MARKETING STRATEGY WHEAT FLOUR IN RETAIL MARKET PT CERESTAR FLOUR MILLS PERIOD 2024-2025

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ABSTRACT

PT Cerestar Flour Mills ("Cerestar") is a wheat flour manufacturing company established since 2007 has succeeded in selling 25 kg packages with the contribution 85% to Cerestar's total sales volume for the industrial segment. In 2021 Cerestar began producing Falcon wheat flour in 1 kg packages for the retail segment, with marketing and distribution through PT Dairyfood International (DFI). Despite the high potential demand, Falcon contributes to only 10% of Cerestar's total sales volume. This study aims to determine a marketing strategy to increase Falcon's sales to 30% over the next 2 years. The research is applied which uses mixed methods including quantitative analysis of the CDMP (Consumer Decision Making Process) stages through online and offline surveys of 150 respondents in the Jabodetabek area, Java within approximately 1 month, qualitative technical interviews with 3 top management members and FGD (Forum Group Discussion) analysis of 12 people interviewees. Method of collecting primary data sources through interviews and secondary from company sales reports. Competition mapping reveals the need to improve the current marketing strategy, marketing mix and brand image, calling for a new marketing strategy design. Based on the Ansoff Matrix, 3 strategies were selected: market penetration, market development, and product development. Determining targeting, positioning and a new marketing mix with product development and innovation, market pricing, distribution channel expansion, promotional programs and digital marketing optimization is expected to help achieve the company's marketing objectives.

Keywords: Retail Market, CDMP, Brand Image, Ansoff Matrix, Marketing Strategy

INTRODUCTION

Indonesia is a country with a wealth of natural resources that have the potential to produce a variety of food commodities. The staple food of the Indonesian people, namely rice, is not sufficient for national food needs, so the government is trying to increase consumption of foods containing other carbohydrates to reduce rice consumption by issuing a Food Diversification Policy through Presidential Decree No.22 of 2009 concerning the Policy for the Acceleration of Diversification of Local Resource-Based Food Consumption which encourages the business sector and the public are switching from consuming rice to food made from wheat which is processed into wheat flour.

There are five big players the national wheat flour industry, namely Bogasari , is the market leader with a market share of 47% and has a sales volume of 3,266,083 MT per year, in second place is Cerestar with a market share of 13%, Wilmar a market share of 9%, Bungasari a market share of 8%, Eastern Pearl a market share of 6% and other players with 17% market share. Thus, the total sales volume of national wheat flour will be 6,633,000 MT in 2022.

According to Apriande and Daryanto (2012), there are 2 structures of users of the wheat flour market in Indonesia, namely the large or modern industrial market with a composition of 30% and the retail market with 70%. The retail market has a larger composition with the market segment consisting of Small and Medium Enterprises (SMEs), traditional/micro businesses and households. Cerestar has succeeded in selling 25 kg packaging of wheat flour products in the industrial market segment with a contribution of 85% to the total sales volume. Cerestar wants to follow this success by targeting the 1 kg packaging retail market segment, but the sales volume achievement has only contributed 10% to total sales, there is still a gap in the target set at 20 to 30%. Therefore, since 2022 through distributor PT. Dairyfood Internusa carried out an assessment of the obstacles faced by DFI in the marketing mix (4P's) in marketing 1 kg packaging, namely the product variant policy: 1 kg wheat flour packaging for the retail segment is produced only focusing on 3 (three) product variants , namely Falcon Kuning for 0 purposes, Falcon Hijau for multipurpose use and Falcon Merah for making various market snacks. The research objectives will be concluded with recommendations for further improvement proposals to attain the company's marketing targets. Based on the Ansoff Matrix, there are three selected strategies to be applied: market penetration, market development, and product development which are able to fit through the determination of targets, positioning, and a new marketing mix.

LITERATURE REVIEW

A robust marketing strategy planning process requires a deep understanding of marketing objectives, consumer behavior, competitor landscape, and brand image. By leveraging insights from these analyses, organizations can develop targeted strategies that resonate with consumers, differentiate themselves from competitors, and build a strong brand presence in the market.

Marketing strategy planning involves a comprehensive process that integrates various analyses to achieve organizational objectives effectively. Through the examination of marketing objectives, consumer decision-making processes, competitor analysis, and brand image, companies can develop strategies that resonate with their target market and gain a competitive edge in the industry.

Analyzing marketing objectives is crucial for aligning organizational goals with consumer needs and market trends. Research has shown that market orientation plays a significant role in shaping innovation strategies (Newman et al., 2016). By understanding consumer preferences and market demands, companies can tailor their products and services to meet specific needs, driving innovation and market success.

Competitor analysis is essential for identifying market opportunities and threats. Recent advancements in competitor analysis methods, such as big data analytics, offer real-time insights into market positions and competitor strategies at a lower cost (Guo et al.,

2017). By continuously monitoring competitors, organizations can adapt their marketing strategies to stay ahead in the competitive landscape.

Brand image plays a critical role in shaping consumer perceptions and purchase decisions. Research has highlighted the mediating effect of brand image on the relationship between marketing activities and consumer behavior (Bulkis et al., 2021). Building a strong brand image through green marketing, corporate social responsibility, and product quality can enhance customer loyalty and drive purchasing decisions (Asyhari & Yuwalliatin, 2021).

A thorough analysis of the company's marketing strategy, competitors, and consumer behavior, using the consumer decision making process (CDMP) depicted in Figure 1, is essential. This analysis should be integrated with brand image communication, competition analysis, and an outlook on the growing demand for national wheat flour in the retail market segment.

Through market segmentation, the company divides the market into more or smaller segments and may achieve more suitable products and services that satisfy consumer's needs. Targeted markets are groups of buyers to be served by the company. With a positioning strategy, the company arranges market offers to compete for a place with competitors, enabling them to embed in the minds of consumers.

The Marketing Mix, often referred to as the 4Ps, constitutes a cornerstone concept in crafting marketing strategies. Kotler and Keller (2016) delineates the four fundamental components of the Marketing Mix. Initially, "Product" denotes the offerings tailored to fulfill specific consumer needs and aspirations. Secondly, "Price" assumes paramount importance in shaping marketing tactics, demanding meticulous attention for its efficacy. "Place" represents the third element, influencing the distribution channels through which goods or services reach consumers. Finally, "Promotion" emerges as a pivotal factor in marketing endeavors, aiming to enhance consumer purchasing behavior.

Recent research by Lahtinen et al. (2020) suggests that employing the entire marketing mix (4Ps) may yield superior outcomes compared to a singular focus on promotion (1P) or alternative strategies. Singh (2012) underscores the significance of a targeted approach encompassing the four constituents of the Marketing Mix: Product, Price, Place, and Promotion. Furthermore, Goi (2009) observes that organizations persist in grounding their strategic marketing decisions on the 4P Marketing Mix.

Despite its widespread adoption, the 4Ps framework has faced criticism for its perceived inadequacies in addressing authentic consumer needs. Issock et al. (2021) accentuate that the 4Ps may fail to fully incorporate the genuine demands of customers. Nevertheless, notwithstanding these critiques, the 4Ps model retains its relevance in marketing discourse, furnishing a systematic framework for devising marketing strategies.

The process of formulating a robust marketing strategy entails comprehensive analyses, encapsulated within the framework of the 3Cs: customer analysis, company analysis, and competitor analysis (Cannon, Perreault, & McCarthy, 2015). Company analysis delves into internal assessments, scrutinizing resources, capabilities, and organizational strategies to discern the company's strengths and weaknesses. Conversely, competitor analysis revolves around assessing existing and prospective market rivals. This involves gathering pertinent information regarding competitors' activities to identify their strengths, weaknesses, and emerging market trends, facilitating the development of positioning strategies and competitive differentiation. Customer analysis centers on understanding the evolving needs, desires, and characteristics of both existing and potential customers. Given the dynamic nature of consumer preferences, a thorough examination is imperative to foster customer satisfaction and loyalty.

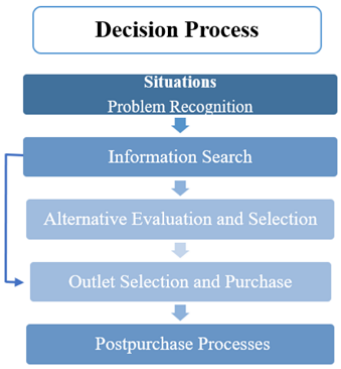


Figure 1 Consumer Decision Making Process Model

Source: Mothersbaugh, Hawkins, and Kleiser (2020)

The present study evaluated the marketing strategy implemented by the company during the period of 2022-2023, conducted a comparative analysis of competitors' strategies, scrutinized customer behavior, and subsequently formulated a novel strategy aimed at augmenting sales volume within the retail market segment. This proposed strategy is designed to align with the overarching marketing objectives set for the years 2024-2025. The research steps carried out in accordance with the analytical framework is shown in Figure 2.

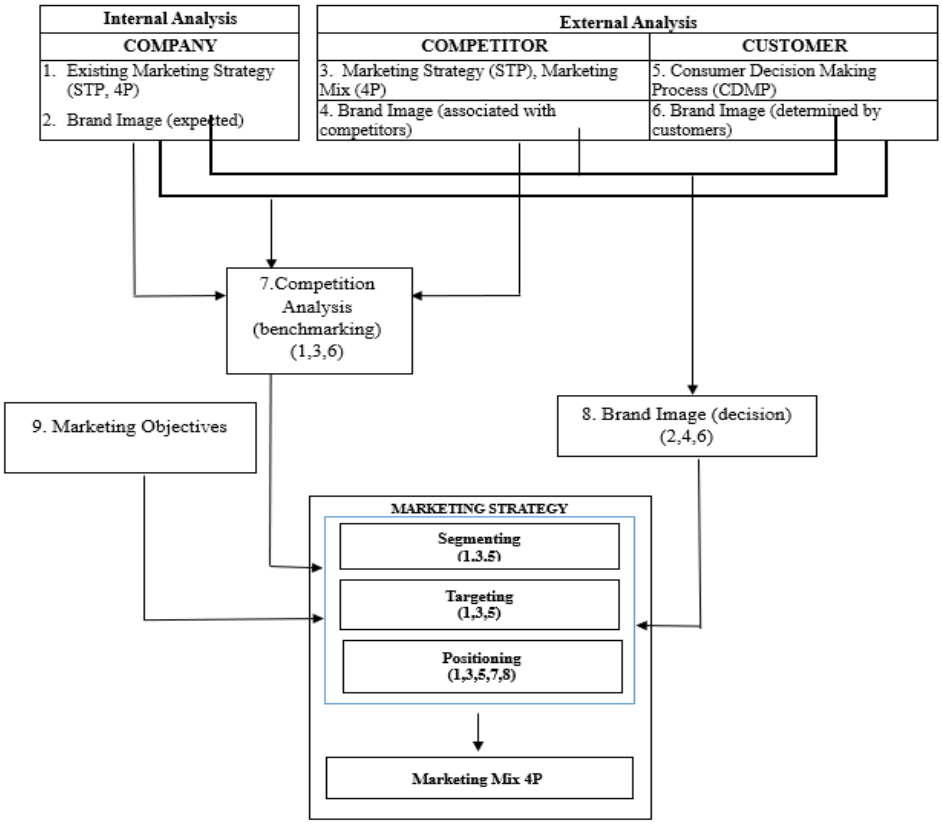


Figure 2 Analysis Framework

METHODOLOGY

The present study combines several methods in data collections: (1) interviews, (2) focus group discussions (FGDs), (3) a survey, and (4) archive studies.

1. Interviews.
   Semi-structured interviews were conducted to gain insight from the key stakeholders, including the commissioners and founders of Cerestar, the chief financial officer of Cerestar and the marketing and sales general of PT. Dairyfood International. Data collected from the interviews are: (a) the existing marketing strategy of Cerestar and its evaluated effectiveness, (b) the desired brand image to be cultivated in consumers' minds, and (c) the marketing strategies or tactics of relevant competitors.
2. FGDs
   Similar subjects for FGDS taken from the interviewees. Data collected from the FGD process are: (a) consumer decision making process, and (b) the brand image of Cerestar and competing brands.
3. Survey.
   Survey covered the respondents from current consumers of retail flour products. The data collected was to satisfy: (a) the consumer decision making process (CDMP), as well as (b) brand images in the consumers' minds. The survey was conducted online as well as offline (paper and pencil survey). The population consists of customers purchasing wheat flour in retail markets across the five major islands in Indonesia: Sumatra, Java, Kalimantan, Sulawesi, and Papua, along with surrounding areas. As businesses and micro-small-scale industries (IMK) in Indonesia predominantly operate in the food sector, they form a significant portion of the population. A sample is then drawn from this population, representing its characteristics, as defined by Krejcie & Morgan (1970).
4. Archive Studies.
   Most of the data collected from the first three methods were triangulated with findings from archive studies.

The qualitative data taken from interviews and FGDs were transcribed and performed reduction to collect and filter relevant information. The quantitative data processing included screening, ensuring respondent accuracy, collecting identity information for respondent characteristics and decision-making processes, followed by data reduction to filter relevant information. Statistical analysis is performed, and the findings were then presented.

Brand image decision analysis constitutes a stage of analysis communicated through qualitative surveys, involving the distribution of questionnaires to respondents containing open-ended questions to ascertain respondent perceptions regarding the Falcon flour brand and other competitor brands. This process aims to determine the existing brand image, desired brand image, and competitor brand image.

The competitive analysis involves examining the segmentation, targeting, and positioning of the company's wheat flour products in relation to competitors in the retail market. Furthermore, an analysis of the marketing mix strategy (Marketing Mix 4P's) employed by both the company and its competitors was conducted, encompassing interview stages, CDMP analysis, Focus Group Discussions (FGD), and brand image decisions. Additionally, attention was given to Points of Parity (POP) and Points of Difference (POD).

RESULTS AND DISCUSSIONS

Determining an effective marketing strategy requires a thorough analysis. This research was conducted at the functional level, with a specific focus on the retail market segment, using the 3 C's concept (Cannon, Perreault, and McCarthy, 2015), which consists of the examination of company, competitors, and customers, particularly related to the Consumer Decision Making Process (CDMP) stage analysis (Motherbaugh, Hawkins, and Kleiser, 2020). This analysis was integrated with brand image considerations, which were communicated and determined for wheat flour in the retail market. Additionally, attention was given to Points-of-Parity (PoP) and Points-of-Difference (PoD) in each existing marketing mix element through competitive analysis, thus identifying marketing mix elements that require enhancement in the formulation of new marketing strategies.

Company

According to Mullins and Walker (2013), a detailed understanding of segmenting, targeting, and positioning (STP) is crucial for companies. This understanding aids in efficiently allocating resources and developing more effective marketing strategies to meet the needs and desires of customers within a segment, optimizing the sales volume targets to be achieved.

The current wheat flour marketing strategy employed by Cerestar in the retail market includes geographical segmentation across five major islands in Indonesia, namely Sumatra, Java, Kalimantan, Sulawesi, Papua, and surrounding areas. Demographic considerations are applied for both the individual consumer market and the SME consumer market. The market targeting is concentrated on the surrounding areas of Sumatra, Jabodetabek , and Java, with a central focus on both the individual consumer market and the SME consumer market. However, the Falcon product variants, namely the Falcon Kuning, the Falcon Hijau, and the Falcon Merah, are not yet well-established in the retail market.

Competitors

Wheat flour functions as a commodity in daily food processing, with product elements and prices in the market competing in accordance with prevailing market rates. Notably, the differentiation lies in the company's distribution coverage within the group and its affiliates, extending through dealers to retailers widely dispersed in traditional and modern markets across Indonesia. Furthermore, promotional elements, particularly in the communication of messages and the establishment of brand awareness for 1 kg packaged wheat flour products, serve as crucial distinguishing factors. The emphasis on the brand image to be communicated and established varies among competitors as well.

Customers

The customer analysis in this research is based on the results of online and offline questionnaires regarding decisions to purchase wheat flour in the retail market related to the customer decision making process (CDMP) followed by a forum group discussion (FGD) which aims to validate customer perceptions of flour brand image of each product. In line with previous research conducted by Panwar & Anand (2019) proposed five-stage decision-making process model in any purchase or post purchase can be effective for purchasing and makes for good market strategy in the future, this research also uses the analysis stage CDMP. The data that will be used, collected by conducting an online survey using questionnaires by 150 respondents based on the demographic profile which can be seen as follows:

Demographics: Respondent's Profile.

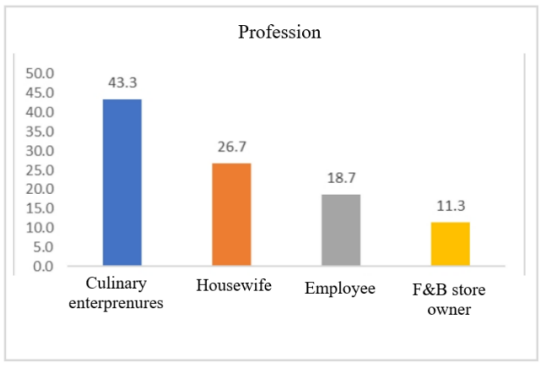
Gender and Age

Table 1 Gender and Age

Gender		Age				Total
		20 – 35 Years	36 – 45 Years	46 – 60 Years	> 60 Years	%
Man	f	13	15	16	1	45
	%	28.9%	33.3%	35.6%	2.2%	100%
Woman	f	26	23	46	10	105
	%	24.8%	21.9%	43.8%	9.5%	100%
Total	f	39	38	62	11	150
	%	26.0%	25.3%	41.3%	7.3%	100%

Table 1 shows the respondent profile consists of 150 respondents, with the majority being women, constituting 105 individuals (70%), distributed across various age brackets. The largest proportion falls within 46 – 60 years which could be considered as the established age range (43.8%), followed by the productive millennial age range which range from 20 – 35 years (24.8%), and the remaining falls within 36 - 45 years, the established and financially/socially independent adults (21.9%). Similar patterns were observed for men, numbering 45 individuals (30%), with nearly all male respondents falling within the age range spanning productive millennials to established and independent adults. The majority age for both genders of the respondents is between 46 – 60 years while the least observed in this research is the above 60 years age group for both genders.

Respondent's profession



Details of Culinary Entrepreneurs	f
Martabak maker	15
Bakery entrepreneur	12
Bread & snack market's seller	10
Fried food seller	10
Mobile noodle service	5
Restaurant and cafe manager	9
Online culinary business	4
Total	65

Figure 3 Respondent's profession in % and explanation

Figure 3 elucidates the professions of the respondents, with the majority belonging to the culinary entrepreneur category (43.3%) while the minority profession of the respondents is the F&B store owner (11.3%). The culinary entrepreneurs is predominantly composed of entrepreneurs engaged in food processing, including martabak maker constituting 15 individuals of 65 respondents which is the biggest group in the observed culinary entrepreneurs type. Then followed by the bakery entrepreneurs with 12 individuals, bread & snack market's seller with 10 individuals, fried food sellers also with 10 individuals, noodle cart traders with 5 individuals, and managers who are trusted individuals working for hotel owners with 9 individuals and the least observed is the online culinary business constituting 4 individuals of 65 respondents. This observation underscores that the culinary entrepreneur profession is an appropriate profile for respondents and aligns with the ultimate utilization of wheat flour products.

Work/Business Location and Residence

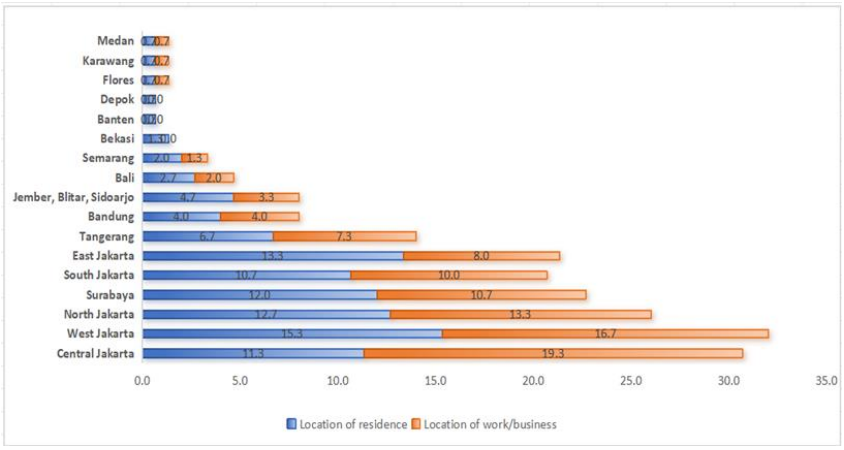


Figure 4 Work/Business Location and Residence

The location of the workplace or business and the residence can play a crucial role in the effectiveness and efficiency of daily productivity, encompassing considerations of time, energy, and costs experienced by respondents. As illustrated in Figure 4, the work or business locations are concentrated in commercial and office areas, specifically in Central Jakarta with 19.3%, West Jakarta with 16.7%, North Jakarta with 13.3%, Surabaya with 10.7%, South Jakarta with 10%, and East Jakarta with 8%, as well as in Tangerang with 4%, where the location is either the same as or in close proximity to the respondent's residence, and vice versa. However, in the case of Central Jakarta, the data illustrates that there is a big difference between the location of the workplace or business with the location of residence, this indicates that location of the workplace or business and the location of residence do not always correspond to each other. In the case when the location could be largely different, the company should retargeting the product marketing by aligning the target group with the location because in some cases.

Certain respondents also reported residing and working in the same locations, such as in the cities of Bandung, Semarang, Bekasi, and Karawang. From the information provided in the respondent profile data above, it is evident that the research object, conducted through an online survey, precisely aligns with the targeted boundaries of the area of residence and work/business location, with a focus on the Jabodetabek (Jakarta. Bogor, Depok, Tangerang and Bekasi) and surrounding Java areas. The ages of the respondents range from

millennials to young and established adults, indicating a productive and independent demographic that is anticipated to accurately represent the results of the CDMP analysis conducted in this research.

CDMP Analysis

Problem Recognition

Problem recognition is a crucial stage in the consumer decision-making process. The ensuing actions will differ based on the significance of the reasons prompting consumers to identify the necessity and motivation for purchasing wheat flour, be it for culinary businesses, individuals, households, or trading ventures.

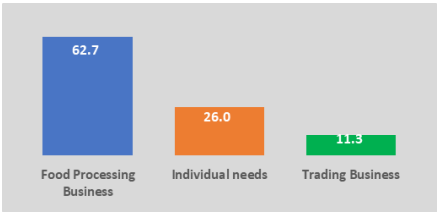


Figure 5 Reasons for Purchasing Wheat Flour

Figure 5 illustrates three reasons why consumers purchase wheat flour: for food processing business requirements, personal needs, and trading businesses. Consumers involved in trading businesses are inclined to prioritize food quality, which can significantly impact customer satisfaction. This analysis will be correlated with survey results regarding crucial criteria for consumers in determining wheat flour products, a topic that will be further elucidated in the stages of

Alternative Evaluation and Selection.

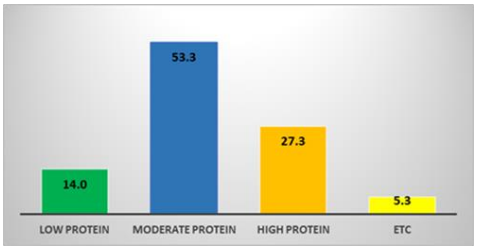


Figure 6 Selected Protein Content

In Figure 6, the protein content in wheat flour is indicated to influence the outcomes of processed food, affecting factors such as elasticity and texture. The commonly used all-purpose wheat flour is characterized as having medium protein content. According to conducted surveys, medium protein flour is the most sought-after type compared to other flour varieties.

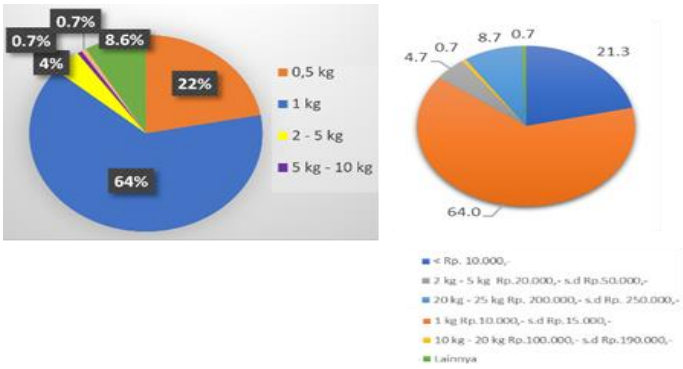


Figure 7 Variants of Sizes and Prices of Wheat Flour

Figure 7 reveals that the preferred wheat flour size variant for the majority of respondents is the 1 kg packaging, with an expected price ranging from Rp. 10,000,- to Rp. 15,000,- . This situation aligns with Cerestar's targeted plan to expand its business in the retail market, distributed through PT Dairy Food Internusa in 1 kg wheat flour packaging. Survey data suggests that Cerestar has the potential to grow its business in the retail market. Additionally, consumers in the retail market exhibit consumption behavior and tend toward choosing products with small packaging due to concerns about flour deterioration if stored for prolonged periods, coupled with a preference for smaller-scale consumer needs.

Information Search

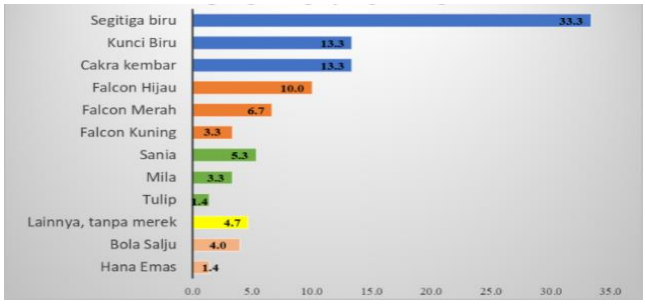


Figure 8 Brands of Wheat Flour that are Often Found

Figure 8 depicts the most prevalent brands of wheat flour products, with Bogasari's offerings, including Segitiga Biru, Kunci Biru, and Cakra Kembar, occupying the foremost position. Following closely in the second position are Cerestar's wheat flour products, namely Falcon Hijau, Falcon Merah, and Falcon Kuning. The third position is held by Wilmar, featuring Sania, Mila, and Tulip, and then Bungasari with the Bola Salju and Hana Emas brands. Notably, unbranded products constitute 4.7%, surpassing Falcon Kuning, Mila, Tulip, Bola Salju, and Hana Emas in percentage. This suggests a potential demand for wheat flour in the retail market.

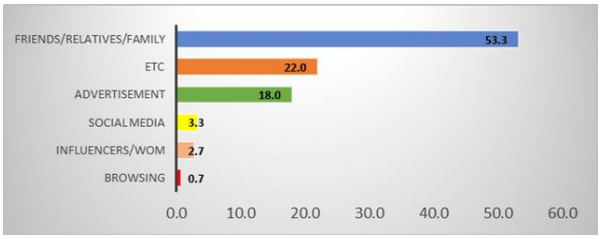


Figure 9 Information Source

Figure 9 illustrates that the primary sources of information regarding wheat flour are predominantly acquired through the closest environment, friends/relatives/family, followed by advertising and other promotional channels. This pattern aligns with the behavior of wheat flour consumers, who exhibit a tendency to be quite loyal to specific brands, recognizing that the quality of the processed product is contingent on the type of flour used. Notably, wheat flour in 1 kg packaging holds almost identical positioning for each brand. This uniformity is attributed to the commodity nature of the item, where the protein content is consistently considered suitable for various applications, leading to the absence of any brand of wheat flour that respondents actively avoid.

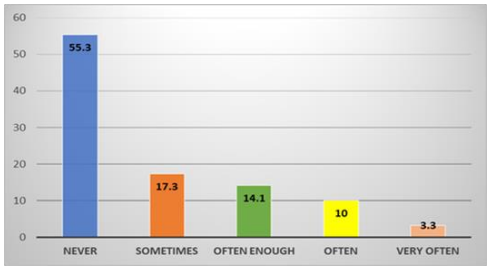


Figure 10 Frequency of Respondents Hearing Falcon Wheat Flour

Figure 10 highlights a crucial observation that Cerestar must take into account: despite the potential for development in the retail market, the majority of respondents eagerly or have never heard of the Falcon brand. This situation arises from Cerestar's initial target market focus on large industries rather than the retail market. Given that most respondents hold professions as culinary entrepreneurs, housewives, and retirees—aligning with Cerestar's intended retail target market—a more in-depth analysis will be conducted, specifically benchmarking the company's marketing mix strategy against that of its competitors.

Alternative Evaluation and Selection

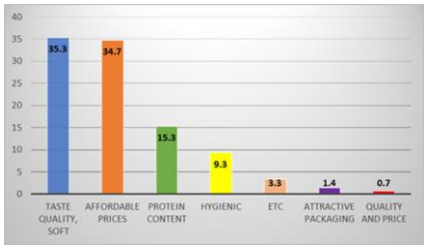


Figure 11 Respondent 's criteria for choosing wheat flour

The primary criterion for consumers in selecting wheat flour products continues to be the quality derived from specific products. The subsequent consideration is associated with price, given that the majority of respondents belong to the culinary entrepreneur group, where pricing significantly impacts the profit margin of their businesses. This underscores why respondents purchase wheat flour, bearing in mind that wheat, the raw material for wheat flour, is a commodity, and prices can fluctuate. Therefore, it is imperative to closely monitor any potential price increases, ensuring that the market can absorb such changes.

Figure 12 Type of Service the Respondent requires When Purchasing Wheat Flour

The paramount factor that respondents prioritize when purchasing wheat flour is easy access. Subsequently, after Cerestar has successfully entered the market, the focus should be on ensuring that consumers can frequently encounter and become familiar with the Falcon wheat flour brand. Given that this wheat flour product is a commodity susceptible to substitute goods, Cerestar must guarantee the availability of materials to sustain the product's presence in the market, meet market demand, and ensure easy access. Additionally, the clarity and friendliness of sellers regarding product services are essential considerations.

Outlets Selection and Purchase

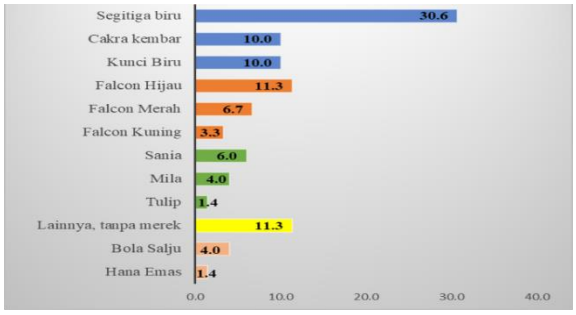


Figure 13 Brand of Wheat Flour Most Frequently Purchased by Respondents

It can be observed that the relationship between the frequency of consumer encounters with a product and the brand they most frequently purchase is positively correlated. The more frequently individuals come across a product and refer to a specific brand through information sources because it aligns with their application needs, the more likely that product becomes a preferred choice. However, various factors still influence consumer choices.

Respondents exhibit a notable level of satisfaction with the sales service provided by the sales staff for their chosen wheat flour products, particularly in cases where wheat flour purchases occur 3-4 times per week. In addition to product quality, service quality serves as a parameter that can influence consumer decisions when selecting a particular product or service.

Figure 14 Respondents Choice of Offline Place to Purchase Wheat Flour

Respondents continued to exhibit a tendency to purchase wheat flour products offline, with the preferred places being predominantly supermarkets, grocery stores, direct distributors, and minimarkets. There is not a significant difference in respondents'

choices of purchasing locations. Although online platforms are also selected by respondents for wheat flour purchases, the majority opt for e-commerce platforms such as Shopee and Tokopedia.

Post-purchase Process

How satisfied are you with your chosen wheat flour product?	N	Minimum	Maximum	Mean
	150	1	5	3.8

How satisfied are you with your chosen wheat flour product?	N	Minimum	Maximum	Mean
	150	1	5	3.8

Table 2 Satisfaction with selected wheat flour products

I want to buy my preferred brand of wheat flour in the future	N	Minimum	Maximum	Mean
	150	3	5	3.9

Table 3 Respondents desire to make repeat orders

Table 2 indicates that the level of consumer satisfaction with the purchased wheat flour products averages 3.8, falling within the satisfied category. Table 3 provides further insights into the factors contributing to consumer satisfaction with their chosen wheat flour products. Quality has emerged as a crucial factor consistently influencing consumer purchasing decisions. Additionally, other key supporting factors include affordable prices, easy product accessibility, recognition of well-known brands, and suitable protein content for applications all contributing to favorable consumer satisfaction ratings.

In addition to factors related to consumer satisfaction, there are also factors contributing to consumer dissatisfaction with purchased wheat flour products. These include issues such as musty odor and sticking to the pan, the presence of impurities, difficulties in accessing wheat flour, limited availability of wheat flour stock, and a lack of promotions and discounts. The more challenging it is for consumers to access a product, the higher the likelihood of consumer dissatisfaction, which could potentially reduce the level of consumer loyalty to a particular product.

Table 4 reveals that the average level of respondent's inclination to repeat orders is 3.9, falling within the agree category for each brand. However, this can be applicable only if several factors influencing consumer satisfaction, as elucidated above, are addressed first.

Table 4 Consumer Satisfaction Factors

Consumer Satisfaction Factors	Cerestar			Bogasari			Bungasari			Wilmar			Eastern Pearl			Other	f	%
	Falcon Kuning	Falcon Hijau	Falcon Merah	Cakra Kembar	Segitiga Biru	Kunci Biru	Golden Eagle	Bola Salju	Hana Emas	Sania	Mila	Tulip	Gerbang	Kompas	Gatot Kaca	(no Merk)		
Quality	3	8	7	1	22	8	0	4	2	5	5	1	0	0	0	13	79	52.7
Affordable Price & Good Result	1	9	0	14	3	5	0	2	0	1	1	1	0	0	0	3	40	26.7
Easy of access	1	0	2	0	12	0	0	0	0	1	0	0	0	0	0	0	16	10.7
Strong brand	0	0	1	0	5	2	0	0	0	1	0	0	0	0	0	0	9	6.0
Protein content as needed	0	0	0	0	2	0	0	0	0	1	0	0	0	0	0	1	4	2.7
Ready stock, promo, free shipping cost	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	1.3
Total Respondent																	150	100.0

Table 4 shows the six consumer satisfaction factors for each wheat flour brand observed, the factors observed are the quality of the product, price affordability with good result, accessibility, strong brand, protein content, availability and promo. It can be observed that 52.7% of the respondents preferred the brand that provides good quality while not many individuals with only 1.3% are considering the availability and promo. Also it can be indicated that Segitiga Biru by Bogasari is the most preferred brand because of its quality. Even Though the brand by Cerestar is still a better choice than other observed brands, it still has so much room for improvement.

Brand Image Decision

According to Kim & Chao (2019), brand image stands as one of the primary factors that prompts consumers to pay premium prices and express an intention to purchase. This underscores that an analysis of a product's brand image can positively influence consumer purchase intentions and foster trust in the brand. At this advanced stage, it becomes apparent that Falcon's brand image is categorized into three strengths:

Strength of Brand Association:

The strength of Falcon's brand image is identified as "soft texture," signifying that the wheat flour raw material used is of high quality, making it suitable for versatile purposes such as baking bread, cakes, and various dishes requiring wheat flour.

Favorability of Brand Association:

The most favorable aspect of Falcon's brand image is its alignment with "protein content appropriate for its use." Falcon Kuning boasts high protein content, Falcon Hijau features medium protein content, and Falcon Merah incorporates low protein content.

Uniqueness of Brand Association:

Each Falcon brand image possesses distinctive attributes. Falcon Hijau, known as the Versatile Falcon, corresponds to its adaptable use for processing various types of food. Falcon Kuning is designed for bread-making purposes, while Falcon Merah is tailored for cake or fried food preparation, necessitating unique attributes in the brand name to emphasize its specific application.

Points-of-Parity (POP) and Points-of-Difference (POD)

Based on the results of CDMP and FGD analyses, along with the evaluation of brand image through consumer-oriented online and offline surveys and interviews with companies, several brand image attributes have been identified as points of parity for the retail market of wheat flour products. Specifically, attributes such as protein content, quality, and taste emerge as strong benefits associated with Falcon products, and these attributes are also prevalent in other competing products. On the other hand, weak attributes, namely brand, attractive packaging, and informative packaging, represent the least pronounced benefits of Falcon products compared to other offerings.

Within the retail market segment, attributes such as quality, protein content, and taste play crucial roles in influencing consumer decisions when contemplating product purchases. This is particularly true for consumers who consistently use the product over a certain period. For example, a culinary entrepreneur who purchases wheat flour at least once every one to two weeks for making fried foods may prioritize the brand with the most affordable price, especially if they sell fried food at lower prices. The identified weak attributes, such as brand recognition and attractive/informative packaging, warrant attention from Cerestar for potential improvement, enhancing these features to garner better visibility and recognition.

Table 5 Point-of-Difference (POD) Criteria

FALCON HIJAU	SEGITIGA BIRU	BOLA SALJU	MILA
Versatile, soft texture, medium protein, for making cakes, noodles and bread	Ordinary, all-purpose flour, never know, good and tasty, old brand, well-known *brand*	Long lasting and odorless, for making cakes and fried foods, clean white, for food dough (egg roll shells)	To make cakes, to make fritters
FALCON KUNING	CAKRA KEMBAR	HANA EMAS	SANIA
Soft texture, for making bread, cheap, high protein, attractive packaging	So-so, not good, good, never know, high protein, easy to find	To make cakes	To make cakes, to make fritters
FALCON MERAH	**KUNCI BIRU**	**GOLDEN EAGLE**	**TULIP**
For wet cakes, suitable for fried foods, soft texture, low protein, such as packaged bread	Just normal, for making cakes, for making fried foods, for making snacks, low protein, an alternative to the Segitiga Biru	Seems expensive	To make cakes, to make fritters

Table 5 Point-of-Difference (POD) Criteria

FALCON HIJAU	**SEGITIGA BIRU**	**BOLA SALJU**	**MILA**
Versatile, **soft texture**, medium protein, for making cakes, noodles and bread	**Ordinary, all-purpose flour, never know, good and tasty, old brand, well-known *brand***	**Long lasting and odorless, for making cakes and fried foods, clean white, for food dough (egg roll shells)**	**To make cakes, to make fritters**
FALCON KUNING	**CAKRA KEMBAR**	**HANA EMAS**	**SANIA**
Soft texture, for making bread, cheap, high protein, attractive packaging	**So-so, not good, good, never know, high protein, easy to find**	**To make cakes**	**To make cakes, to make fritters**
For wet cakes, suitable for fried foods, **soft texture**, low protein, such as packaged bread	Just normal, for making cakes, for making fried foods, for making snacks, low protein, an alternative to the Segitiga Biru	Seems expensive	To make cakes, to make fritters

Table 5 reveals that the attribute of “soft texture” can serve as a Point-of-Difference (POD) for the Falcon brand. This attribute aligns with the brand's objective of versatile processing for various food types, setting Falcon apart from its competitors. The soft texture provides a benefit for consumers, both for household and culinary business purposes, especially for Small and Medium Enterprises (SMEs). With a soft texture, the flour particles easily adhere during food processing, ensuring high-quality food output.

Competition Analysis

Bogasari, as the market leader, holds the position of the first and largest producer in terms of production capacity. The brand has a longstanding reputation passed down through generations, establishing a strong brand positioning in the individual consumer market. For SMEs in the consumer market, Bogasari focuses on developing "home industry" businesses, aiming to sustain the widespread acceptance of the Bogasari brand throughout Indonesia for each type of wheat flour product according to its application.

In contrast, Wilmar, as a market challenger with a robust brand position for cooking oil under the "Sania" brand, employs a promotional strategy of cross-selling. In the minds of consumers, if they need essential items such as cooking oil, rice, sugar, and wheat flour, they are directed to choose the Sania brand (bundled products). Wilmar's distribution coverage extends to Sumatra, Java, and Eastern Indonesia. Additionally, Wilmar utilizes an exclusive promotional strategy by being appointed as the official product partner at international culinary competition events.

Bungasari, as a market follower in the wheat flour product segment, focuses on premium quality and implements a promotional strategy concentrated in Sumatra, East Java, Central Java, and surrounding areas. Their brand positioning is achieved through exclusive partnerships at international culinary competitions. Eastern Pearl, another market follower, boasts a strong distribution network in Makassar and surrounding areas, adopting Bogasari's strategy by organizing business gatherings for existing and potential consumers, supported by working capital financing from Civil National Capital (PNM) finance companies.

Cerestar's position in the competitive wheat flour industry in the retail market is that of a market nicher . Cerestar concentrates on serving small segments where consumers have sufficient purchasing power and size to achieve high profits, exhibit growth potential, and can withstand competition from larger players with a consumer-centric approach. This niche market is situated in a traditional market located in suburban areas where numerous grocery stores sell unbranded wheat flour.

Marketing Mix Elements that Need Improvement

Table 6 elucidates the benchmarking exploration results of the current marketing strategy for each brand of retail market wheat flour compared to the CDMP results. The overall product is rated 5 and 6 which is in the middle range, while 1-3 is considered below satisfactory, 4-7 is satisfactory and 8-10 is excellent. Therefore, it could be indicated that the product from Cerestar is still satisfactory and there are many rooms for improvement. According to Cerestar's marketing mix elements that need improvement include:

Table 6 Cerestar Marketing Mix that Needs to be Improved

Marketing Mix Elements that need improvement	Cerestar			CDMP Results
	Falcon Hijau	Falcon Kuning	Falcon Merah	
Products				
Attractive & informative packaging	6	6	6	The visuals for use are not yet clear, so it is necessary to improve the visualization of clearer and more detailed information on product packaging
Variant packaging sizes at competitive prices	5	5	5	Apart from the 1 kg size, there are consumer groups who buy products with sizes under 1 kg according to daily or weekly use such as 250 gr, 500 gr, 600 gr or 2 kg according to more competitive pricing.
Known *brand*	6	6	6	Consumers choose products with old and well-known *brands*
Price				
Online price monitoring	6	6	6	Most consumers still choose products offline , but there is potential to buy online *so* monitoring of *online product prices* is improved
Place				
Ease of access	6	6	6	Consumers choose products with easy and affordable access in their area of residence with *free delivery order services*, so it is necessary to improve access and service to consumers
Sufficient stock at *outlets*	6	6	6	Consumers choose products with adequate stock availability so they don't quickly switch to other brands
Promotion				
- *Message (Brand awareness)*	5	5	5	Consumers choose products with long-standing and well-known brands, so Falcon brand awareness needs to be increased
- *Sales Promotion*	5	5	5	Consumers choose products with attractive promotional programs such as discounts, *free delivery orders, reward point redemption, workshop events*
- *Advertising*	5	5	5	Consumers hear more about brands through reference groups such as friends, relatives and family. However, increasing *brand awareness* through *advertising* is still necessary
- Personal Intervals	5	5	5	Consumers will be more interested in trying new brands through personal approaches from *sales people* through promotional materials distributed
- Public Relations	5	5	5	Consumers will be more interested in trying and using new brands with communities and *events* held regularly such as *SMES workshops, free cooking classes*

Marketing Objectives

Cerestar's marketing objectives in the retail market for the period 2024 – 2025 encompasses four main focuses as follows:

1. Focus on increasing retail market sales

Cerestar, renowned for its sales and distribution of wheat flour in the industrial market, initiated product development in the retail market in 2021. This strategic move considers the substantial potential of the retail market, given the growing number of Small and Medium Enterprises (SMEs) industry players in Indonesia. It is an opportunity for Cerestar to cultivate wheat flour products for the retail market under the Falcon brand, which will be marketed and distributed through Dairyfood distributors.

2. Increase in sales volume contribution to 30% for the next 2 years

The actual sales volume contribution in 2022 is projected to reach only 10% of the total sales volume. The target is to increase this contribution to 30% by 2024 - 2025.

3. Increased Falcon brand awareness & brand image

The Falcon brand is a newcomer in the realm of retail market wheat flour products. The visibility of a brand is crucial for consumer recognition. Therefore, the Falcon brand necessitates a marketing strategy that increases consumer exposure, particularly among new Cerestar customers, to establish brand awareness. Once consumers become product customers, brand existence must also foster a robust

and positive image to enhance customer loyalty. Hence, marketing strategies are essential to shape the brand image of Falcon products in the eyes of retail market consumers.

4. Target additional customer acquisition

The company aims to expand its reach to 30 branches and 300 dealers/sub-dealers and retailers over the next 2 years. This expansion strategy involves appointing sub-distributors across various regions of Indonesia to act as agents who will distribute Falcon products to end consumers.

Figure 15 illustrates the marketing strategy options based on the Ansoff Matrix that companies can leverage for growth, including:

Figure 15 Ansoff Matrix

Market penetration is a growth strategy involving the exploitation of existing markets with existing products. This entails encouraging customers to purchase more products or opt for higher-value purchases, achieved through cross-selling or up-selling.

Market development

Market development is a growth strategy that involves reaching new segments to offer existing products. This includes geographical expansion, targeting different age segments or income levels, and other segment types.

Product development

Product development is a strategy aimed at increasing revenue and profits by introducing new products to existing markets, often referred to as product innovation. By analyzing the potential demand for wheat flour in the retail market, companies can create new products. According to data from the Central Statistics Agency (BPS), there were 1.51 million business units operating in the micro-small scale food sector in Indonesia in 2020. Business sectors that require wheat flour products, such as making siomai , batagor , crepes, and pastels, have significant market potential, including opportunities for selling unbranded wheat flour. Cerestar should consider this potential market opportunity when designing new marketing strategy options, including market penetration strategies, market development, and product development. The product development strategy places more emphasis on meeting the fried food application needs of housewife consumers, fried food sellers, and other SMEs in the market.

New Marketing Strategy Design

In line with the marketing objectives outlined in Tables 7, 8, and 9, and considering the comprehensive analysis conducted to enhance the sales volume contribution and brand image for Falcon brand wheat flour products in the retail market, Cerestar is required to formulate a new marketing strategy for the period 2024-2025. Building upon the findings from CDMP analysis, FGD, and the exploration of brand image, POP, and POD, particular attention should be given to market development strategies that center on new segmenting, targeting, and positioning, as detailed below

Table 7 New Strategy Design on Segmenting, Targeting and Positioning

Demographics	Gender	Man/Woman
	Age	20 - 35 Years
		36 – 45 Years
		45 - 60 Years
		> 60 Years
	Profession	Housewife
		Grocery store owner
		Culinary entrepreneur
		Street vendors
		Workers, Professionals
Geography	Residence Location	Jabodetabek, Banten, Surabaya, Bandung, Medan, Semarang, Denpasar, Flores
	Location of Work/Business/College Place	Jabodetabek, Banten, Surabaya, Bandung, Medan, Semarang, Denpasar, Flores
Behavioral	*Consumer Needs*	Needs and Motivation
	Product Usage	Make various processed foods such as bread, noodles, cakes, fried foods and so on.
	Attitude	*Open minded* . Consumers want to get wheat flour products with good quality, affordable prices and complete explanations from the seller.
Positioning		Wheat flour with an extra soft texture, available for processing various types of food, affordable prices accompanied by the best service & facilities can be an alternative solution for consumers in purchasing wheat flour products.

Table 8 Summary of New Marketing Strategy Design

Information	Priority I	Priority II	Priority III
Roadmap	**2023-2024**	**2024-2025**	**2025**
Choice of Marketing Strategy	**Strategy Market Penetration**	**Strategy Market Development**	**Strategy Product Development**
Segmenting	- Geography: 5 (five) large islands in Indonesia including Sumatra, Java, Kalimantan, Sulawesi, Papua and surrounding areas. - Demographics: for the individual consumer market and for the SMEs consumer market.		
	Demographics		
	– Individual consumer market: housewives, workers and professionals – SMEs consumer market: o Business scale: micro, small and medium FnB dealers and retailers. o Type of business: hospitality and food services and fried food vendors.		
Targeting	Geography		
	Sumatra, Jabodetabek and surrounding Java.	Sumatra, Java, Kalimantan, Sulawesi, Bali and NTT.	Sumatra, Java, Kalimantan, Sulawesi, Bali and NTT.
	Demographics		
	- individual market: housewives, workers and professionals - SMEs market: FnB dealers & retailers , hospitality , food services .	- individual market: housewives, workers and professionals - SMEs market: FnB dealers & retailers, hospitality, food services and fried food vendors	- individual market: housewives, workers and professionals - SMEs market: FnB dealers & retailers, hospitality, food services and fried food vendors.
Positioning			
Falcon Kuning	- Content protein: high - Application use: bread and noodles.	- Content protein: high - Applications: bread, noodles, pasta, pizza, croissants, spaghetti, lasagna, etc	- Content protein: high - Special divided use applications: - Falcon Bread: white bread, sweet bread, bagels and croissants. - Falcon Noodles: noodles, spaghetti, fettucini , pasta and lasagna.
Falcon Hijau	- Content protein: medium - Application: versatile for various food preparations	- Content protein: medium - Applications: multipurpose for various food preparations, cakes, donuts, dimsum and siomai	- Content protein: medium: - Applications: multipurpose for various food preparations, cakes, donuts, dimsum and siomai
Falcon Merah	- Content protein: low - Application use: market snack cakes and fried foods.	- Content protein: low - Application: market snack cakes, pastries & various fried foods.	- Content protein: low Application: pastries and market snack cakes.
Dragonflies	-	-	- Content protein: low - Application: crispy and tasty fried foods.
Falcon Kuning	- Content protein: high - Application use: bread and noodles.	- Content protein: high - Applications: bread, noodles, pasta, pizza, croissants, spaghetti, lasagna, etc	- Content protein: high - Special divided use applications: - Falcon Bread: white bread, sweet bread, bagels and croissants. - Falcon Noodles: noodles, spaghetti, fetucini , pasta and lasagna.
Falcon Hijau	- Content protein: medium - Application: versatile for various food preparations	- Content protein: medium - Applications: multipurpose for various food preparations, cakes, donuts, dimsum and siomai	- Content protein: medium: - Applications: multipurpose for various food preparations, cakes, donuts, dimsum and siomai
Falcon Merah	- Content protein: low - Application use: market snack cakes and fried foods.	- Content protein: low - Application: market snack cakes, pastries & various fried foods.	- Content protein: low - Application: pastries and market snack cakes.
Dragonflies	-	-	- Content protein: low - Application: crispy and tasty fried foods.

Table 9 Summary of New Marketing Mix Strategy Design

Marketing Mix	Marketing Elements	Objective
Products		
Brand Image and Visuals on Packaging	Make images of processed products on packaging more informative	- Makes it easy to differentiate between the three - Convey product value to consumers easily - Quickly recognize the intended use of the product.
	Information on packaging variations in the form of protein content and application is clearer	- In order to represent the product according to its application.
	New products specifically designed for more specific uses: Bread Falcon, Noodle Falcon and Dragonfly	- So that it can be used specifically for: - Making Bread (Falcon Bread) - Making Noodles (Falcon Noodles) - Make fried foods (Dragonfly) which are processed fried foods that are crispy, tasty and long lasting.
	Packaging variations 250 gr, 500 gr, 600 gr 1 kg (fixed) and 2 kg.	- For the desire and need to buy selected brands of wheat flour that are effective and efficient according to usage needs.
Place		

Table 9 Summary of New Marketing Mix Strategy Design

Marketing Mix	Marketing Elements	Objective
Distribution channels	Offline distribution channels : - Aggressiveness by increasing branch offices, dealers / sub-dealers and retailers - Traditional and modern market locations - Free delivery orders	- Within the next 2 years, it will have 30 branch offices with 200 to 300 dealers/sub- dealers , retailers in Eastern Indonesia to reach consumers in various regions of Indonesia - To get easy access and complete, clear information from the seller.
	Online distribution channels: - Tokopedia - Shopee - Lazada - Blibli - Bukalapak	- To increase sales access to consumers, especially in areas not covered by Falcon product dealers & retailers
Working Capital Financing Scheme	Distribution of working capital credit to dealers, sub- dealers and retailers ceiling or credit limit determined by the distributor with the following : documents purchase order (PO) or invoice	- To speed up product distribution to increase sales.
	Guarantee in the form of a corporate guarantee from Cerestar with an e- scrow agreement accounts between distributors and dealers , sub-dealers and retailers .	- For regular and strict monitoring to avoid misuse of working capital loan funds.
Price		
Competitive Pricing Strategy	- Determine product selling prices based on affordable market prices with good quality. - Controlling prices by providing promotions and memberships, for example buy 10 packs, get 1 pack free and apply multiples - New packaging prices, for example: for Falcon Hijau 500 gr @Rp 5,000,- , 600 gr @Rp 6000,-, 1 kg @Rp 12,000,-.	- Encourage consumers to make repeat orders - Willing to recommend selected wheat flour products for reference to others - Consumers can choose products with cheap prices but heavier sizes.
Promotion		
Message	- Wheat flour with a soft texture and good quality at an affordable price	- Increase brand awareness to consumers according to usage applications
Personal Selling	- Increasing interaction between consumers and the company - Introducing and approaching potential customers	- Providing added value for consumers so that consumers get access and convenience to the brand - Products can be accepted by dealers/sub-dealers, retailers and end-users
Advertising	Online advertising: - Google Display Network (GDN) - Social Media Advertising - Search Engine Optimization (SEO) - Search Engine Marketing (SEM) - Social Media Marketing (SMM) - Pay Per Click (PPC)	- To drive awareness and leads - To help dealers/sub- dealers , retailers and end-users find information on the products they want to buy and access products more easily - end-user consumers to find out the whereabouts of PT Dairy Food Internusa dealers, sub- dealers and retailers on Google Maps from consumers
	Offline advertising: brochures, leaflets, billboards	- Attract the interest of consumers who see it to increase brand awareness
Sales Promotion	Push-Marketing Strategy : - Providing a product bonus system to dealers with wholesale purchases according to the conditions set by the manufacturer - Implement an incentive system for sales people and dealers if they achieve the specified sales targets	- Increase product sales
	Pull-Marketing Strategy : digital marketing strategy by using social media, interesting and informative content	- Comprehensive and efficient product introduction in the modern era - Increase product visibility by consumers from various regions
	Apps : use of website-based applications to provide special discounts, product bonuses and reward points to consumers. Website & Product Website Distributor: - Use the CTA (Call to Action) feature to download apps - Carrying out product purchases and promotional research	- Helping dealers/sub-dealers, retailers and end-users find the products they need - Providing rewards to dealers/sub-dealers, retailers - Encourage end-users to make purchases and become memberships through website-based applications
	E- Commerce : collaborating with the online marketplace as an official store	- Increase consumer trust in the brand - Helping consumers obtain valid information and easily find and obtain the products they need
Public Relations	Building public relations using social media and Social Media Optimization (SMO).	- Increase awareness and engagement for consumers directly.

visibility which for the case of Cerestar product. From the observed information source of the respondents, it could be indicated that the main source of information is coming from the closest person such as family while still not many respondents get the information from the online platform therefore there is big potential for Cerestar to increase online marketing. However, enhancing customer engagement through online marketing is not enough because the most important factor for customer decision making is the quality of the product. Additionally, the company could enhance the engagement of the customer by building a strong brand image. The proposed new marketing mix strategy design is targeted to attain the company's marketing targets by applying market penetration, market development and product development strategies through the determination of targets, positioning and a new marketing mix.

Academic studies and research on wheat flour marketing strategies in the retail market remain limited. However, there is existing analysis at each stage of the CDMP model, which can influence consumer purchasing decisions for a product or service (Panwar & Adnan, 2019). Additionally, brand experience has been shown to positively influence brand image, leading to consumers' purchasing decisions for global brand products (Kim & Chao, 2019). Therefore, the competitive analysis, which integrates CDMP analysis and brand image communication, and decision in the competition analysis of five large national players, paying attention to POP and POD in the marketing strategy of wheat flour in the retail market, can contribute new insights to this research by analytical providing development in different market segments compared to previous studies.

However, this research has its limitations. It focuses on designing a new marketing strategy with marketing mix elements to identify the best strategic alternative priorities as recommendations for the company. It does not formulate ways to carry out monitoring, control mechanisms, measurement, and evaluation of the process and results of the strategy recommendations for the company. Therefore, it is still necessary to develop a measurement formula to assess the effectiveness of implementing the new marketing strategy design in achieving the company's predetermined marketing objectives.

CONCLUSIONS

From the foregoing discussion, several key conclusions can be drawn regarding the current retail market wheat flour marketing strategy employed by PT. Cerestar Flour Mills. The strategy encompasses geographic segmentation across the five major islands of Indonesia Sumatra, Java, Kalimantan, Sulawesi, Papua and surrounding areas. The target market is specifically focused on Sumatra, Jabodetabek , and surrounding Java areas. However, the Falcon product variants Falcon Kuning, Falcon Hijau, and Falcon Merah still lack significant recognition in the retail market.

To gain deeper insights into consumer interests and preferences regarding wheat flour products in the retail market, a Consumer Decision Making Process (CDMP) analysis was conducted. This involved an online survey of 150 respondents and a Focus Group Discussion (FGD) with 12 resource persons, covering various stages:

1. Problem Recognition Stage: consumers purchase wheat flour for culinary, household, and trading purposes.
2. Information Search Stage: consumers use flour for various food processing, including bread, noodles, cakes, snacks, and fried foods.
3. Alternative Evaluation and Selection Stage: five popular wheat flour brands were identified: Segitiga Biru, Cakra Kembar, Kunci Biru, Falcon, and Sania.
4. Outlet Selection and Purchase Stage: information about wheat flour is primarily obtained through friends, family, and advertising. Criteria for choosing wheat flour include quality, taste, texture, affordability, protein content, hygiene, and packaging attractiveness.
5. Post-Purchase Process Stage: consumers prioritize good food quality, affordability, and accessibility for future purchases. Dissatisfaction may arise from a decline in product quality, resulting in unpleasant odors, and the lack of discounts.

Considering the CDMP concept, PT. Cerestar Flour Mills is recommended for:

- Innovate Products and Services : consistently develop product and service innovations, focusing on market penetration, market development, and product development strategies.
- Address Consumer Expectations : enhance wheat flour products to meet consumer expectations. Develop an appropriate marketing mix strategy based on consumer behavior and habits. Expand distribution channels and leverage digital marketing to increase awareness, engagement, and sales.
- Adopt the CDMP Concept : stay active in adopting the CDMP concept to understand and respond to dynamic consumer interests.
- Understand Inter-Related Factors : consider the inter-relationship between external factors (demographics, social status, reference groups, and family) and internal factors (perception, learning, memory, motivation, individuality, emotions, and attitudes).

Additionally, specific recommendations for development include:

- Aggressive Digital Marketing: implement a more aggressive digital marketing strategy to increase consumer awareness and involvement through online media accessible from various regions.
- Market Development: expand into the lower-middle-class consumer segment, particularly culinary SMEs, such as street food vendors.
- Product Development Innovation: innovate in product development, emphasizing the quality of raw materials and packaging technology to ensure sustained product quality during storage. Enhance packaging to provide comprehensive product information for consumers.

These recommendations aim to position PT. Cerestar Flour Mills for success by adapting its marketing strategy to consumer preferences and market dynamics. The strategies are based on the Ansoff Matrix such as: market penetration, market development and product development through the determination of targets, positioning and a new marketing mix.

Significant contributions of the present study are threefold. First, a practical contribution for managers of the flour producer to adopt a more effective strategy in capturing new market segment opportunities and convert them into increased sales. Second practical contribution is at the industry level, that is the findings related to the consumer decision making process. Managers of flour business,

especially those of the marketing department, may gain insight on how to suit their marketing strategies with consumers' needs. Finally, the analysis framework offered in the present research to incorporate and integrate multiple analyses under categories of 3Cs (consumer, company, competitor) can be offered as a methodological contribution. The analysis framework can be replicated for different companies across different industries.

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