

Marketing Strategy Analysis of Functional Chicken Egg Products

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ABSTRACT

The primary product of the Tani Nusantara Cooperation is antibiotic-free and growth promoter-free eggs. This is significant because growth promoters have been globally banned due to their potential to cause resistance and leave residues in livestock. In collaboration with Universitas Islam Malang, Tani Nusantara Cooperation has also developed functional, low-cholesterol eggs. To enhance public awareness of Tani Nusantara Cooperation's egg products and increase sales volume, a marketing strategy needs to be formulated. This study employed a descriptive quantitative research method with accidental sampling of 114 respondents. Data analysis involved three methods: 1. External and Internal Factor Analysis, 2. SPACE Analysis, and 3. SWOT Analysis. Based on the strategic formulation using weighted SWOT matrix analysis, the values obtained were $x=0.34$ and $y=0.1$. This indicates that the marketing mix for the functional egg product is in Region I, signifying strong internal and external capabilities. Therefore, the most suitable strategic alternatives for Tani Nusantara Cooperation in Jember Regency are development strategies (aggressive strategies), specifically market penetration, market development, and forward integration. Market penetration initiatives could include increasing the number of salespeople (resellers), enhancing partnerships with souvenir shops, and intensifying both online and offline advertising efforts. Market development strategies involve expanding market share and refining the digital marketing roadmap to boost brand awareness. Lastly, forward integration strategies could involve establishing proprietary outlets in strategic locations, enabling the cooperative to distribute its products profitably and set more competitive prices.

Keywords: *Fungsional Egg, Low Cholesterol, Non-Antibiotic Growth Promothor, Koperasi Tani Nusantara*

INTRODUCTION

The growth of regional economies has stimulated an increasing demand for various types of goods and services. Consumers' preferences are constantly evolving, and the emergence of numerous new products in the market has intensified competition among producers striving to meet consumer needs. Among the most important sectors contributing to Indonesia's economy are agro-industry and Micro, Small, and Medium Enterprises (MSMEs). These sectors not only play a vital role in employment creation and economic development but also act as drivers of equitable distribution of development benefits across the country. According to Putra and Djazuli (2013), MSMEs significantly contribute to the national economy, emphasizing the need for effective empowerment and sustainable management practices.

Despite their considerable potential, MSMEs in Indonesia face persistent challenges. Lestari (2019) noted that around 60–70% of MSMEs have limited access to formal banking and financial institutions. Moreover, many entrepreneurs struggle to distinguish between business finances and household expenditures due to inadequate financial literacy and poor record-keeping systems. Limited human resource capabilities further constrain business performance, particularly in adopting modern production technologies and implementing effective quality control measures. As a result, many MSMEs are unable to accurately respond to market trends and evolving consumer demands.

Tani Nusantara Cooperation, established by H.M. Arum Sabil, S.P., is a cooperative enterprise located in Jember, East Java. The cooperative operates in the agricultural, plantation, and livestock sectors, focusing particularly on the trade of agricultural inputs and products. In the livestock division, the cooperative manages a layer poultry operation with approximately 106,000 hens under a closed-house management system, allowing environmental factors to be fully controlled to optimize productivity. Its main product—antibiotic growth promoter (AGP) free eggs align with international regulations prohibiting AGPs due to public health concerns regarding antibiotic resistance and chemical residues. To further expand its market

reach, the cooperative is developing a new product line of functional low-cholesterol eggs targeting health-conscious consumers in both domestic and export markets, including Singapore.

However, the cooperative faces increasing competition from numerous enterprises in the food and souvenir industries, which has led to fluctuations in sales performance. The intensifying competition requires companies to anticipate potential threats while effectively utilizing internal strengths and market opportunities. A well-designed marketing strategy is therefore essential to maintain market position, enhance brand awareness, and increase sales volume. Strategic marketing management enables businesses to better understand consumer preferences, differentiate their products, and sustain competitiveness in a dynamic market environment.

To design effective marketing strategies, businesses often rely on analytical tools such as SWOT analysis, which examines internal strengths and weaknesses as well as external opportunities and threats (Gürel & Tat, 2017). The SWOT framework helps organizations evaluate their strategic position and identify alternative courses of action to improve competitiveness. In the context of agro-industry and MSMEs, SWOT analysis is particularly useful for understanding market dynamics, assessing internal capacities, and formulating strategies that align with consumer demands and industry trends. Previous studies have successfully applied SWOT analysis in developing marketing strategies for various agricultural and food-based products. For example, Mulyani et al. (2020) found that dairy cooperatives in Indonesia benefited from identifying internal strengths such as product quality and distribution networks, combined with external opportunities such as growing health awareness. Similarly, research on poultry and egg marketing by Riyanto et al. (2021) emphasized the importance of consumer perception, product innovation, and brand communication in sustaining market share. In this context, the present study aims to identify consumer responses toward the functional chicken egg product of Koperasi Tani Nusantara and to formulate appropriate marketing strategies that can strengthen its competitive position and support sustainable business growth.

METHOD

This research was conducted at Tani Nusantara Cooperation, located in Tanggul Kulon Village, Tanggul District, Jember Regency, East Java, Indonesia. The research site was determined purposively, considering that Tani Nusantara Cooperation is one of the local agro-industrial cooperatives that has successfully maintained and even expanded its business operations during and after the COVID-19 pandemic. The cooperative serves as a representative case of a resilient small-scale agribusiness enterprise that produces functional chicken egg products.

The research was carried out over a period of approximately four months, from April to July 2024. The data collected included both primary and secondary data. Primary data were obtained through direct observation, interviews, and the distribution of structured questionnaires to consumers of Koperasi Tani Nusantara's egg products. Secondary data were gathered from cooperative records, relevant literature, and supporting documents such as reports and publications related to MSMEs and agribusiness marketing strategies.

Sampling was conducted using the accidental sampling technique with 114 respondents, in which respondents were selected based on convenience and their availability to participate during the data collection process. Individuals encountered by the researcher who met the predetermined criteria specifically, consumers who had purchased or were familiar with Koperasi Tani Nusantara's egg products, were included as samples in this study.

The analytical method employed in this research was SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The SWOT framework was used to identify internal and external factors influencing the marketing performance of functional chicken egg products. These factors were evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices.

Table 1. SWOT Matrix

EFAS / IFAS	Strengths (S) Identify Internal Strength Factors	Weaknesses (W) Identify Internal Weakness Factors
Opportunities (O) Identify External Opportunity Factors	SO Strategy Create strategies that utilize strengths to take advantage of opportunities	WO Strategy Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T) Identify External Threat Factors	ST Strategy Create strategies that use strengths to overcome threats	WT Strategy Create strategies that minimize weaknesses and avoid threats

Source: Freddy Rangkuti (2014)

To identify the most appropriate marketing strategies for the functional chicken egg product, this study applied the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis framework. The SWOT matrix was constructed to assess both internal and external factors influencing the cooperative's marketing performance. Each factor identified was then evaluated using two quantitative parameters weight and rating to measure its relative importance and impact on the cooperative's strategic position. The criteria for determining weight and rating are presented in Table 2. In the IFAS matrix, internal factors were classified into strengths and weaknesses based on aspects such as product quality, production capacity, technological capability, financial management, and marketing performance. Meanwhile, the EFAS matrix identified opportunities and threats derived from external conditions, including market demand, consumer preferences, competition intensity, government policy, and technological developments.

Each factor in the IFAS and EFAS matrices was assessed through two main parameters: weight and rating.

Table 2. Criteria for Determining Weight and Rating in IFAS and EFAS Matrices

Parameter	Description	Scale / Criteria
Weight	Indicates the relative importance of each internal or external factor to the overall performance of the cooperative. The total weight of all factors must equal 1.00.	Range: 0.00 – 1.00 Higher value = more significant impact
Rating	Reflects the level of influence or effectiveness of each factor on the cooperative's performance. Ratings are assigned based on the following scale:	<ul style="list-style-type: none"> • 4 = Very strong / highly favorable influence • 3 = Strong influence • 2 = Weak influence • 1 = Very weak influence
Weighted Score	Obtained by multiplying each factor's weight by its corresponding rating. The sum of all weighted scores represents the cooperative's overall internal (IFAS) or external (EFAS) condition.	Formula: Weighted Score = Weight × Rating

RESULT AND DISCUSSION

Respondent Characteristics

The respondents in this study consisted of 114 individuals who were selected to provide information related to the purchasing behavior of functional chicken egg products. The characteristics of the respondents are presented as follows:

a. Gender

Table 3. Gender of Respondents

Gender	Number of Respondents	Percentage (%)
Male	42	36.9
Female	72	63.1
Total	114	100

Source: Primary data, processed (2024)

Based on Table 1, it can be seen that out of 114 respondents who purchased the functional egg products, the majority were female, totaling 72 respondents or 63.1%, while male respondents accounted for 42 individuals or 36.9%. This finding indicates that women tend to have a higher level of interest and purchasing behavior toward functional food products, which aligns with previous research suggesting that female consumers are generally more health-conscious and selective in their food choices.

b. Age

Table 4. Age of Respondents

Age Group (years)	Number of Respondents	Percentage (%)
< 20	12	10.5
21–30	60	52.6
31–50	18	15.8
> 50	24	21.0
Total	114	100

Source: Primary data, processed (2024)

Based on Table 4, it can be observed that the majority of consumers are within the 21–30 years age group, representing 52.6% of the total respondents. This indicates that young adults form the largest consumer segment for functional chicken egg products. Respondents aged under 20 years account for 10.5%, those aged 31–50 years constitute 15.8%, and 21.0% of respondents are over 50 years old. This distribution suggests that younger consumers, particularly those in their productive and health-conscious years, tend to be more interested in functional food products.

c. Occupation

Table 5. Occupation of Respondents

Occupation	Number of Respondents	Percentage (%)
Students	36	31.6
Civil Servants (PNS)	27	23.7
Private Employees	30	26.3
Others	21	18.4
Total	114	100

Source: Primary data, processed (2024)

As shown in Table 5, most respondents are students, representing 31.6% of the total. This is followed by civil servants (23.7%), private-sector employees (26.3%), and other occupations (18.4%) such as entrepreneurs or informal workers. The data imply that consumers from various occupational backgrounds show interest in functional chicken egg products. However, students and young professionals appear to be more active in purchasing, possibly due to higher awareness of health benefits and easier access to information through digital media.

d. Income

Table 6. Respondents' Income

Income	Number of Respondents	Percentage (%)
No income	27	23.7
< Rp 1,500,000	18	15.8
Rp 1,500,000 – Rp 3,000,000	21	18.4
> Rp 3,000,000	48	42.1
Total	114 respondents	100%

Source: Primary data, processed (2024)

Based on the data grouping in Table 4, it can be seen that the majority of respondents have an income of more than Rp 3,000,000, accounting for 48 respondents or 42.1%. Meanwhile, the smallest group consists of respondents earning less than Rp 1,500,000, totaling 18 respondents or 15.8%.

e. Purchase Frequency

Table 7. Respondents' Purchase Frequency

Purchase Frequency	Number of Respondents	Percentage (%)
1 time	63	55.3
2 – 3 times	27	23.7
3 – 5 times	12	10.5
> 5 times	12	10.5

Total	114 respondents	100%
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Source: Primary data, processed (2024)

Based on the data in Table 5, it can be observed that out of 114 respondents, 63 respondents (55.3%) made their first purchase of the functional product, 27 respondents (23.7%) purchased 2–3 times, 12 respondents (10.5%) purchased 3–5 times, and another 12 respondents (10.5%) purchased more than 5 times.

Result

a. Validity Test

The instrument validity was tested using the Pearson correlation method. With a significance level of 1% and 36 degrees of freedom, the critical r -value was 0.4128. All questionnaire items for product, price, place, and promotion variables recorded r -calculated values higher than the critical value, confirming that all items are valid and suitable for further analysis.

b. Reliability Test

Cronbach's Alpha results show that the product variable is highly reliable (0.810), followed by price (0.687), promotion (0.680), and place (0.594). These results indicate that the marketing mix instrument demonstrates acceptable to high internal consistency.

Consumer Responses

a. First Purchase Impression

Table 8. First Purchase Impression of Consumers

No.	Response Category	Frequency	Percentage (%)
1	Like Immediately	75	65,8p
2	Neutral	36	31,6
3	Disappointed	3	2,6
Total		114	100%

Source: Primary data, processed (2024)

Most consumers (65.8%) expressed a positive first impression of the functional egg product. This indicates that the product successfully meets initial consumer expectations related to taste, appearance, and overall presentation. A very small proportion (2.6%) reported disappointment, suggesting minimal first-purchase rejection.

b. Consumer Satisfaction

Table 9. Consumer Satisfaction Levels

No.	Satisfaction Category	Frequency	Percentage (%)
1	Very Satisfied	39	34.2%
2	Satisfied	48	42.1%
3	Quite Satisfied	24	21.1%
4	Less Satisfied	3	2.6%
Total		114	100%

Source: Primary data, processed (2024)

The majority of respondents (76.3%) reported high satisfaction with the product. This suggests that the functional eggs not only meet consumer expectations but also deliver quality consistent with promotional claims. High satisfaction levels imply a strong likelihood of repurchase and positive recommendation behavior.

c. Consumer Responses to Price

Table 10. Consumer Perception of Price

No.	Price Category	Frequency	Percentage (%)
1	Cheap	33	28.9%
2	Moderate	78	68.4%
3	Expensive	1	2.6%
Total		114	100%

Source: Primary data, processed (2024)

Most consumers (68.4%) perceive the product's price as moderate, indicating that the pricing strategy aligns well with consumer expectations. Meanwhile, 28.9% consider the price affordable, suggesting that the product offers good value for money. Only one respondent (2.6%) views the price as expensive, indicating very limited resistance to pricing.

d. Consumer Response to Delivery

Table 11. Delivery Response

No.	Delivery Category	Frequency	Percentage (%)
1	Fast	111	97.4
2	Not On Time	3	2.6
3	Very Slow	0	0.0
Total		114	100%

Source: Primary data, processed (2024)

An overwhelming majority of respondents (97.4%) reported that delivery was fast. This reflects an efficient distribution system, particularly through online sales channels. Timely delivery is crucial in maintaining customer satisfaction, especially for perishable products indicating that logistics operations are functioning effectively and reliably.

Marketing Mix Description (4P)

Marketing mix analysis was carried out to evaluate how the product, price, place, and promotion strategies were implemented in the functional egg business.

a. Product

The company offers functional eggs with several product variations that differentiate them from regular eggs. The products are made from high-quality raw materials and processed using hygienic methods. Production capacity is consistent, with approximately 200 units produced daily, ensuring product freshness and availability. The packaging is designed to be hygienic and visually appealing, which contributes to product quality and consumer confidence.

b. Price

The company applies a competitive and affordable pricing strategy. The prices offered align with the quality of the product and are intended to reach a broad consumer segment, particularly middle to upper-middle income households. The company also provides special prices for bulk purchases and reseller partnerships, although price promotion events remain limited.

c. Place (Distribution)

The product is distributed through both online and offline channels. Offline distribution includes sales through gift stores, hospitals, doctors, and direct purchase at the production site. Online distribution is carried out via e-commerce platforms such as Shopee, Tokopedia, and Lazada, enabling nationwide reach. However, offline market penetration remains limited as the product has not been widely introduced in physical retailers beyond local areas.

d. Promotion

The company uses several promotional tools, including social media, product demonstrations, discounts, and educational videos on how the functional eggs are produced. Reviews from customers on online platforms further support promotional effectiveness. However, promotional reach is still limited and has not yet targeted wider geographic segments or larger advertising channels.

Internal Factor Analysis Summary (IFAS)

Table 12 presents the internal strategic factors identified in the functional egg business. The total strength score (4.16) exceeds the total weakness score (3.48), resulting in a combined IFAS score of **7.64**, indicating a strong internal position.

Table 12. Internal Factor Analysis Summary (IFAS)

Internal Factors	Weight	Rating	Score
Strengths			
Functional egg products have diverse derivative variations	0.11	4.37	0.46
Fast production time and consistent stock availability	0.11	4.27	0.45
Functional eggs use high-quality raw materials	0.11	4.37	0.46
Functional eggs are packaged hygienically	0.11	4.61	0.51
Affordable product pricing	0.09	3.87	0.34
Price reflects product quality	0.10	4.07	0.41
Easy product availability in the market	0.10	4.26	0.44
Promotional activities attract consumer interest	0.09	3.76	0.34
Discounts and promotional offers are attractive	0.09	3.84	0.36
Product aligns with expectations set in promotions	0.10	4.18	0.42
Total Strength Score	1.00	—	4.16

Weaknesses			
Product image is not yet strongly recognized	0.26	3.66	0.97
Limited price policy implementation	0.23	3.16	0.72
Limited offline market reach	0.27	3.76	1.02
Promotional activities still lack wide coverage	0.24	3.20	0.77
Total Weakness Score	1.00	—	3.48
Total IFAS Score	—	—	7.64

Source: Primary data, processed (2024)

External Factor Analysis Summary (EFAS)

The EFAS analysis identifies key opportunities and threats that influence the external environment of the business. Opportunities scored higher (3.84) than threats (3.64), resulting in a total EFAS score of 7.48, suggesting a favorable external environment for growth.

Table 13. External Factor Analysis Summary (EFAS)

External Factors	Weight	Rating	Score
Opportunities			
Functional egg products are categorized as attractive to consumers	0.18	4.03	0.71
Strong consumer loyalty toward the product	0.15	3.47	0.53
Product pricing is competitive compared to local markets	0.18	4.08	0.73
Product availability in Jember area	0.16	3.74	0.61
Wide availability of promotional media	0.17	3.89	0.66
Positive customer reviews from previous buyers	0.16	3.74	0.61
Total Opportunity Score	1.00	—	3.84
Threats			
Presence of similar competing products	0.25	3.58	0.90
Emergence of cheaper competing products	0.22	3.18	0.72
Increasing number of poultry/egg competitors	0.31	4.26	1.33
Promotional competition from similar products across media	0.22	3.13	0.69
Total Threat Score	1.00	—	3.64
Total EFAS Score	—	—	7.48

Discussion

The findings of this study provide important insights into consumer responses toward functional egg products and how these responses reflect the effectiveness of the company's marketing strategy. Overall, the results demonstrate a high level of acceptance and satisfaction, suggesting that the product is competitive and well-positioned within its market segment.

Interpretation of First Purchase Impressions

The strong positive first impressions reported by consumers indicate that the product successfully captures customer attention from the initial encounter. More than half of the respondents immediately liked the product, which reflects that its sensory attributes such as taste, appearance, and product quality align with consumer expectations. In marketing theory, first impressions significantly shape future attitudes and purchase intentions. Therefore, the favorable initial reactions suggest that the product has successfully established a positive perceptual footprint, increasing the likelihood of repeat purchases and positive word-of-mouth recommendations.

Consumer Satisfaction and Its Implications

High levels of satisfaction observed among respondents emphasize that the product consistently fulfills consumer expectations. Satisfaction derives from various factors including product quality, packaging, accuracy of promotional claims, and overall value proposition. Since satisfaction is a key driver of customer loyalty, these findings indicate that the product has a strong foundation for building long-term consumer relationships.

Additionally, the alignment between promotional representations and actual product experience reduces the risk of post-purchase dissonance. This is particularly important for new or innovative products such as functional eggs, where consumers may initially be uncertain about product quality or differences compared to regular eggs.

Price Perception and Perceived Value

The majority of consumers perceived the product's price as moderate, suggesting that the pricing strategy effectively balances affordability and product value. This supports the notion that consumers evaluate price based not only on cost but also on the perceived benefits and quality they receive. The small percentage of respondents who considered the product expensive indicates minimal price resistance.

These findings align with value-based pricing theory, which argues that consumers are willing to pay more for products that offer superior benefits, nutritional enhancements, or unique functional properties. The positive price perception thus reinforces the product's competitive positioning in the functional food market.

Delivery Response and Service Efficiency

Fast delivery was reported by nearly all respondents, reflecting an efficient distribution system, particularly across online channels. For perishable food items, timely delivery is crucial for maintaining quality, freshness, and consumer trust. The effectiveness of the delivery process also enhances the overall shopping experience and encourages consumers to rely on online platforms for future purchases.

The positive delivery response suggests that the company has successfully integrated logistics with its marketing strategy. In the broader context of digital commerce, efficient fulfillment systems are a critical determinant of customer satisfaction and repeat purchase behavior.

Marketing Mix Discussion

The marketing mix analysis provides deeper insight into how the functional egg product is positioned and marketed. Linking the results with marketing theory reveals areas of strength and opportunities for improvement across the four components of the 4P model.

Product

The product strategy is one of the strongest elements in the marketing mix. Consumers' positive first impressions and high satisfaction levels indicate that the company has successfully developed a product that meets market expectations. The functional eggs' flavor, freshness, and nutritional appeal contribute to positive consumer evaluations.

The variety of product formats and consistent use of high-quality raw materials further strengthen differentiation from competing egg products. Hygienic packaging enhances perceived value and safety an important factor for food products. These findings align with the marketing theory that product quality is a central determinant of consumer behavior and plays a crucial role in positioning functional foods.

Price

The price is perceived as moderate by most respondents, showing that the pricing strategy effectively aligns with consumers' willingness to pay. This confirms that the company has implemented value-based pricing, where the product's functional benefits justify its cost.

Affordability is an advantage, particularly for health-oriented products that usually face price resistance. The limited number of consumers perceiving the product as expensive indicates that price is not a barrier to purchase.

However, the lack of diverse pricing policies such as periodic promotions, bundles, or seasonal discounts may limit market expansion. Price strategy improvements could enhance competitiveness, especially in markets with cheaper substitute products.

Place (Distribution)

Online distribution is highly effective, supported by 97.4% of consumers reporting fast delivery. This reflects strong order fulfillment and logistics integration key strengths in modern food distribution. However, offline distribution remains underdeveloped. Limited presence in physical stores reduces brand visibility for consumers unfamiliar with e-commerce. Marketing theory emphasizes that distribution coverage affects product accessibility and brand recognition. Strengthening offline channels by partnering with more retailers, health stores, or local markets could increase reach and awareness.

Promotion

Promotional efforts have successfully conveyed accurate information regarding product quality, as proven by the alignment between promotional promises and consumer satisfaction. This reduces expectation gaps and builds trust. However, promotional reach remains narrow. The company's promotional activities have not fully utilized broader digital marketing tools such as influencer partnerships, paid ads, or targeted social media campaigns. As a result, brand awareness outside the Jember region remains low. Expanding promotional strategies is essential to strengthening market presence, especially in highly competitive functional food categories.

Internal Factor Analysis Summary (IFAS)

The IFAS results demonstrate that the total strength score exceeds the weakness score, indicating that the company has strong internal capabilities that enhance its competitiveness. This condition reflects a solid foundation in product quality, operational consistency, and value creation. According to Apasrawirote et al., (2022), firms with strong internal marketing capabilities such as product development, quality management, and customer-value orientation tend to achieve superior market performance because these capabilities act as strategic resources that are difficult for competitors to imitate.

The high strength score in this study aligns with this perspective, where quality raw materials, hygienic production processes, and strong positive consumer evaluations serve as core internal competencies. These strengths support the business in creating differentiation within the functional food category, which is essential in markets with increasing product similarity.

However, the presence of weaknesses such as limited brand recognition and constrained offline distribution indicates internal capability gaps that may hinder optimal performance. Recent research emphasizes that firms must continuously cultivate adaptive capabilities to remain competitive, especially in fast-changing consumer markets (Katsikeas et al., 2016). The weaknesses identified in the IFAS analysis demonstrate areas where the company needs to strengthen marketing communication, expand distribution coverage, and enhance branding efforts.

Overall, the gap between strengths and weaknesses reveals that while the company is internally competitive, targeted capability development is required to capture its full strategic potential. This finding is consistent with recent strategic management literature arguing that firms must balance their resource strengths with continuous capability enhancement to sustain competitive advantage in dynamic environments (Wilden & Gudergan, 2015).

External Factor Analysis Summary (EFAS)

The EFAS results show that external opportunities slightly outweigh threats, indicating that the functional egg business faces a generally favorable market environment. Opportunities such as increasing consumer interest in functional and health-oriented foods, strong customer loyalty, and the availability of digital media for promotion reflect positive trends that can support long-term growth. According to Kotler and Keller (2016), changes in consumer lifestyle and technological developments are among the most influential forces shaping market opportunities, especially for health-based products.

At the same time, threats including the presence of similar competing products, cheaper substitutes, and increasing competition among egg producers highlight the competitive intensity of the industry. In strategic management theory, such competitive threats require firms to maintain differentiation and consistent value delivery to avoid being undermined by competitors (David, 2017). The relatively narrow margin between opportunity and threat scores indicates that although market conditions are favorable, the business must operate proactively to sustain competitiveness. Maintaining product uniqueness, strengthening brand positioning, and expanding promotional activities are essential strategies for leveraging opportunities while mitigating the impact of external threats.

Strategic Interpretation of IFAS and EFAS Results

The integrated interpretation of the IFAS and EFAS results reveals that the company occupies a strategically advantageous position, supported by strong internal capabilities and a market environment rich in opportunities. This balance is consistent with strategic management frameworks, which emphasize that firms with strong internal strengths and favorable external conditions are best suited to pursue growth-oriented strategies (Wheelen & Hunger, 2018). The company's strong product quality, operational consistency, and positive consumer responses act as key strategic assets that allow it to respond effectively to market demands and competitive pressures.

Externally, the presence of opportunities—such as increasing demand for functional food products and expanding digital marketing landscapes aligns with the firm's strengths, making strategic expansion feasible and appropriate. As noted by Kotler and Armstrong (2020), the ability to match internal strengths with external opportunities enhances the potential for sustainable competitive advantage. The consistency between the IFAS-EFAS results and the positioning indicated by the IE Matrix and SPACE Matrix further reinforces the suitability of growth-focused strategies, suggesting that the business is well-positioned to expand market penetration, strengthen promotional reach, and continue developing its product offerings.

Overall, the findings support the strategic implication that the company should adopt an expansion-oriented approach, focusing on increasing brand visibility and leveraging its strong product value to capitalize on favorable external trends. Such alignment between internal and external factors is crucial for maintaining competitive resilience and achieving long-term business success.

CONCLUSION

This study examined consumer responses, marketing mix effectiveness, and strategic factors influencing the functional egg business. The results show that consumers have highly positive first impressions and strong satisfaction toward the product, indicating that quality, taste, and packaging meet their expectations. Price perception is also favorable, with most consumers viewing the product as affordable and aligned with its functional benefits. Distribution, particularly through online channels, performs efficiently, contributing to fast delivery and enhancing customer experience.

The marketing mix analysis reveals that product quality, pricing, and online distribution are the strongest elements supporting market performance. However, promotional coverage and offline distribution remain limited and require further development. The IFAS results indicate that internal strengths (score: 4.16) outweigh internal weaknesses (3.48), demonstrating the company's strong internal capability base. Meanwhile, the EFAS analysis shows that opportunities (3.84) are slightly higher than threats (3.64), indicating a favorable but competitive external environment.

Integrating both analyses, the total IFAS (7.64) and EFAS (7.48) scores place the company in a favorable strategic position characterized by growth potential. These findings are consistent with strategic matrices such as the IE and SPACE Matrix, which position the company in the "Grow and Build" quadrant. This implies that the business is well-positioned to expand its market reach and strengthen competitiveness by leveraging its strengths and exploiting external opportunities.

Based on the overall findings, the company is advised to strengthen its promotional strategies through broader digital marketing efforts, including targeted social media advertising, influencer collaborations, and educational content to enhance brand awareness, which remains limited outside the local market. Expanding offline distribution by partnering with supermarkets, health stores, and local retail outlets is also important to complement the already effective online distribution system and increase product accessibility. Furthermore, developing new product variants and value-added features, such as improved packaging or functional enrichment, can enhance differentiation and maintain consumer interest. Implementing more dynamic pricing strategies such as seasonal promotions, bundling offers, and loyalty programs—may increase competitiveness, particularly in markets facing cheaper substitute products. Improving the product's brand image through consistent messaging and consumer education is essential, as image-related weaknesses remain evident in the IFAS analysis. Finally, continuous monitoring of competitors and market trends is recommended to ensure strategic adaptability and resilience amid the increasingly competitive landscape.

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