 5) The influence of branding and price in increasing sales. The overall

research method applied in this study not only provides a clear picture of HB's marketing strategy but also underlines the importance of a qualitative approach in understanding complex business dynamics. This research is expected to make a significant contribution to the development of marketing theory and practice, particularly in the context of the agricultural sector in Indonesia.

RESULT AND DISCUSSION

The following is a narrative of the interview results that have been compiled and discussed:

Product Distribution

HB, as one of the most well-known trading businesses in Lamongan, has worked hard to keep its products in existence amidst competition from similar products. One of the employees stated, '*Corn and rice are the two products that are most relied upon by consumers.*' They also added, '*So far, our products have been distributed throughout Indonesia. We cooperate with various distributors or agents in various regions in Indonesia.*'

Segmenting. HB targets the local community as the main consumers for their secondary crops. However, the company has also begun to expand outside Lamongan and is now recognized by many people in Java. Currently, HB is building its product image outside Java, including in Kalimantan, Sumatra, and Papua. However, their main focus is still on Java, which is indicated as the largest contributor to economic growth in Indonesia. One of the reasons why HB chooses to concentrate its operations in Java is due to more affordable accommodation and transportation costs. HB's decision to segment its market is based on various considerations related to the target market it wants to reach. The determination of these market segments is an important factor in determining the company's revenue potential. The segmentation applied by HB includes several aspects, namely: a) *Geographic Segmentation:* This segmentation focuses on marketing products within specific geographical units, such as regions and population density (Benbrahim Ansari, 2021). Currently, HB emphasizes marketing its products around Lamongan, particularly in East Java Province and is starting to expand to the rest of Java. This move is in line with the cooperation agreements that have been established with various distribution agents. b) *Demographic Segmentation:* HB does not set too specific demographics for its products. Flagship products such as corn and rice are universal products that can be accepted by a wide range of people, from young to old. Although religious background and gender are not classified in detail, more attention is paid to women's role as housewives. Generally, HB's main consumers are housewives and employees. c) *Psychographic Segmentation:* Currently, HB targets people from the middle to lower social class as its main consumers. This is due to the affordable price of the products for various groups. However, HB also offers specialized products for the upper-middle segment, which can be seen from the variety of products offered. Thus, it can be concluded that HB categorizes its consumers based on social class, both lower and upper class. d) *Behavioural Segmentation:* The majority of consumers buy HB products for daily food needs. So far, no complaints have been received from consumers regarding the products marketed by HB. The maize and rice products offered are considered high quality and fulfill the daily needs of the community. The market segmentation conducted by HB includes geographic, demographic, psychographic, and behavioral aspects, which is in line with market segmentation theory (Kocaman & Coşgun, 2024). This allows HB to focus product marketing in areas with high potential demand.

Targeting. The targeting process is a step where the company chooses one or more market segments to focus on (Dolnicar, 2022). This targeting is a strategy to determine where to market products according to the segments that have been grouped before. HB itself does not set specific targets for the products it sells. However, the company produces several types of products with different quality

and price variations. Targeting is done with a selective targeting approach, where the company chooses areas with the highest concentration of consumers and the cooperation that has been built before. In addition to choosing areas close to Lamongan, HB also considers other areas that already have distribution agents. HB's selective targeting approach, by choosing areas with high consumer concentration, reflects the importance of selecting the right segments to improve marketing efficiency (Buhalis, 2000).

Positioning. Positioning is a communication strategy used to place products in the minds of consumers according to the chosen segment (Burns, 2019). The aim is for consumers to have a special view and trust in the products offered. In the early stages, HB made adjustments to market needs, including determining product quality and price. By having several types of corn products, HB classifies each product based on its quality and markets it according to the targeted segment, of course at different prices. This strategy aims to build a positive image in the minds of consumers so that HB products are perceived as having quality that competes with products from other companies. Product positioning is also crucial, where HB seeks to shape positive perceptions in the minds of consumers through quality and price adjustments (Ogunnaiké et al., 2017).

HB also promotes through social media and attractive packaging design. The company endeavors to market its products by using pamphlets complemented by copywriting on social media posts. In addition, HB emphasizes that the process from planting to the production of their products is 100% guaranteed in terms of quality. Thus, consumers need not worry about the presence of harmful chemicals in HB products. This effort reflects HB's commitment to providing quality and safe products for consumers, as well as increasing public trust in their brand.

Product Interest

One of the most popular types of secondary crop products is rice. An employee explained, "Rice that has a fluffier taste and smells like pandan leaves and is pure white in color is a favorite among customers." Rice and maize are among the most popular secondary crops due to their appealing taste and high carbohydrate content, with maize containing 73-75% and rice 76.2% (Alavijeh et al., 2023). Maize serves as a potential alternative staple food, particularly during rice supply disruptions, enhancing food security in Indonesia and beyond. The maize sector is profitable, with production increasing from 14.77 million tonnes in 2023 to 15.20 million tonnes in 2024, benefiting farmers' welfare (Statistik, 2025). Indonesian rice is recognized for its quality, characterized by its pure white color, fragrant aroma, and excellent taste, which supports both domestic and export markets (Verma & Srivastav, 2020). Thus, maintaining high product quality is essential for farmers and producers to meet international standards.

Business Location

The choice of location for HB business is very important. One interviewee emphasized, "Since analyzing the location incorrectly will result in increased costs later. Thus, the more strategic the location, the higher the customer satisfaction." A company is considered successful when it achieves customer satisfaction by understanding consumer needs (Ghazi A & Al-Qatawneh, 2019). Key factors influencing satisfaction include product and service performance, where high-quality offerings create positive experiences, while poor quality leads to dissatisfaction (Tzeng et al., 2021). The brand image significantly impacts consumer trust and loyalty, requiring effective management through marketing and communication (Azizan & Yusr, 2019). Consumers compare product prices with the perceived benefits, and misalignment can lead to dissatisfaction (Sıcakyüz, 2023). Employee performance also plays a vital role, as well-trained staff enhance customer interactions and the company's overall image (Abdelhamied, 2019). Understanding product competition allows companies to innovate and maintain

competitiveness, essential for sustaining customer satisfaction (Hajar et al., 2022). HB can create positive experiences for consumers, which in turn will increase customer satisfaction and loyalty. This is an important foundation for the company's long-term sustainability and growth.

Product Development

HB continues to develop its products so that they remain in demand by various groups. An employee explained, "We conduct thorough market research to understand the preference needs of each consumer segment and use the right communication channels to achieve this. This includes marketing through social media, print adverts, endorsements, and email campaigns." To appeal to a wide range of consumers, companies should implement product development strategies. Conducting thorough market research helps understand consumer preferences, enabling tailored offerings (Aaker & Moorman, 2023). Continuous product innovation is crucial for maintaining market relevance through improved functions and designs (Bustinza et al., 2019). Effective marketing communication is essential to reach target audiences, utilizing appropriate channels and clear messaging (Chadwick, 2023). Emphasizing taste and product quality ensures consumer satisfaction and encourages repeat purchases (Shamsudin et al., 2020). Regularly evaluating product performance and incorporating consumer feedback allows companies to adapt to changing preferences and maintain competitiveness (Rane et al., 2023). HB is not only able to attract consumers but can also build stronger relationships with them. Continuous product development that is responsive to consumer needs is key to achieving long-term success in a competitive market. The importance of product innovation in maintaining relevance in the market is very much in line with innovation theory (Christensen et al., 2018). HB needs to continuously adapt to market trends and consumer preferences to remain competitive.

Branding and Pricing

Regarding branding, an employee mentioned, 'By doing effective branding, companies can increase the level of customer awareness of HB products. High consumer awareness will expand the market reach and allow the company to reach more customers.' In addition, regarding pricing, they added, 'If the price of rice and maize is lower than competitors, customers tend to choose the product because it is more affordable. However, a low-price strategy must be carefully considered to ensure the company can still make sufficient profits'. HB also endeavors to offer different types and quality grades of rice and maize suitable for different market segments, ranging from price-sensitive customers to customers seeking premium quality at higher prices.

Branding and price are crucial factors in enhancing product sales (Septa & Lia, 2020). Branding involves creating a positive image and identity that fosters consumer trust and loyalty, helping to differentiate products from competitors (Edith et al., 2024). A strong brand encourages consumers to choose its products, making effective branding vital for long-term success. Price significantly impacts purchasing decisions; typically, higher prices decrease interest, while lower prices increase it (Blanchard, 2019). However, companies must balance pricing carefully to avoid perceptions of low quality or deter price-sensitive consumers, ensuring the value aligns with the price. HB can formulate more effective strategies to increase sales of their products. The combination of strong branding and smart pricing will create a favorable synergy, which not only increases sales but also strengthens the brand's position in the market. Thus, the company can achieve sustainable growth and build long-term relationships with consumers. Strong branding and appropriate pricing are key elements in building consumer loyalty and influencing purchasing decisions (Tali et al., 2021).

HB also faces several challenges and risks in its marketing strategy. Intense market competition may reduce market share and affect profitability. Pricing pressure in sensitive markets may force HB to adjust product prices, potentially impacting profit margins. Rapid changes in consumer preferences

require HB to continuously monitor trends and feedback from the market. Expansion outside Java also presents logistical challenges in distribution, which requires efficient management of distribution channels. A focus on production volume brings risks to quality, so keeping product quality standards high is critical to maintaining consumer confidence. While HB's marketing strategy shows substantial strength, the challenges and risks involved must be addressed to ensure the company's long-term sustainability and growth in a competitive market.

CONCLUSION

The discussion of the marketing strategy applied by HB reflects the application of the STP model (Segmentation, Targeting, and Positioning). Firstly, HB segmented by targeting the community around Lamongan and East Java Province, while continuing to expand sales to Java, Sumatra, and Kalimantan. The products offered are also diverse, tailored to market segments ranging from the lower class to the upper class, with the main focus on housewives and employees. Secondly, HB's main target is the area around Lamongan, where many distribution agents are working with the company. Third, in terms of positioning, HB endeavor to build a positive image in the eyes of the public through the installation of pamphlets and copywriting on social media, which serves to strengthen brand recognition. Strategic location selection is one of the important factors in attracting consumer attention, where companies must consider various elements that can influence buying interest.

To increase sales, HB needs to pay attention to two key aspects: strong branding and appropriate pricing. Strong branding is essential to create a positive image and differentiate HB products from competitors so that consumers feel more trusting and loyal to the brand. Appropriate pricing will increase the value and competitiveness of the product in the market, allowing HB to reach more consumers without compromising on quality. Companies need to conduct thorough market research and understand consumer preferences and needs. HB can formulate effective and sustainable strategies, which will support the company's long-term success in an increasingly competitive market.

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