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UNIVERSITAS MUHAMMADIYAH SORONG
https://ejournal.um-sorongac.id/index.php/sentralisasi
p-ISSN 1979-7567
e-ISSN 2614-4328

Implementation of Omnichannel Improves Business Performance Based on Integrated Marketing Communication

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resived: 09/02/2024 ***publised***: 05/05/2024

Abstrak. *This research will examine a company engaged in the food and beverage industry. This research aims to create a business design based on the Business Model Canvas (BMC) approach and SWOT (Strength, Weaknesses, Opportunity, Threat) analysis as an innovation to improve the company's business performance. The object of this research is PT Tongku Raja Nauli located in Padangsidimpuan city. This research was conducted in the Micro, Small and Medium Enterprises (MSMEs) industry engaged in food processing made from egg rolls. The data collection procedure in this research is to use a qualitative approach by obtaining through direct observation, company records, in-depth interviews, and documentation in the form of photos and videos. The results of the SWOT analysis on the nine elements of the Business Model Canvas (BMC) show that there are internal and external factors that are strengths and weaknesses for the company in carrying out its business model and also what are the opportunities and threats from external that affect the business processes of PT Tongku Raja Nauli. This research resulted in the Tongku Snack Innovation program, a program that optimizes the Company's marketing. This program is assisted by Integrated Marketing Communication theory with the concept of Omnichannel Marketing which is proven to help companies increase sales, competitiveness and business continuity.*

Keywords*: Innovation, Integrated Marketing Communication, Performance, Omnichannel*

Introduction

The development of business in Indonesia has progressed towards a positive direction. This is shown by the many industries that have emerged from a large scale and small scale. The most developed industry is the food and beverage industry. The food and beverage industry has an important role in economic growth in Indonesia. Data shows that the growth and value of investment in the food sector has always increased in recent years (Setiawan et al., 2022). Therefore, many business people in Indonesia are starting to open culinary businesses.

Consumers are demanding culinary experiences that not only satisfy their hunger, but also give them a lasting impression of the food. Food must now be more than just a hunger-quencher that is expected to create an experience that captivates the palate, stimulates the senses, and gains satisfaction for the customer (Sudiyono et al., 2022). Egg rolls are a clear example of how innovation in food presentation can change the way we view simple ingredients. The egg roll culinary business can reach various age groups, ranging from children, teenagers, adults, to the elderly, thus creating a broad and inclusive market opportunity. Appealing appearance and

practicality attracts children; teenagers tend to experiment with cuisine, while adults seek variety and healthier food options. This opens up huge opportunities for different consumer preferences.

The potential market is not only limited to age groups, fans of innovative fast food can also be targeted by the egg roll culinary business. This concept appeals to those who are looking for practical and delicious food while tasting something new (Sumadhinata et al., 2021). Egg rolls, with their attractive appearance and unique presentation, are an ideal choice for capturing in photos and sharing on social media. Simply put, egg rolls have the potential to be a suitable food to be uploaded on Instagram. This is particularly relevant in an era where sharing dining experiences through social media has become commonplace. According to Taipale-Erävala et al., (2020), a business model articulates an alternative perspective that defines how a company can create and deliver value to customers, and convert revenue into profit. How a company can create and deliver value to customers, and convert revenue into profit. So it can be concluded that a business model is an expression of a company's strategy in a concrete form. Business Model Canvas is an appropriate business model approach that can be easily understood and implemented by its users. According to Salwin et al., (2022) in previous research, which emphasizes the importance of using the Business Model Canvas to help companies understand and implement their business models. Business Model Canvas is used to help companies formulate new innovations to improve business performance that the company has never done before. Furthermore, in achieving the strategy to be formulated, strengths, weaknesses, opportunities, and threats must be known.

Jajanan Tongku is a business engaged in the food and processed food industry. The products produced by this business are egg rolls and various other products made from eggs. The main objective of this research is to detail concrete steps that the company can take to improve product quality and create menu variations that are responsive to consumer preferences. The benefit that consumers get when purchasing products from this Company is getting delicious, clean egg rolls of various sizes that can be eaten alone or with others.

Research Methods

The method used by the author in preparing this final business design assignment is SWOT analysis, the Business Model Canvas (BMC) approach, and a descriptive qualitative approach. This research method begins with the data collection stage, where internal company information is analyzed, and historical data is collected. Next, surveys and documentation analysis are carried out to identify external factors that can influence the Company. SWOT analysis is used to detail the strengths, weaknesses, opportunities, and threats faced by a company. Once the data is collected, the second step involves categorizing the data. Internal and external data are divided into interrelated groups to form a clearer picture. The factors that emerge from a SWOT analysis

are classified as internal (strengths and weaknesses) or external (opportunities and threats). This categorization process helps detail the Company's strategic evaluation framework.

The Business Model Canvas (BMC) approach is used to detail the key elements of the differentiation strategy. BMC helps describe how the Company will implement the proposed differentiation strategy through a SWOT analysis. In the fourth step, the collected data and the results of the SWOT analysis are used to identify patterns and relationships. This involves researching trends and correlations between internal and external factors that influence the success of a company's differentiation strategy. The results of the analysis are used to formulate strategic recommendations. Categorization data and identified relationships are translated into concrete action plans, including developing internal strengths, mitigating weaknesses, exploiting opportunities, and overcoming threats. All of these methods provide a comprehensive and detailed view to support the Company's strategic decision-making.

Results and Discussion

Jajanan Tongku is a business operating in the food and processed food industry in Padangsidimpuan. Fast food is a culinary concept that presents food in large quantities, produced to high standards, served quickly, and promoted through electronic and print media, meeting the needs of consumers who want efficiency in meal times (Affandi, 2023). This Company carries out the production process with clean and fast principles, supported by disciplined workers, to become a leader in providing rolled eggs. The sales goal is to distribute the product effectively. The Company integrates the concepts of Segmentation, Targeting, and Positioning in its marketing strategy to ensure its products meet production targets. The Company focuses on consumers in Padangsidimpuan City and its surroundings who belong to the middle-upper class and who do activities outside in the afternoon and evening. Egg-based products, such as egg rolls, rolled noodles, egg meatballs, rolled sausages, and rolled nuggets, are offered as interesting variations. The Company maintains the quality of its products to ensure customer satisfaction and build loyalty. The Company attracts potential customers with competitive prices, attractive packaging, and ease of ordering and transactions. Consistency of taste, cleanliness, and service are priorities to ensure a satisfying purchasing experience.

The Company applies the 4P marketing mix concept (product, price, distribution, and promotion) by considering aspects of profit, loss, convenience, and other factors. This Company's products are designed to meet consumer standards, making quality, taste, and cleanliness the main focus. Companies use additional product strategies, namely by making egg rolls that are three to eight times larger than ordinary egg rolls. Additional products themselves are products that can be differentiated from the Company's main products. Use maximum market share strategy In price

theory, the marketing mix is used by the Company to determine the selling price that will be set on the product based on the costs that have been used for all production process needs so that it can set the price at the lowest price to expand the market. Use strategy direct sales In place theory, the marketing mix is useful for the distribution or distribution of the Company's products. In this case, the Company interacts directly with customers through outlets spread across strategic points, telephone, or other communication channels. Companies use strategic omnichannel marketing in marketing mix theory or marketing mix, namely promotion in the implementation of marketing activities. This strategy aligns content delivery across multiple platforms to provide a consistent content experience for consumers. This strategy is carried out because modern consumers are no longer limited to one platform. Many consumers use different platforms for each stage of purchasing. Consumers can now engage with companies in physical stores, online websites, mobile apps, catalogs, or social media.

This Company holds the market leader position in Padangsidimpuan City because the number of outlets and customers exceeds that of other competitors. Competitive advantage is obtained through differentiation strategies, both in products and ordering and payment processes, enabling the Company to dominate market share.

Table 1. Interview Results

Research Related Questions	Research result
What are the market conditions for the business you are researching ?	Based on the research results, it appears that business market conditions show fluctuations, with significant sales increases during certain periods, such as holiday seasons or special events.
What are the market conditions for the business you are researching ?	Based on the research results, it appears that business market conditions show fluctuations, with significant sales increases during certain periods, such as holiday seasons or special events.
How are product or service prices currently developing ?	Prices for products or services in this business are dynamic and can change, especially in response to special events or certain seasons. The presence of omnichannel can provide flexibility in adjusting prices according to market conditions.
What strategies are used to remain competitive in the market ?	The strategy implemented includes utilizing omnichannel to increase marketing communications integration. Emphasis is placed on customer engagement through multiple channels, as well as price adjustments and promotions that are responsive to market changes.

What is the position of this business in the market in terms of market share and competitive advantage?	Currently, this business has managed to hold a solid position in the market by creating competitive advantages through omnichannel implementation. Market share increased thanks to effective marketing integration strategies and strong presence across various distribution channels.

Source : Nazri (2023)

The interview results in table 1. show that the market conditions for this business fluctuate with a significant increase in sales in certain periods, especially during holiday seasons or special events. Sensitivity to changing market conditions is becoming increasingly clear, and implementing omnichannel is considered a strategic step to respond to these dynamics more quickly and effectively. The implementation of omnichannel communication allows organizations to provide personalized experiences, resolve problems quickly, and build lasting customer relationships (Hartatik et al. 2023). In addition, the dynamic nature of product or service prices emphasizes the importance of flexibility in pricing strategy. By adopting omnichannel, businesses can dynamically set prices and hold promotions that attract customers through various distribution channels.

Business strategies that focus on implementing omnichannel as part of marketing communications integration have succeeded in increasing customer engagement. The success of this strategy is reflected in the business's ability to respond quickly to market changes, provide consistent experiences across multiple channels, and optimize responsive pricing strategies. A solid business position in the market, supported by competitive advantages built through omnichannel, shows that this strategy has a positive impact in maintaining and increasing market share (Setiawan et al. 2023).

The business' competitive advantage is reflected in the holistic integration of marketing communications, including consistent interactions with customers, responsive pricing adjustments, and a strong presence across multiple platforms. As recommendations for the future, it is recommended to continue strengthening omnichannel strategies, integrating technology that supports deeper market data analysis, and monitoring market trends and changes in customer behavior. In this way, businesses can remain relevant and perform optimally amidst dynamic competition. By implementing an omnichannel strategy, customers have the ability to start the purchasing process on one platform and complete payment via another. This is due to the need for retail companies to develop multiple distribution channels, combine consumer shopping experiences, integrate both online and offline presence, while providing customers with a personally tailored experience (Wahjono et al. 2023).

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Table 2. SWOT Analysis

	Strengths Weaknesses	
	• Cheap price because eggs are taken directly from the breeder. • The outlet location is very strategic • Fast service	• Products are easy to imitate • The product is not durable • Delivery orders are still limited. • Marketing advertising that is or is still simple.
Opportunity (Opportunity) • Those who like snacks/snacks which continues to increase. • Product price high substitution.	**SO Strategy** • Utilize collaboration with breeders and wholesalers so that the business can continue running. • Reducing operational costs. • Creating innovative egg roll products	**WO Strategy** • Active in culinary exhibitions and events • Establish good relationships with local delivery people
Treats (Threats) • Extreme weather in the rainy season • Tight competition • Fluctuating raw material prices	**ST Strategy** • Rent a booth • Actively carry out promotions and innovations to have more value than competitors • Minimize highly fluctuating raw material prices by partnering with suppliers.	**WT Strategy** • Refresh employee training • Carry out promotions on social media to attract consumers. • Provide maximum service for customer satisfaction.

Source : Nazri (2023)

Based on Table 2. SWOT analysis of companies is a critical tool for planning strategy. Identification of weaknesses and threats provides important insight into maintaining business continuity and strengthening the strategy to be implemented. We identified weak factors, such as ease of product imitation, limited product durability, and simplistic marketing approaches, that may limit consumer reach. It is important to overcome these limitations so that more people know

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about the business, increase revenue, and strengthen the Company's position. Marketing methods that are limited to word of mouth and opening outlets can be a weakness because they only cover the closest community. A broader and more innovative marketing strategy is needed to expand consumer reach and increase awareness of the existence of this Company.

Table 3. IFE Matrix

No	Key Internal Factor	Weight	Rating	Jajanan Tongku
	Strenght			
1	Cheap price because eggs are taken directly from the breeder.	0.15	1	0.15
2	The outlet location is very strategic	0.14	2	0.28
3	Fast Service	0.18	3	0.54
	Weakness			
1	Products are easy to imitate	0.15	3	0.45
2	The product is not durable	0.13	2	0.26
3	Delivery orders are still limited.	0.12	2	0.24
4	Marketing advertising that is or is still simple.	0.13	1	0.13
	Total	**1**		**2.02**

Source : Nazri (2023)

Table 4. EFE Matrix

No	Key Internal Factor	Weight	Rating	Jajanan Tongku
	Opportunities			
1	Those who like snacks/snacks	0.19	3	0.57
2	Product price high substitution.	0.21	4	0.84
	Threats			
1	Extreme weather in the rainy season	0.20	4	0.80
2	Tight competition	0.21	2	0.42
3	Fluctuating raw material prices	0.19	3	0.57
	Total	**1**		**3.2**

Source : Nazri (2023)

IE Matrix is one of the strategic management instruments to analyze the changing conditions and what strategic steps the Jajanan Tongku company should take. The internal factors evaluation value of the Jajanan Tongku business is 2.02 while the external factors evaluation value has a score of 3.2, so the IE matrix of the Jajanan Tongku business will look as follows.

Table 5. IFE and Efe Value

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		Total IFE Value		
	Weight	High 3.00 - 4.00	Medium 2.00 - 2.99	Small 1.00 - 1.99
Total EFE Value	High 3.00 - 4.00	I	II	III
	Medium 2.00 - 2.99	IV	V	VI
	Small 1.00 - 1.99	VII	VIII	IX

Source : Nazri (2023)

In the Internal-External Matrix Jajanan Tongku is positioned in cell II. This means that Jajanan Tongku business is described as a build and develop strategy. Incentive strategies in the form of market penetration, market development, product or integrated strategies are the most appropriate strategies in this company.

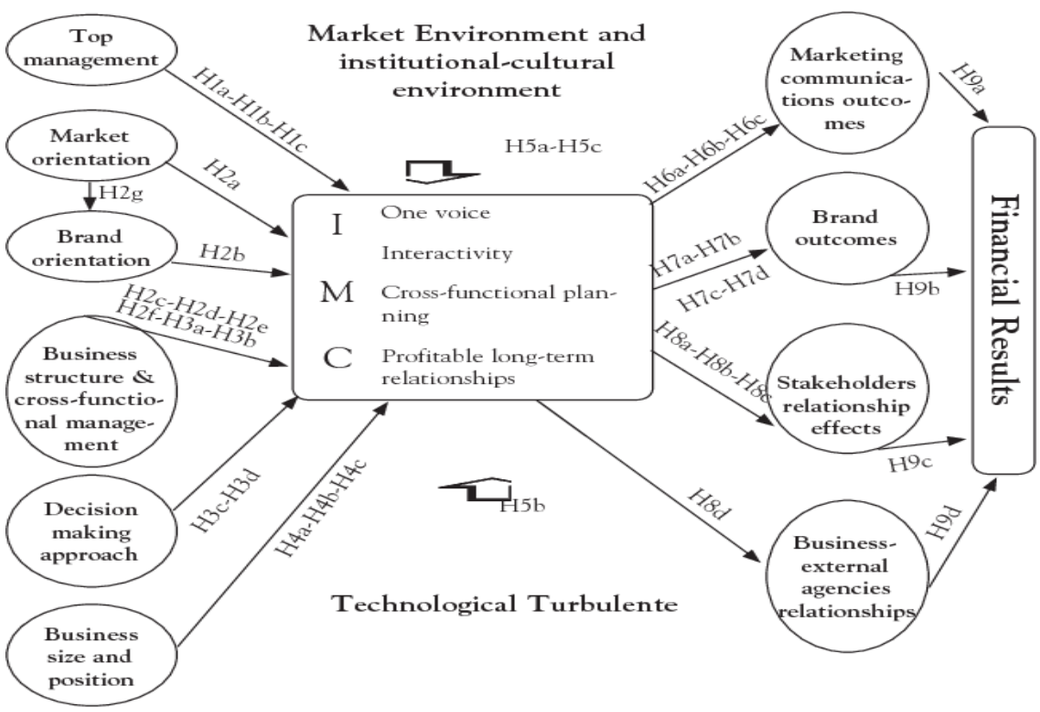

Figure 1. Integrated Marketing Communication Theory

Figure 1. Illustrating the concept of integrated marketing communications adopted by the Company, utilizing advertising, sales promotions, public relations, direct marketing, and social media. Implementing this strategy in the digital era allows businesses to improve marketing

communications, ensure potential consumers get product information more easily, and gain a wider market share.

IMC is a strategic approach to marketing communications that combines various promotional tools, such as advertising, direct marketing, sales promotions, and public relations, to create consistent and persuasive messages to customers to shape desired behavior (Anjana Ranjan, 2023). The implementation of Integrated Marketing Communication (IMC) allows the Company to design communication programs that are very appropriate to consumer behavior in Padangsidimpuan City, especially those who are active outside the home in the afternoon and evening. IMC is a critical study in business that allows companies to effectively integrate marketing communication elements to survive and excel in intense global competition (Ariani, 2021). The Company's implementation of Integrated Marketing Communication (IMC) is very relevant considering the high level of competition in the food business in Padangsidimpuan City. The study emphasizes the importance of IMC in effectively integrating marketing communications strategies.

Through a coordinated IMC approach, Companies design messages and strategies that not only reach customers but also influence behavior (Sharma & Rahman, 2022). This allows companies to strengthen their brand image and achieve marketing goals amidst competitive competition. In the dynamic world of the food business, the ability to combine various promotional tools and deliver consistent messages is key to maintaining and winning market share. With an integrated IMC approach, the Company has great potential to survive and develop in the highly competitive food industry in Padangsidimpuan City.

IMC helps companies achieve more effective results in the modern marketing era (Lingling Wu1, 2022). The implementation of Integrated Marketing Communication (IMC) by this Company is a very relevant and important step. In a competitive business, placing consumers as the main focus is the key to achieving success. IMC allows these businesses to gain a deeper understanding of customer preferences, purchasing behavior, and consumer expectations. This allows companies to design relevant marketing messages and strategies, create cohesion in brand communications, and maximize their impact. Companies can build strong relationships with customers, ensure customer needs and desires are always met, and ultimately build a loyal customer base by putting consumers at the center of marketing efforts. This approach helps the Company to differentiate itself and maintain its presence in the fast-changing and competitive food and beverage market.

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p-ISSN 1979-7567
e-ISSN 2614-4328

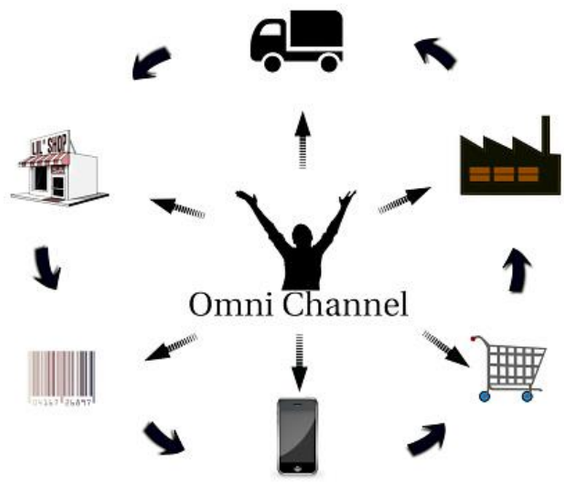

Figure 2. Omnichannel Marketing Concept

Figure 2. Explains that Omnichannel describes the integration of multiple retail channels, such as physical stores and online platforms, to provide a more seamless and consistent customer experience (Lung-Yu Li, 2022). The Omnichannel Marketing concept helps companies have great opportunities to expand marketing efforts in the digital marketing world. Through effective digital marketing, the Company creates interesting and informative campaigns; this will allow customers to access information about products easily and provide the opportunity to assess before making a purchase.

Omnichannel combines online and offline marketing channels to provide consumers with a seamless shopping experience (Pasaribu and others, 2022). The Company's implementation of an omnichannel strategy reflects awareness of the importance of aligning physical and online channels to accommodate diverse consumer preferences (Shao, 2021). In an era where customers expect flexibility and convenience in shopping, integration of multiple purchasing channels is key to maximizing marketing impact. The Company presents products through physical outlets and online platforms, allowing customers to choose channels according to their preferences (Park Thaichon, 2023). Companies are meeting business challenges in a rapidly changing environment, where shifts in consumer behavior are increasingly influencing how companies interact with customers. With an integrated omnichannel approach, the Company meets consumer needs and builds a stronger customer base.

Omnichannel marketing is a solution for dealing with consumer behavior that seeks an integrated shopping experience through various platforms (Bijmolt et al., 2021). Marketing activities such as promotions play a central role in increasing visibility and attracting customers. This Company has wisely used various promotional strategies in various channels, from

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promotions in outlets that create a direct attraction for visiting customers to active participation in culinary exhibitions that help the Company reach a wider audience. Businesses need to understand and implement an Omnichannel strategy to meet consumer expectations and operate effectively in the digital era (Giada Salvietti. 2022). Utilization of social media such as Instagram and TikTok has also become an integral part of the Company's marketing efforts, with attractive visual content and story-based promotions that build customer interest. The attributes, benefits, and values underlying consumer experiences provide a deeper understanding of how omnichannel experiences influence consumer behavior (Syed, M, 2022). Through this strategy, the Company succeeded in increasing sales and achieving a significant level of success in a competitive market.

Cross-channel effects play a key role in the success of the Company's omnichannel marketing strategy. In a diverse market, these businesses need to understand how marketing in one channel can influence customer shopping behavior in other channels (Venkatesh Shankar. 2020). For example, the Company's "BUY 5 GET 1 FREE" promotion on social media succeeded in driving customers to physical outlets. With a deep understanding of channel interactions, the Company designs coordinated and competitive strategies. The Company maximizes the impact of multiple marketing channels by integrating online and offline tactics and ensuring message consistency across all channels. A strong understanding of cross-channel effects helps companies achieve goals in competitive markets in the food and culinary industry (Hajdas et al., 2020).

The concept of cross-channel marketing, or omnichannel marketing, is very relevant to this Company's business. In the tumultuous era of marketing 4.0, where consumers have a wide choice of channels to interact with brands, these Companies must have a consistent presence across all channels. This is necessary to create an effective and consistent customer experience, as well as to understand consumer behavior in the digital era, where customers can move between online platforms, social media, and physical outlets (Y. Hereyah, 2023). With a deep understanding of consumer interactions through different channels, the Company designs marketing strategies that reach customers in various locations. Understanding the omnichannel concept is important in marketing management and can help understand its impact on business (Sita M, 2021). Companies must create consistent messaging and deliver satisfying experiences, enabling them to retain loyal customers and win consumers' hearts in this technology-centric era. Technology has become a catalyst in the development of marketing communications (Enno Frehse, 2022).

Table 6. Differences in Social Media Functions for Promotion

Aspects to Pay Attention to	**Media Social**		
	Whatsapp	**Instagram**	**Tiktok**

Place an Order	u	u	
Interesting Content Information Provider	u	u	u
Company Information Provider		u	u
Updates Every Day	u		
Frequently Visited by Consumers	u		u
Enthusiastic Potential Consumers		u	u

Source : Nazri (2023)

Table 6. Shows the different functions of social media used by companies in conducting digital marketing. Social media opens up new opportunities for interacting with consumers (Gordon-Isasi et al., 2021). The different functions of each social media influence people's use in terms of age, occupation, etc. A digital approach to learning and information provides efficiency and flexibility (Zhang et al., 2022). WhatsApp and Instagram are the social media most often used to order products or provide information to consumers with interesting content. Most consumers choose WhatsApp and Instagram because they are the easiest to operate and have a chatbot feature that allows companies to respond to messages from potential consumers quickly. Chatbots have been adopted in various sectors, such as education and business (Bui et al., 2021).

Businesses need to explore new solutions and adapt to meet evolving consumer needs (Grant et al., 2021). The Company adopts an innovative approach to marketing management, especially when it comes to products. The Company focuses on two main aspects: Core Product and Augmented Product. In Core Products, innovation is integrated to provide unique value to customers, create competitive advantage, and create significant added value. The Company continuously strives to improve product quality and core features. In this process, innovation is the key to meeting and even exceeding customer expectations, so the Company innovates egg roll and sausage roll products with varying sizes, which are larger than normal sizes. Next is an innovation-*augmented product*. The packaging also includes changes to the design form. This is clearly visible in the comparison of shapes and designs, which brings hope to increase sales and boost the Company's image. A positive brand image helps companies differentiate themselves and build competitive advantages (Marsasi, 2022). The Company is also directing innovation at additional elements around the core product. This includes service, customer experience, and various other

supporting features. Businesses that understand and design strategies based on the experience economy can build sustainable relationships, increase customer loyalty, and differentiate themselves in competitive markets (Kaur & Kaur, 2020).

Digital transformation is a must for companies that want to remain relevant in the digital era (TA Taufik, 2022). The Company adopts an approach that suits Generation Z in terms of promotion. The Company uses Instagram Reels as the main media for promotional messages and TikTok as a supporter to provide interesting product information according to the tastes of the target market. The omnichannel strategy places customers in the focus of marketing strategy (Desak M, 2023). The promotional strategy also involves placing banners in physical outlets, creating a balance between the online platform and physical presence. In the Place aspect, the Company has comprehensive distribution channels, covering both online and offline. Online distribution channels provide product access through digital platforms, expanding their product reach.

Omnichannel integrates physical and online stores in one integrated system, with a focus on customer experience (Marta Massi, 2023). Offline distribution channels involve physical outlets, creating a direct shopping experience and expanding consumer reach. With this approach, the Company can reach various market segments. Diverse distribution channel options ensure product availability in various locations, making the brand accessible to consumers everywhere. The Company's marketing management strategy reflects a commitment to innovation, good market understanding, and adaptability to Generation Z preferences. By leveraging various digital platforms, offline experiences, and a holistic approach to products, the brand continues to grow and strengthen its position in the snack food market. To improve business performance, it is necessary not only to optimize individual channels but also to coordinate and integrate between various channels (Ling-Hin Li, 2022).

Table 7. Optimization of Innovation Programs

Aspect	Information
Objective	• The long-term goal of optimizing the Company's innovation program is to create an ecosystem that supports and increases product and brand value, as well as maintains customer • The short-term goal of optimizing the Company's innovation is to focus on concrete steps that can increase purchase intention instantly, such as

	increasing the number of daily visitors and encouraging purchasing actions
Period	• 6 months
Person responsible	• Owner or Owner
Activity	• Creation of Company Instagram and TikTok accounts containing various kinds of information about products as well as creation of Company WhatsApp for orders, criticism, and input • Addition of permanent outlets • Create innovative products
Target	• Customers and potential customers of this Company

Source : Nazri (2023)

Table 7. Shows the implementation of this Corporate Innovation program, which has been designed for business activities in the management aspect so that the Company can develop. This Company Innovation program aims to make the Company more advanced and developed than before and to focus more on product marketing, which is expected to increase turnover. The activities carried out include creating social media such as WhatsApp, Instagram, and TikTok to be used as online marketing media so that the Company's market share is wider.

Companies must adopt digital technology and innovate continuously to remain competitive in an ever-changing business environment (Gebauer et al., 2020). In the marketing sector, the Company not only innovates in digital marketing through Instagram and TikTok but also updates its product packaging. The packaging, which was previously plain plastic, has now been changed to a cup with screen printing, which includes the Company's logo, contacts, and social media accounts. This move not only provides a strong visual identity but also enriches the customer experience with further information and engagement via social platforms. Striking visual images can increase brand awareness and attract purchasing interest from various consumer groups (Qatrunnada et al., 2023). The new packaging was welcomed positively because of its contemporary shape and design. The Company's planning stage illustrates its commitment to creating innovation in products.

This Company tries to provide interesting variations through the concept of egg rolls and sausages, with the evolution of marketing strategies from planning to realization. The promotional

focus is aimed at Generation Z, reflecting a response to changing market preferences. Prior to the innovation, promotional strategies had not focused specifically on Generation Z. This reflects planning policies that were then adapted to reach more specific market segments. Evaluation of the market response to these changes can provide insight into the effectiveness of the promotional strategies being realized.

The Company's strategic approach to the location of its outlets can be seen through designs that consider presence at strategic points. This reflects a deep understanding of product placement in the market. Comparison between planning and realization of the Company's marketing management is also a critical step in measuring the success of the strategy. From product innovation to promotional focus and outlet placement, every step must be evaluated to understand the extent to which the Company has succeeded in implementing the Company's marketing plan. This can help refine future strategies and ensure that the Company continues to adapt to market dynamics.

The increase in internet users in Indonesia is influencing sellers to switch to online trading (We Are Social and Hoot Suite Digital Report, 2020). This Company collaborates with local delivery services to arrange product delivery. Limited mobility of people has affected economic activity but also created unexpected growth in the e-commerce, delivery services, online education, and digital marketing sectors (Santoso, 2020). Instagram and TikTok are used as platforms to convey product information and promotions and interact with potential and existing customers. Digital marketing management has a positive impact on increasing business income (A, lubis, 2023). After this Company carried out digital marketing through social media, several customers became interested in making online purchases. Most of these customers are new customers, but some customers are also old customers who initially made purchases in person and then switched to using social media and ordering online. Alignment of sales strategy and information technology is key to creating continuity in the customer journey (Shiduo Wang, 2023).

Table 8. Comparison of Company Turnover

Before	**Apr-23**	**May 2023**	**June 2023**	**Total Turnover Before Innovation**
Omset	Rp17.483.000	Rp 27.183.000	Rp 30.711.000	Rp 75.377.000
After	**July 2023**	**August 2023**	**September 2023**	**Total Turnover After Innovation**
Omset	Rp 39.922.000	Rp 42.230.000	Rp 44.434.000	Rp 126.586.000

Source : Nazri (2023)

Based on the results of table 5 above, it is data on changes in overall turnover growth from comparing the number of 3 months before innovation with 3 months after innovation. The company's turnover increased by 67.94% after making innovations such as advertising on social media, online ordering services, digital payments, and providing delivery services assisted by Integrated Marketing Communication theory and Omnichannel Marketing concepts.

Discussion

Companies must adopt digital technology and innovate continuously to remain competitive in an ever-changing business environment (Gebauer et al., 2020). In the marketing sector, the Company not only innovates in digital marketing through Instagram and TikTok but also updates its product packaging. The packaging, which was previously plain plastic, has now been changed to a cup with screen printing, which includes the Company's logo, contacts, and social media accounts. This move not only provides a strong visual identity but also enriches the customer experience with further information and engagement via social platforms. Striking visual images can increase brand awareness and attract purchasing interest from various consumer groups (Qatrunnada et al., 2023). The new packaging was welcomed positively because of its contemporary shape and design. The Company's planning stage illustrates its commitment to creating innovation in products.

This Company tries to provide interesting variations through the concept of egg rolls and sausages, with the evolution of marketing strategies from planning to realization. The promotional focus is aimed at Generation Z, reflecting a response to changing market preferences. Prior to the innovation, promotional strategies had not focused specifically on Generation Z. This reflects planning policies that were then adapted to reach more specific market segments. Evaluation of the market response to these changes can provide insight into the effectiveness of the promotional strategies being realized.

The Company's strategic approach to the location of its outlets can be seen through designs that consider presence at strategic points. This reflects a deep understanding of product placement in the market. Comparison between planning and realization of the Company's marketing management is also a critical step in measuring the success of the strategy. From product innovation to promotional focus and outlet placement, every step must be evaluated to understand the extent to which the Company has succeeded in implementing the Company's marketing plan. This can help refine future strategies and ensure that the Company continues to adapt to market dynamics.

The increase in internet users in Indonesia is influencing sellers to switch to online trading (We Are Social and Hoot Suite Digital Report, 2020). This Company collaborates with local delivery services to arrange product delivery. Limited mobility of people has affected economic activity but also created unexpected growth in the e-commerce, delivery services, online education, and digital marketing sectors (Santoso, 2020). Instagram and TikTok are used as platforms to convey product information and promotions and interact with potential and existing customers. Digital marketing management has a positive impact on increasing business income (A, lubis, 2023). After this Company carried out digital marketing through social media, several customers became interested in making online purchases. Most of these customers are new customers, but some customers are also old customers who initially made purchases in person and then switched to using social media and ordering online. Alignment of sales strategy and information technology is key to creating continuity in the customer journey (Shiduo Wang, 2023).

Conclusion

The Company has succeeded in designing and implementing a holistic management strategy to achieve business success and sustainability. Companies use four aspects of the marketing mix by taking into account aspects of profit, loss, convenience, and other factors. The Tongku Snack Innovation Program is a company initiative to expand the reach of product sales. This research has a main program in terms of digital marketing. This marketing program aims to expand market share and introduce businesses and products through social media such as TikTok and Instagram. The use of digital technology will attract the attention of potential consumers and also make it easier for customers to carry out purchasing transactions. This program occurs because the Company wants to increase its promotions so that the wider community can know about it. The Company Innovation Program is applied using the Omnichannel Marketing concept based on Integrated Marketing Communication theory.

The implications of this research are expected to be useful for food culinary business businesses in Indonesia, which can be used as an illustration of starting a business in the food industry and processed dishes owned by each entrepreneur with the application of Business Model Canvas along with forms of innovation to make it better. The implications of this research for researchers are that they can take advantage of the current development of information technology by starting to create a website that sells from various platforms in order to increase sales results to a wider area that is not only done in Padangsidempuan City but can be done throughout Indonesia, increasing innovation with marketing programs that can be done by collaborating with the government, academics, industry, community and mass media for business development.

The Company's marketing management shows innovation in products, promotions that are responsive to Generation Z preferences, and effective outlet placement strategies. The combination of product development, up-to-date promotions, and diversification of distribution channels represents a comprehensive approach to creating added value and expanding market share. The Company's success lies not only in delicious products but also in a well-planned management strategy, responsive to market changes, and focused on sustainability. By continuing to maintain quality and adapting to the dynamics of the culinary industry, this Company has the potential to continue to develop and lead in a competitive market.

Advice from researchers for companies to survive and improve business sustainability is that companies must continue to maintain the taste and cleanliness of each chili product while continuing to innovate following market desires. Then, the Company's Innovation Program, especially in the marketing sector, namely the creation and use of social media for promotion, additional outlets, and the number of franchises, must be further increased for the Company's progress. Companies can consider further integration of sustainability principles throughout the supply chain. This involves choosing environmentally friendly raw materials, sustainable production practices, and recyclable packaging options. Additionally, expanding sustainable marketing efforts and consumer education about a company's environmentally friendly practices can strengthen its brand image and create greater awareness among customers. By taking these additional steps, companies can not only maintain current success but also establish a solid foundation for sustainable growth in the future, in line with the demands of a market that is increasingly concerned about environmental issues.

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