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Digital marketing development strategy of rama cassava chips at tajur halang village

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ABSTRACT

This study aims to formulate appropriate digital marketing strategies to increase brand awareness and sales for the Rama Cassava Chips SME amid increasingly competitive market dynamics. Unfortunately, Rama Cassava Chips has not yet implemented digital marketing and still relies on distributors, resulting in declining sales. The implementation of digital marketing strategies is essential given the behavior of the target market Millennials and Generation Z who are known as digital natives. Unfortunately, previous research has not specifically addressed digital marketing strategies suitable for the subject's circumstances. This is a descriptive study utilizing the IFE, EFE, IE Matrix, and SWOT Matrix as analytical tools. The analysis results show that an IFE score of 3.15 and an EFE score of 2.30 place the business in the grow and build position. This indicates that the business possesses strong internal strengths but faces significant external pressures. The recommended strategic alternatives include strengthening digital branding through storytelling, developing an omnichannel marketing system, enhancing brand identity, pursuing product differentiation, and leveraging digital data. The findings of this study theoretically contribute to research in the field of digital marketing, particularly in the context of agro-industrial SMEs producing local products such as cassava chips, and practically provide guidance for SMEs, specifically Rama Cassava Chips in designing more targeted digital marketing strategies.

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1. INTRODUCTION

Indonesia is one of the world's largest cassava producers, with total production reaching 18.9 million tons in 2023 (Dewi, 2026). This potential makes cassava a strategic commodity, not only as an alternative food source to rice but also as an industrial raw material that can be processed into various value-added products. The Indonesian government is currently promoting cassava downstreaming policies to increase value-added by up to 40%, reduce waste by 60%, and cut greenhouse gas emissions by 15%. These policies are also aimed at strengthening farmers' positions through partnership schemes and green incentives to support the 2060 Net Zero Emission target.

One form of cassava downstream processing with significant market potential is the cassava chip industry. This product offers advantages in terms of raw material availability, flexibility in flavor innovation, and relatively stable market demand (Mustika et al., 2023). Unfortunately, this potential has not yet been fully realized, particularly by micro, small, and medium-sized enterprises (MSMEs), which still face various constraints, especially in marketing. Yet MSMEs themselves play a crucial role in the national economy. By 2025, there will be more than 64 million MSMEs in Indonesia, contributing approximately 60% to the Gross Domestic Product (GDP) and employing 97% of the national workforce (Marliani et al., 2025). Nevertheless, the rapidly evolving digital transformation has not yet been fully adopted by MSME operators, particularly in marketing activities. Limited digital literacy, resources, and appropriate strategies are the main barriers to the implementation of digital marketing (Musa et al., 2024).

One SME facing similar challenges is Rama Cassava Chips. This business is known as a hub for cassava chip production, as it is capable of producing 20 to 30 tons of cassava chips per month through a well-organized production system employing 28 workers. Although the business frequently attends training sessions, unfortunately, it faces challenges in product marketing due to the lack of digital marketing implementation, making it difficult to increase product sales and hindering business growth. The marketing strategy currently used by Rama Cassava Chips still relies on a consignment system, a situation that directly impacts declining sales.

This decline in sales is due to the ineffectiveness of the marketing strategy employed. By definition, a strategy is a systematic and structured effort to achieve business objectives such as increasing brand awareness, boosting sales, retaining customers, and enhancing customer satisfaction, among others (Wafa et al., 2023). Digital marketing is defined as marketing efforts conducted through digital media and the internet that adapt to modern consumer behavior (Adam et al., 2022). A digital marketing strategy is defined as a structured and systematic effort that leverages the internet and social media to achieve business objectives (Murtado & Prasetiyo, 2023). Referring to research conducted by (Macdonald & Sharp, 2000), it is stated that brand awareness is an important first step in increasing sales, because if consumers do not know or recognize our brand and products, they will not make a purchase.

Based on the results of a study conducted by (Larasati et al., 2024) the implementation of digital marketing strategies such as the use of social media, online marketplaces, and digital branding can significantly increase product visibility, expand market reach, and boost sales for SMEs. Additionally, research by (Afriani et al., 2022) indicates that digital marketing is more efficient and adaptable to changes in consumer behavior compared to conventional marketing. Unfortunately, previous research has focused only on the impact of implementing digital marketing strategies, without specifically addressing digital marketing strategies for Rama Cassava Chips, a company that produces cassava chips. Given that Rama Cassava Chips, an SME, has not yet adopted digital marketing and has so far relied solely on conventional marketing, this has resulted in stagnant sales that are trending downward. Based on this, it is important to formulate alternative digital marketing strategies that are contextual and applicable to the business's current conditions.

This study offers a novel approach by integrating the Resource-Based View (RBV) and Market-Based View (MBV) into digital marketing strategies for SMEs. Consequently, it not only contributes academically to the development of the literature on digital marketing strategies for SMEs but also provides practical implications for business owners in effectively optimizing their digital marketing strategies. To that end, this study aims to formulate alternative digital marketing strategies to increase brand awareness and sales for the Rama Cassava Chips SME.

2. RESEARCH METHOD

This study is a descriptive study aimed at describing alternative digital marketing strategies for the Rama Cassava Chips business (Zulkarnain et al., 2018). The location for this study was selected through purposive sampling because Rama Cassava Chips is one of the major cassava chip producers in Bogor and has the potential for further growth. The data used in this study consist of qualitative and quantitative data obtained from primary and secondary sources. Primary data were collected through observation and in-depth interviews, while secondary data were obtained from relevant literature and supporting documents (Gumilang et al., 2024). The population in this study consists of individuals with authority and direct involvement in formulating strategic business policies at Rama Cassava Chips. The informants in this study numbered three, selected based on the criteria of having authority in strategic decision-making and possessing a comprehensive understanding of the business conditions. Data validity in this study was ensured using triangulation by comparing information obtained from different informants (Arianto, 2024). The analytical methods used in this study are internal and external environmental analysis using the IFE and EFE frameworks. The weights and ratings in the IFE and EFE frameworks were determined through interviews with informants who were asked to assign weights (Gandhy & Kurniawati, 2018). Additionally, an analysis using the IE Matrix was conducted to determine the business's position based on its quadrant, ensuring that the resulting strategies align with the business's position. Finally, the key factors that have been weighted in the IFE-EFE are incorporated into the SWOT matrix as key factors in the business that will serve as the basis for formulating strategies (Gandhy et al., 2024).

3. RESULTS AND DISCUSSIONS

Rama Cassava Chips is a household agro-industrial business located in the Setu Nanggerang area of Tajur Halang Village, which is known as a center for cassava chip production. The business has been operating for four years and was initially established as an effort to improve the family's economic situation. As it grew, the business received support in the form of a grant from the BRI program, which was subsequently managed through the "Berlian Mandiri" business group. Rama Cassava Chips focuses on processing cassava into chips using raw materials from the surrounding area, thereby ensuring a stable and sustainable supply of raw materials.

Operationally, Rama Cassava Chips has a fairly large production capacity, reaching approximately 1 ton per day or about 20–30 tons per month, operating five days a week. The production process is still carried out traditionally, ranging from peeling, washing, boiling, to sun-drying, and involves about 28 workers engaged in various production and packaging activities. The resulting products are then distributed through a consignment system to local distributors.

3.1 Internal Environment Analysis

The internal environmental analysis of Rama Cassava Chips begins with a market segmentation analysis based on (Kotler & Keller, 2008). Geographically, the market segmentation covers the Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK) region. From a demographic perspective, this product targets Millennial and Generation Z consumers, also known as digital natives (Gumilang et al., 2024). Psychographically, the target consumers are individuals who prefer affordable snacks. Meanwhile, from a behavioral perspective, cassava chip consumers include buyers for personal consumption, as gifts, and business operators such as resellers or agents who resell the product. The target market for Rama Cassava Chips is the Millennial and Gen Z groups who actively use social media and marketplace platforms in their daily activities. Given that Millennials and Gen Z are deeply integrated with technology, implementing a digital marketing strategy is highly promising, as they are easily reached through platforms like Instagram, TikTok, and marketplaces, and there is a high potential for generating repeat purchases. The positioning that can be established for Rama Cassava Chips is as the "Bogor Cassava Chip Hub."

Based on the marketing mix analysis of Rama Cassava Chips, the product consists of cassava chips in various flavors. In terms of pricing, Rama Cassava Chips are sold at Rp. 23,000 per kilogram, which is considered competitive and affordable in the market. In terms of distribution, this product is marketed through consignment to several partners in the Jakarta-Bogor-Depok-Tangerang-Bekasi (JABODETABEK) area. Regarding promotion, the product has not yet optimally utilized digital promotional activities and still relies on offline marketing through distributors. However, effective promotional strategies can be implemented through social media such as Instagram and TikTok, leveraging online marketplaces, and creating digital content that highlights local values and production processes as part of the SME's storytelling.

Table 1. Internal Factor Analysis of Rama Cavassa Chips

No	Internal Factor	Weight	Score	Weight Score
Strenghts				
1	High and stable production capacity.	0,20	4	0,80
2	Well-organized production systems and workforce.	0,20	4	0,80
3	Products have distinctive characteristics and are locally sourced (authenticity value).	0,10	3	0,30
Weakness				
1	Has not yet implemented a digital marketing strategy.	0,20	4	0,80
2	Sales rely on distributors.	0,15	2	0,30
3	Low brand awareness.	0,15	1	0,15
	Total IFE	1,0		3,15

Source: Data Processed, 2026

The results of the IFE matrix analysis yielded a score of 3.15, indicating that, structurally, Rama Cassava Chips possesses dominant internal strengths; however, these strengths remain concentrated in operational aspects rather than market aspects. High and stable production capacity, along with a well-organized production system and human resources, suggest that the business has achieved internal efficiency and is ready for expansion. However, this strength has not been fully capitalized upon because it is not accompanied by adequate marketing capabilities. Although the IFE score is high, it can be analytically concluded that internal strengths are not yet aligned with the demands of the business environment; therefore, a strategic reorientation toward strengthening digital marketing and brand building is necessary so that operational strengths can be translated into sustainable competitive advantages.

3.2 External Environment Analysis

An external environmental analysis of Rama Cassava Chips employs political, economic, social, technological, environmental, and legal analysis (Ikhwan et al., 2025). This analysis of the Rama Cassava Chips business indicates that, politically, there is government support for the development of MSMEs through digitization programs, training, and capital assistance such as that received by this business from BRI and a supporting foundation. Economically, SMEs play a vital role as the backbone of the economy, with relatively affordable raw materials and a demand for snack products that tends to be stable. From a social perspective, Indonesian society has a tendency to consume snacks, and there is a growing trend of pride in local products, which can present opportunities for the development of this business (Sancoko, 2015).

Technologically, the growth of e-commerce and social media opens significant opportunities for digital product marketing, although business operators have not yet fully leveraged these technologies. From an environmental perspective, the production process for Rama Cassava Chips is considered eco-friendly because it is still done manually and utilizes cassava peel waste as animal feed, thereby promoting the concept of zero waste. Meanwhile, from a legal standpoint, there is an opportunity to enhance the business's legal standing by obtaining permits such as PIRT, halal certification, and BPOM approval to boost consumer trust and expand the market (Fajri et al., 2025; Taufiq, 2019).

The next external environmental analysis is Porter's Five Forces analysis, which consists of the threat of new entrants, supplier bargaining power, buyer bargaining power, the threat of substitute products, and the intensity of competition among rivals (Laila et al., 2024). Rama Cassava Chips faces a high level of competition among competitors because there are several producers in the same region making similar products with low differentiation. The threat of new entrants is high because the cassava chip business is relatively easy to operate with low capital and simple technology, making it easy to replicate. Supplier bargaining power is moderate because cassava raw materials are available from various regions, although prices may fluctuate. Buyer bargaining power is high because distributors play a dominant role in determining prices and marketing, while producers do not have full control over the market. Additionally, consumers have many choices of similar products. The threat of substitute products is also high due to the abundance of other snack alternatives such as potato chips, manufactured snacks, and modern snacks with more attractive packaging and branding.

Table 2. External Factor Evaluation of Rama Cavasa Chips

No	External Factor	Weight	Score	Weight Score
Opportunity				
1	The behavior of a target market that is closely tied to technology and social media.	0,20	3	0,60
2	Trends in the consumption of local products and traditional snacks	0,20	2	0,40
3	Support for SME digitalization programs (from the government and institutions)	0,10	1	0,10
Threats				
1	Intense competition in the digital market (similar products and manufacturers)	0,20	3	0,60
2	Dynamic shifts in consumer preferences	0,15	1	0,15
3	Reliance on traditional production systems	0,15	3	0,45
	Total EFE	1,00		2,30

Source: Data Processed, 2026

The results of the EFE matrix analysis show a score of 2.30, indicating that Rama Cassava Chips' ability to respond to the external environment is moderate, though not yet optimal in capitalizing on existing opportunities. The greatest opportunity actually lies in the behavior of the target market, which is very closely aligned with technology and social media, consistent with research conducted by (Gumilang et al., 2024), which states that Generation Z and Millennials are known as digital natives who use social media for 5–20 hours daily. However, this opportunity has not been fully matched by internal readiness, so it has not yet yielded maximum impact. Consequently, while the external environment actually offers significant opportunities, limitations in strategic response prevent these opportunities from being converted into competitive advantages; in fact, they tend to turn into competitive pressures.

3.3 Internal External Matrix

Based on the research findings, Rama Cassava Chips has an IFE score of 3.15 (strong category) and an EFE score of 2.30 (moderate category). These scores place Rama Cassava Chips in Cell IV (Grow and Build), indicating that the business possesses significant internal strengths but its response to the external environment is not yet optimal. This position theoretically provides an opportunity for the company to expand, but with the caveat that internal strengths must be strategically directed to capture existing market opportunities. The position in Cell IV indicates a strategic imbalance between internal capabilities and the utilization of external opportunities. Rama Cassava Chips actually has a strong operational foundation, such as high production capacity and an organized work system, which should serve as the primary capital for market expansion. However, weaknesses in digital marketing prevent these strengths from being converted into a competitive advantage in the market, particularly in the context of increasingly intense digital competition. In other words, the business is experiencing a condition of under-leveraged strength that is, strengths that are not being utilized to their full potential. This is exacerbated by high external pressures, such as digital competition and shifting consumer preferences, which demand rapid technology-driven adaptation.

The implication of this situation is that Rama Cassava Chips is at a critical juncture between the opportunity for growth and the risk of stagnation. If the company's internal strengths are not promptly integrated with a digital marketing strategy, it risks losing market momentum and falling behind more adaptable competitors. Conversely, if the company reorients its strategy by strengthening its digital marketing efforts, developing its brand, and expanding its online distribution channels, it has significant potential for substantial growth.

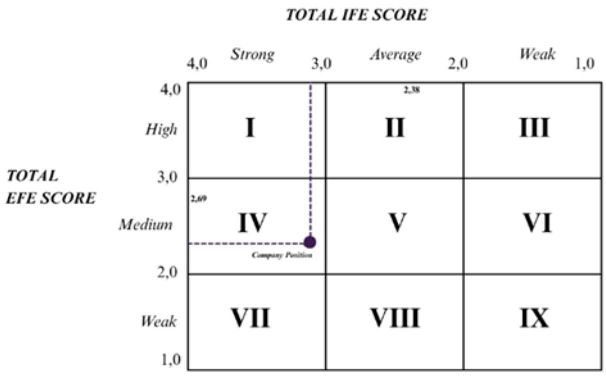

Figure 1. IE Matrix of Rama Cavasa Chips

3.4 Matrix SWOT

After assessing the current position of Rama Cassava Chips, the next step is to develop an alternative strategy using the SWOT matrix, as follows:

Table 3. Generic Strategy using Matrix SWOT of Rama Cavasa Chips

Internal Factor External Factor	Strengths High and stable production capacity. The production system and workforce are well-organized. The products have distinctive characteristics and are locally sourced (authenticity value).	Weakness Has not yet implemented a digital marketing strategy. Sales rely on distributors. Low brand awareness.
Opportunity	SO-Strategy	WO-Strategy

The behavior of a target market that is closely tied to technology and social media. Trends in the consumption of local products and traditional snacks	Developing digital branding for local products through storytelling	Building an integrated digital marketing system (omnichannel)
Support for SME digitalization programs (from the government and institutions)	Developing social commerce strategies based on engagement (live selling, affiliate marketing, and user-generated content)	Building a strong digital brand identity through creative content, visual branding, and consistent communication
Threats	ST-Strategy	WT-Strategy
Intense competition in the digital market (similar products and manufacturers) Dynamic shifts in consumer preferences	Developing content marketing based on product differentiation.	Implementing a phased digital transformation based on internal capabilities.
Reliance on traditional production systems	Implementing data-driven digital marketing (analysis of social media and marketplace insights)	Building digital collaborations (co-branding with other SMEs, local influencers, and communities)

Source: Data processed, 2026

Based on the results of the development of alternative strategies, it has been determined that the four alternative strategies that can be implemented by Rama Cassava Chips, given that the business is currently in the Build and Grow phase, are:

Strenghts-Opportunity Strategy

Developing digital branding for local products based on storytelling through social media (Instagram, TikTok) and online marketplaces by leveraging high production capacity to meet the demand of the vast digital market. This strategy focuses not only on product sales but also on building emotional value through the narrative of "Bogor Cassava Chip Hub," which can enhance consumer appeal in the digital age. This is relevant, given that today's consumers tend to purchase products with authentic stories and values (Pratama & Paransa, 2024)

Developing an interaction-based social commerce strategy (live selling, affiliate marketing, and user-generated content) to leverage high production capacity and the active digital consumer behavior on social media. This strategy can boost engagement and sales conversion because consumers can interact directly with sellers, thereby increasing trust. Additionally, the use of affiliate marketing and user-generated content enables organic market reach expansion (Qadri & Tyana, 2024).

a. Weakness–Opportunity Strategy.

Build an integrated digital marketing system (omnichannel) through a combination of social media, marketplaces (Shopee/Tokopedia), and WhatsApp Business to reduce reliance on distributors and increase brand awareness directly among consumers. This strategy shifts the business model from one reliant on third parties to a more independent, direct-to-consumer approach. This enables increased profit margins while maintaining control over the market (M. Fatur Rizki et al., 2024).

Building a strong digital brand identity through creative content, visual branding, and consistent communication to boost brand awareness and reduce reliance on distributors. This strategy addresses business weaknesses caused by low brand awareness, which prevents products from having strong differentiation in the digital market. By building a consistent visual identity and communication, products can be more easily recognized and remembered (Setiawan & Asti, 2025).

b. Strength–Threat Strategy

Develop content marketing strategies based on product differentiation (flavor variations, traditional production processes, high-quality local ingredients) to address intense competition and product substitutes in the digital market. Flavor variety can be a competitive advantage because it enhances product differentiation in a competitive market, particularly in the snack food industry. In terms of consumer behavior, product variety offers consumers more choices and can boost purchasing interest and the overall consumption experience. Through this strategy, it is hoped that the threat namely, the consumer perception that this product lacks strong differentiation can be addressed. Without clear differentiation, the product will struggle to compete and is likely to be perceived as a generic commodity by consumers; therefore, efforts are needed to build a perception of value through digital content (Gumilang et al., 2024).

Implementing data-driven digital marketing (analysis of social media and marketplace insights) to align products and content with shifting consumer preferences and to address digital competition. Through this strategy, Rama Cassava Chips can adapt to rapid and dynamic changes in consumer preferences, ensuring that business decisions are no longer based on intuition but on data (Rahmah & Fauzi, 2025).

c. Weakness–Threat Strategy

Implement a phased digital transformation based on internal capabilities through digital marketing training, collaboration with communities and organizations, and the adoption of simple platforms to improve adaptability to market changes. This strategy can address the limitations of digital literacy that arise during the implementation of digital marketing; therefore, a phased approach is necessary to avoid significant risks. Initially, Rama Cassava Chips can utilize simple platforms such as WhatsApp and social media before transitioning to more complex systems (Gumilang et al., 2025).

Establish digital collaborations (co-branding with other SMEs, local influencers, and communities) to increase market exposure while mitigating internal limitations in digital marketing. Through this collaboration strategy, Rama Cassava Chips can gain access to a broader audience without incurring significant promotional costs, while simultaneously boosting consumer trust through association with other parties (Musyrifah & Saal, 2024).

Empirically, the results of this study indicate that Rama Cassava Chips' transformation of its marketing strategy from a conventional model to one driven by digital technology and direct-to-consumer channels is a strategic move that is not only relevant but also crucial in addressing shifts in consumer behavior (Teece, 2018). Through the implementation of strategies such as storytelling-based digital branding and social commerce, this business can build deeper and more sustainable customer engagement, thereby increasing purchase intent and brand loyalty among digital SMEs (Zhang et al., 2020). If this strategy is implemented consistently, the impact will not only be an increase in sales, but also a shift in the business value structure from product-based competition to value-based competition. Conversely, if this strategy is not implemented, Rama Cassava Chips risks remaining trapped in the low-margin trap—that is, relying on distributors with limited market control and being vulnerable to price pressures and competition from substitute products (Harris & He, 2019).

From an operational perspective, the development of omnichannel systems and data-driven marketing has significant implications for marketing efficiency and effectiveness. The integration of social media, marketplaces, and direct communication channels such as WhatsApp Business enables SMEs to manage the customer journey in a more holistic manner. Research conducted by (Verhoef et al., 2015) emphasizes that an omnichannel strategy can simultaneously enhance customer experience and business performance. However, the success of this strategy heavily depends on the readiness of internal capabilities, particularly in terms of digital literacy and consistent execution. The findings of this study underscore that SMEs must not merely "go digital," but must undertake a structured and phased digital transformation (Prasetyo & Gumilang, 2025). Managers or business owners need to prioritize building a consistent brand identity, mastering digital channels relevant to their target market, and utilizing data as a basis for decision-making. Additionally, digital collaboration strategies (co-branding and influencer marketing) serve as effective solutions to address resource constraints, as supported by studies on the effectiveness of influencers in boosting SME brand awareness (Raharjo et al., 2023).

Theoretically, this study contributes to the development of SWOT-based strategic management research in the context of digital marketing for MSMEs, particularly by demonstrating that the integration of resource-based view (RBV) and market-based view (MBV) perspectives can yield more adaptive strategies. Internal strengths such as production capacity and product uniqueness (RBV) will not be sufficient without being linked to external opportunities such as consumer digital behavior (MBV). Through this study, the concept that digital marketing is not merely a promotional tool but an instrument for business model transformation (Chaffey & Smith, 2022) is further reinforced. Practically, the contributions of this research are highly applicable to SMEs, as it not only provides strategic recommendations but also a realistic and phased implementation roadmap, ranging from strengthening branding, mastering digital channels, to leveraging data and collaboration (Prasetyo et al., 2026). Although this study does not directly measure the variables of brand awareness and sales, the resulting strategies are formulated based on marketing theory supported by research (Ardiansyah & Sarwoko, 2020; Ashgar, 2026).

4. CONCLUSION

The results of the study indicate that, based on the IFE and EFE analyses, Rama Cassava Chips MSME is in a relatively strong internal position but faces relatively high external pressure, with an IFE score of 3.15 and an EFE score of 2.30. This position places the business in Quadrant IV of the IE Matrix (grow and build), indicating that the company has the potential to grow but requires the right strategies to leverage its internal strengths in navigating market dynamics. Based on these conditions, a strategic formulation was developed that focuses on market expansion through digital branding, social commerce, and an omnichannel marketing system to build direct relationships with consumers, as well as strengthening product differentiation, adapting to changes in consumer preferences, and increasing internal capacity through gradual digital transformation and collaboration. The findings of this study make a theoretical contribution by enriching the body of research in the field of digital marketing, particularly in the context of agro-industrial SMEs producing local products such as cassava chips. Thus, this study broadens the understanding that digital marketing serves not only as a promotional tool but also as a key instrument for enhancing business competitiveness and self-reliance. Practically, this study provides strategic insights for SME operators, particularly Rama Cassava Chips, in designing more targeted digital marketing strategies. A limitation of this study is the small number of informants, which restricts the generalizability of the findings, making them more context-specific to the research subjects. Therefore, for future research, it is recommended to include informants from academia and government as a control group to reduce subjectivity in strategic decision-making.

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