

# Proposed Marketing Strategy for Products in a Niche Market (Case Study: 3Kurma)

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## ABSTRACT

Dates are widely consumed in Indonesia, especially during the Ramadan season. This study aims to identify innovative marketing strategies, understand date consumption patterns, and find obstacles that prevent dates from becoming a routine consumption option outside of Ramazan. The mixed-methods approach is employed, combining both quantitative and qualitative research methods to gain a comprehensive understanding of consumer behavior, motivation, and preferences related to date consumers. Data analysis was conducted using thematic analysis with the assistance of NVivo software to organize the data and identify key themes. The results from 235 respondents highlight key demographic and behavioral insights. Additionally, date type and quality are key factors in customer recommendations, indicating that sellers should balance traditional marketing with catering to younger generations by creating products aligned with healthy lifestyle trends and culinary innovation. 3Kurma can demonstrate the product's versatility and premium quality. Pop-up events at malls, markets, or popular local spots in Jakarta can be a highly effective marketing strategy to build brand awareness, create a sensory experience, and engage directly with their target audience in a unique and memorable way.

**Keywords : dates, marketing strategy, 3Kurma, Niche market, market expansion, marketing strategies, consumer behavior**

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## INTRODUCTION

Dates are fruits that grow on date palm trees, primarily cultivated in regions such as the Middle East and North Africa. Known for their natural sweetness, dates are rich in essential nutrients, making them a popular food item worldwide. They contain significant amounts of dietary fiber, natural sugars, potassium, magnesium, and vitamins such as B6 and K (Hoque, 2023). Dates have long been considered an energy-dense food source, and their ability to be dried and stored for extended periods has made them a vital part of diets in desert regions. Recently, dates have grown in global popularity as consumers become increasingly health-conscious and aware of the fruit's nutritional benefits (Sabeel V, Wani, Dubey, Reddy, & Kumar, 2024).

The global date market has expanded considerably over the last decade, driven by both the rising awareness of the fruit's health benefits and the growth of international trade. Countries such as Saudi Arabia, Egypt, Iran, and Algeria are among the largest exporters of dates, while nations in Southeast Asia, including Indonesia, represent key import markets. Indonesia, with its predominantly Muslim population, sees a surge in demand for dates during Ramadan, when dates are traditionally consumed to break the fast. As one of the most widely consumed fruits during religious observances, the market for imported dates is particularly active in the months leading up to Ramadan (Umar, 2024). Despite the growing demand for dates, particularly during religious periods, the imported date industry faces several challenges, such as seasonality,

logistics, and price fluctuations. Businesses importing dates must navigate a competitive market, balancing the need to source high-quality products from reliable suppliers with the logistical complexities of transporting perishable goods.

Dates play an important cultural and religious role in many parts of the world, particularly in Muslim-majority countries like Indonesia. Dates are most commonly consumed during Ramadan, making them a seasonal product tied to religious observance. During this time, the demand for dates spikes as consumers purchase them in bulk to break their daily fast during Iftar. This strong link between dates and religious practices poses both opportunities and challenges for the market. While it ensures a significant market during Ramadan, it also makes the business highly seasonal (Harahap, Sutrisno, Raharjo, Novianti, & Ausat, 2023).

However, outside the religious context, the consumption of dates is relatively low in Indonesia. Although dates are increasingly recognized for their health benefits, they are still primarily associated with religious use, rather than everyday consumption. This perception limits the potential for year-round sales. Yet, the deep-rooted cultural association between dates and Ramadan continues to dominate consumer purchasing habits. Importing dates, or any other perishable good, into Indonesia involves navigating complex logistics, regulatory frameworks, and quality control measures. Dates, while having a longer shelf life compared to fresh produce, are still considered a perishable good that requires careful handling during transport.

Businesses in the imported date industry face several challenges, largely due to the seasonal nature of demand and the perishability of the product (Suryawanshi & Dutta, 2023). One of the key struggles is managing inventory and cash flow throughout the year. The high demand during Ramadan means that businesses must stockpile dates in advance of the holiday season, tying up capital in inventory (Bishop, 2023). However, outside of this peak period, demand for dates drops significantly, making it difficult for businesses to maintain a steady flow of sales throughout the year (Mitchell, 2023). Overcoming this seasonality is crucial for businesses aiming for long-term sustainability in the date import market.

Hassan Marketing dates as a perishable good presents an additional set of challenges. While dates have a relatively long shelf life compared to other fruits, their quality can still degrade if they are not handled properly during storage. This makes it difficult for businesses to market dates outside of the peak season, as consumers may be wary of purchasing products that are perceived to be less fresh. To address this, businesses need to invest in marketing strategies. Furthermore, because dates are primarily associated with religious observances in Indonesia, the marketing of dates outside of Ramadan requires businesses to change consumer perceptions. Breaking away from the seasonal mindset of consumers is a long-term challenge that requires consistent effort and innovative marketing approaches (Hassan, Sade, & Low, 2019).

In the context of date marketing, several previous studies provide important insights. (Hoyer, MacInnis, Pieters, Chan, & Northey, 2017) examined the challenges of date marketing in Southeast Asia, particularly in Indonesia, and highlighted the importance of communication strategies to change consumer perceptions of dates from a seasonal product to one that can be consumed all year round. (Srikasem, Sureephong, Dawod, Chakpitak, & Chanaim, 2024) analyzed seasonal product consumption patterns in Muslim-majority countries, focusing on how cultural and religious factors affect the demand for dates during Ramadan. The study also recommended marketing strategies that could increase awareness and demand in the off-season. (Qutteina, Hallez, Mennes,

De Backer, & Smits, 2019) explored global trends in the dates market and identified successful marketing strategies in different countries, including the use of social media and influencers to reach younger consumers. (Khan, Shaikh, Khan, & Alrasheedi, 2023) provide insights into inventory management strategies for perishable goods, including dates, as well as how the right marketing strategies can help overcome seasonal issues in demand. (Vrontis, Makrides, Christofi, & Thrassou, 2021) reviews the global popularity of dates and how effective marketing can capitalize on the growing health awareness among consumers to increase sales throughout the year. These studies show that with the right marketing strategies, dates can be positioned as a relevant product throughout the year, not just during Ramadan.

3Kurma is a family business founded in 2018, focusing on the import and distribution of premium Deglet Nour dates from Algeria. With the uniqueness of this product, 3Kurma seeks to introduce Deglet Nour Algerian dates which are still little known in the Indonesian market, even though they have the advantage of a semi-dry texture and a distinctive sweet taste. The business regulates its import cycle twice a year: ahead of Ramadan to meet spikes in demand and at the end of the year to maintain stock availability in the off-season. The main challenge faced by 3Kurma is the limited marketing strategy which still relies on the word-of-mouth method, resulting in a narrow market share and low consumer awareness regarding the benefits of dates as a healthy snack throughout the year. Therefore, this research aims to identify innovative marketing strategies, understand date consumption patterns in Indonesia, and find obstacles that prevent dates from becoming a routine consumption option outside of Ramadan.

## **RESEARCH METHOD**

In this research, a mixed-methods approach is employed, combining both quantitative and qualitative research methods to gain a comprehensive understanding of consumer behavior, motivation, and preferences related to date consumers. A mixed-methods approach allows for the collection of broad, generalizable data through quantitative techniques, while also gaining deeper insights into individual motivations and attitudes via qualitative methods.

This study uses a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure respondents' attitudes and behaviors. This scale was chosen due to its simple design, which facilitates the measurement of respondents' levels of agreement with the given statements. The research data was obtained through two methods: secondary data and primary data. Secondary data were collected from industry reports and academic research related to date consumption trends and consumer behavior of seasonal products. Meanwhile, primary data were gathered through online surveys and semi-structured interviews. The online survey aimed to obtain quantitative data regarding purchase frequency, preferences, and product perceptions, while the semi-structured interviews were conducted to gain deeper insights into consumer motivations and barriers to purchasing dates outside of the Ramadan season.

The research population consists of adult consumers aged 20–60 years in Jakarta who have previously purchased and consumed dates. The research sample comprises around the range of 200 respondents for the online survey, in line with Malhotra's (2020) recommendation that this number is sufficient for studies with limited resources. Additionally, 12 participants will be interviewed in-depth to gather richer and more comprehensive qualitative data. The sampling methods used are convenience sampling

for the online survey due to its efficiency in data collection and purposive sampling for the interviews to ensure that participants have relevant experience with date products.

Data analysis was conducted using two approaches: qualitative and quantitative. Qualitative data from interviews were analyzed using thematic analysis with the help of NVivo software to organize the data and identify key themes. Data triangulation was also applied to increase the validity of the findings. Meanwhile, quantitative data from the survey was analyzed using SPSS software. This analysis included descriptive statistics to summarize respondent characteristics and preference patterns. In addition, cluster analysis using the K-Means technique was used to group consumers based on behavioral similarities. The results of this analysis are expected to provide clear market segmentation, thereby enabling more targeted marketing strategies.

Furthermore, a Value Chain Analysis was conducted to evaluate 3Kurma's internal processes, identifying activities that add value to the product and opportunities to improve efficiency and competitiveness. This analysis helps in understanding how each step in the supply chain contributes to customer satisfaction and overall brand value. In addition, a SWOT Analysis was conducted to assess the strengths, weaknesses, opportunities, and threats associated with 3Kurma's market position. This framework provides insight into the competitive landscape, enabling 3Kurma to capitalize on its strengths and opportunities while effectively addressing weaknesses and threats. The findings from both analyses will support the development of strategic marketing initiatives tailored to the identified consumer segments.

## **RESULT AND DISCUSSION**

Many countries, including Indonesia, implement strict sanitary and phytosanitary measures to ensure the quality and safety of imported dates (Wahidin & Purnhagen, 2018). Complying with these regulations can add to operational costs. Additionally, trade policies such as bilateral agreements and tariffs between date-exporting countries like Algeria and Tunisia and importing countries like Indonesia influence the cost and ease of trade. Furthermore, government support for local agriculture, including subsidies or import restrictions, could indirectly affect the demand for imported dates (Sumner, 2017).

Additionally, from an economic perspective, the seasonal nature of demand is a critical factor. The demand for dates in Indonesia peaks during Ramadan due to their cultural significance as a staple for breaking the fast (Farida & Syamsuddin, 2024). Social factors also have a significant impact on the imported date industry. Dates hold cultural and religious importance in Indonesia, particularly among Muslims, as they are traditionally consumed during Ramadan. The trend of urbanization in Indonesia has also led to a higher demand for convenient, well-packaged products, providing an opportunity for branded offerings like 3Kurma. Lastly, technological advancements are another key consideration. Cold chain logistics play a vital role in preserving the quality and freshness of dates, addressing their perishability during import and distribution. Additionally, the rapid growth of e-commerce in Indonesia has created opportunities to expand distribution channels and engage directly with consumers. Finally, innovations in agricultural practices by date-exporting countries, such as enhanced farming and processing techniques, have improved the quality and shelf life of dates, making them more appealing to premium markets.

### SWOT Analysis

The SWOT framework is used to analyze competitors by assessing their Strengths, Weaknesses, Opportunities, and Threats, providing insights into their market positioning and identifying areas where 3Kurma can gain a competitive edge. When comparing 3Kurma and Safiya Food based on their SWOT analysis, several key similarities and differences emerge, highlighting the unique positions each brand occupies within the Indonesian market.

	3Kurma	Safiya
Strength	<ul style="list-style-type: none"> <li>• 3Kurma imports Deglet Nour dates from Algeria, a region known for its high-quality produce.</li> <li>• Emphasizing the Algerian origin, which is less known in local market but highly regarded in European markets.</li> <li>• Offers direct engagement with customers, ensuring quick responses to complaints and customized solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Safiya Food has established a strong reputation for high-quality, natural, and healthy products.</li> <li>• Offers a wide variety of healthy food products, catering to different dietary needs and preferences.</li> <li>• Leverages online platforms to reach a wider audience and facilitate easy purchasing.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• The reliance on word-of-mouth marketing.</li> <li>• Family-run model restricts scalability, making it challenging to compete with larger players with more resources.</li> <li>• Sees a significant sales spike only during Ramadan, leading to inventory management challenges during off-peak periods.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliance on online sales may limit accessibility for some consumers who prefer physical stores.</li> <li>• Premium pricing for some products may deter price-sensitive consumers.</li> </ul>
Opportunity	<ul style="list-style-type: none"> <li>• Increasing awareness of the nutritional benefits of dates.</li> <li>• E-commerce growth in Indonesia enables the brand to reach a broader audience beyond Jakarta.</li> <li>• Partnering with fitness centers or health-focused brands.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce new product lines, such as organic snacks or functional foods.</li> <li>• Partner with influencers, health experts, and other brands to increase visibility and credibility.</li> <li>• Implement sustainable practices, such as eco-friendly packaging and ethical sourcing.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Alternatives like raisins, dried figs, or other healthy snack.</li> <li>• Currency fluctuations and rising import costs, impacting profitability and pricing competitiveness.</li> <li>• Local and international competitors dominate the market with aggressive pricing, broader distribution networks, and higher brand visibility.</li> </ul>	<ul style="list-style-type: none"> <li>• The health food market is highly competitive, with numerous local and international brands.</li> <li>• Economic downturns can impact consumer spending on premium health products.</li> <li>• Evolving consumer preferences.</li> </ul>

Figure 1. Competitor Analysis Using the SWOT Framework

### Resource-based View Analysis

The Resource-Based View (RBV) framework provides a structured approach to understanding 3Kurma's internal resources and capabilities, which contribute to its competitive advantage. Based on the data and cluster analysis results, 3Kurma's resources can be classified into tangible and intangible assets, both of which play a vital role in its market positioning and strategy.

A resource-based view (RBV) analysis provides a framework for understanding the sources of a company's sustainable competitive advantage by examining its tangible and intangible assets. In this case, the date supplier's tangible resources include its high-quality product lines, premium packaging, and robust distribution channels. Its ability to secure premium varieties of dates, maintain a consistent level of freshness, and ensure quality assurance is critical in meeting discerning consumer demands. Premium-grade packaging supports the perception of cleanliness, quality, and authenticity, encouraging customers to trust the product even if it commands a higher price. Additionally, the company's presence in both online and offline channels such as supermarkets, health stores, e-commerce platforms which broadens its market reach, convenience, and brand visibility.

However, what truly sets the company apart are its intangible resources. The brand's reputation as a health-focused, culturally relevant, and year-round snack, rather than a seasonal treat, plays a pivotal role in building emotional connections with customers. This brand narrative is strengthened by deep consumer insights drawn from thematic analyses. Understanding the nuanced preferences of health-conscious consumers, younger demographics, non-regular purchasers, food enthusiasts, and religious/cultural buyers allows the company to tailor its marketing strategies effectively. These insights translate into targeted messaging, product variations, and promotional efforts that resonate more closely with each audience segment.

A core intangible asset lies in the health positioning of dates. By clearly communicating their nutritional value e.g., vitamins, minerals, natural sweetness, combined with credible messaging and transparent labeling, the company meets the increasing consumer demand for healthier alternatives to processed snacks. Over time, establishing trust and credibility in this area becomes challenging for competitors to replicate. Similarly, the company's relationships with influencers and its engagement with online communities provide another layer of intangible advantage. Influencers who reflect the brand's values, demonstrate product versatility, and educate consumers on daily uses help shift perceptions of dates from a seasonal commodity to a modern, on-trend, and indispensable snack.

Another intangible strength is the brand's cultural and seasonal flexibility. While many date brands rely heavily on Ramadan or pilgrimage seasons for sales, this company has identified strategies to promote year-round consumption. By showcasing different recipes, incorporating dates into various culinary traditions, and linking them to health and wellness trends, the company reduces revenue volatility and differentiates its products in a crowded market.

Ultimately, the company's ability to combine tangible assets such as quality control, premium packaging, and multi-channel distribution, with a rich portfolio of intangible resources such as brand credibility, deep consumer insights, health-centric positioning, strong influencer networks, and seasonal flexibility can create a competitive edge that is both enduring and difficult to imitate. With proper organizational alignment, ensuring that product development, marketing, and supply chain management are seamlessly integrated, these resources can sustain a meaningful competitive advantage in the evolving market for healthy snacks.

### **Value Chain Analysis**

The Value Chain framework is utilized to evaluate 3Kurma's internal processes, identifying activities that add value to the product and opportunities for enhancing efficiency and competitiveness.



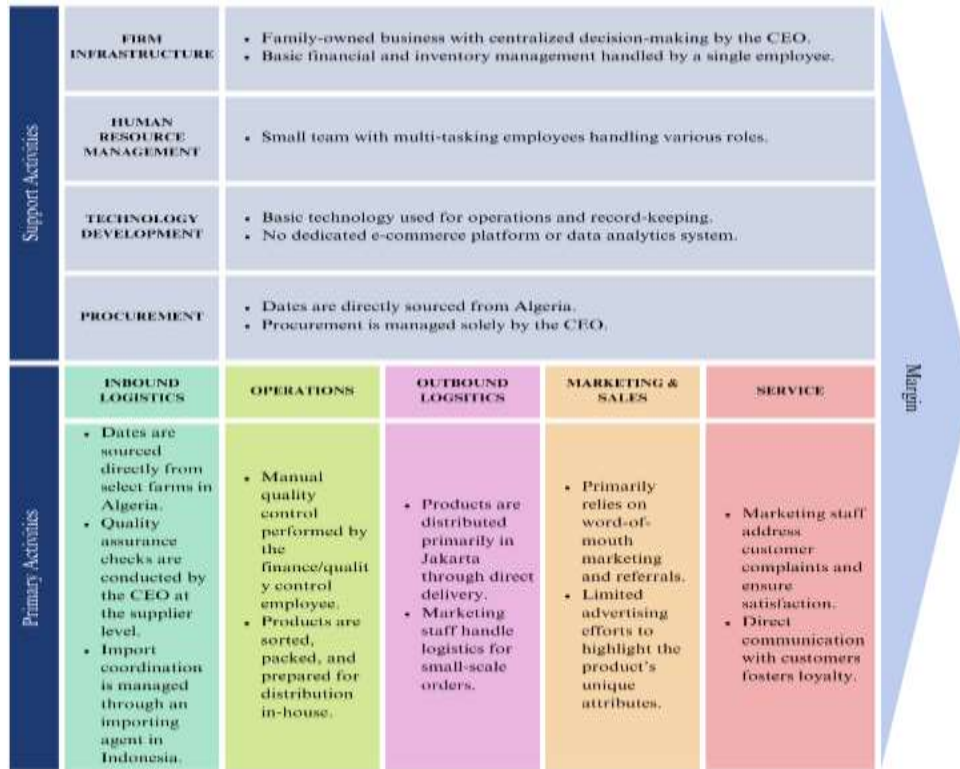


Figure 2. Value Analysis using the Value Chain Framework

### Business Model Canvas Analysis

The Business Model Canvas framework is employed to analyze 3Kurma’s core business activities, providing a comprehensive view of its value proposition, customer segments, key resources, and revenue streams. The analysis can be seen in the figure below.



Figure 3. Business Model Canvas

## **Value Proposition Canvas**

### **Products & Services**

3Kurma offers a premium selection of high-quality dates, including varieties such as Deglet Nour and Ajwa, ensuring a product line that caters to diverse tastes and preferences. The brand provides an extensive range of offerings, from convenient gift packs to unique date varieties, allowing customers to explore different options. To enhance the consumer experience, 3Kurma maintains an online content hub featuring recipes, health tips, and educational materials, fostering a deeper connection with its audience. The brand also ensures transparency with detailed product information, such as origin stories and certifications, both online and at the point of purchase. Additionally, seasonal bundles are offered to align with key occasions such as Ramadan and Hajj/Umrah, alongside premium gift boxes perfect for gifting.

### **Pain Relievers**

3Kurma addresses consumer pain points by providing quality assurance, supported by certifications and taste guarantees, ensuring customers can trust the product's reliability. The brand offers clear educational content that highlights the nutritional benefits of dates, as well as practical usage ideas like recipes and pairing suggestions, helping consumers feel informed and confident in their purchases. 3Kurma's messaging emphasizes the brand's year-round availability, alleviating concerns that dates are only available during specific seasons. Personalized communication through first-person narratives and storytelling helps build trust and emotional connections with consumers. The brand also improves convenience through wider distribution channels, both online and through select retail outlets, making it easier for customers to access 3Kurma products. To address price concerns for first-time buyers, the brand offers value bundles and introductory discounts, helping to reduce the perceived financial barrier.

### **Gain Creators**

3Kurma emphasizes the health benefits of its dates, highlighting key nutrients like fiber, vitamins, and minerals, making the product an attractive option for health-conscious consumers. The brand also offers convenient packaging, such as resealable pouches and single-serve packs, which enhance the usability and convenience of the product. To inspire creativity in the kitchen, 3Kurma curates recipes and culinary ideas that encourage customers to experiment with the dates in different meals. Transparent sourcing stories, premium packaging, and a strong brand narrative further add to the appeal of the product, reinforcing its authenticity and quality. Community-driven marketing, such as user-generated content and active social media engagement, fosters trust and encourages positive word-of-mouth. Strategic marketing efforts like influencer partnerships, live tastings, and interactive online sessions help boost product understanding and familiarity.

### **Gains**

Consumers are reassured by expert endorsements, health certifications, and the transparency of the product, which provides confidence in its quality. Emotional satisfaction and a sense of cultural connection are fostered as customers incorporate the dates into social events, religious observances, or family gatherings. The product's premium packaging, loyalty rewards, and consistent flavor profiles contribute to a positive customer experience, encouraging repeat purchases and word-of-mouth recommendations. Additionally, consumers enjoy discovering new and creative ways to incorporate dates into everyday meals and special celebrations. The natural,



preservative-free energy offered by the dates is highly valued by customers seeking healthier, cleaner snack options. The assurance of quality and authenticity through trusted brands also further strengthens the product's appeal.

#### **Pains**

Consumers may experience concerns about consistency in taste, quality, origin, and flavor, which can impact their trust in the product. There is also potential confusion about the nutritional value or health benefits of dates, especially if not clearly communicated. Higher price points can deter consumers if the perceived value of the product is not effectively conveyed. Limited brand familiarity may also pose a challenge, as new customers may hesitate to trust a lesser-known brand. Inconvenient purchasing channels, such as limited availability or insufficient variety, can also cause frustration. Additionally, the perception that dates are seasonal or only appropriate for specific occasions may hinder regular consumption. Finally, a lack of knowledge on how to incorporate dates into daily life can prevent customers from fully embracing the product.

#### **Customer Jobs**

Customers are seeking high-quality, reliable, and nutritious date products that meet their dietary needs. They also desire convenient, enjoyable snack options that fit into their daily routines or can be used for special occasions. 3Kurma appeals to consumers who value cultural, social, and emotional connections in the products they choose, providing a sense of belonging through its offerings. Easy access to product information, such as details about origin and nutritional benefits, is important for guiding informed purchase decisions. Lastly, customers are on the lookout for versatile ingredients that can be used in various recipes, allowing them to explore culinary possibilities with dates.

#### **Quantitative Analysis**

The results from 235 respondents highlight key demographic and behavioral insights. Age distribution shows a dominant segment of respondents aged 20–29 years, comprising 61%. Women (69%) are more likely to purchase and consume dates, with supermarkets (39%) and online platforms (27%) as the preferred purchase locations. Most respondents have moderate shopping budgets, indicating a price-sensitive yet quality-conscious market. Consumption frequency reveals that 42% eat dates often, primarily during Ramadan or special occasions, while 36% consume them occasionally. Dates are valued for their health benefits (30%) and cultural/religious significance (26%), with versatility in recipes being a key appeal.

Quality is the most critical factor in purchase decisions, with 91% of respondents emphasizing its importance. Packaging, origin, and convenience significantly influence buying habits, particularly for dates marketed as everyday snacks rather than seasonal treats. Loyalty programs and social media engagement, including educational and influencer-driven content, build trust and encourage repeat purchases. Additionally, 68% express openness to trying innovative date-based products, reflecting a market opportunity for creative offerings. The data underscores dates' dual perception as both a staple and premium product, appealing to diverse consumer needs.

### Cluster Analysis

Cluster analysis was conducted to classify the sample based on similar characteristics.

The table above shows the final cluster centers, categorized into Cluster 1 and Cluster 2, represents two distinct consumer segments based on their responses to the various questionnaire items. These clusters reflect significant differences in behavior, psychographics, perceived value, purchase decisions, and attitudes toward strategic marketing.

**Table 1. Cluster Categories**

Cluster No.	Description
Cluster 1	Highly engaged consumers who value quality, cultural relevance, and effective marketing strategies, making them a prime target for loyalty programs and premium offerings.
Cluster 2	Moderately engaged consumers who are price-sensitive and less motivated by marketing, indicating the need for awareness campaigns or promotions to increase their engagement.

a. Cluster 1: High Engagement and Positive Perception

The scores for Cluster 1 consistently range between 4.36 and 4.83 across all variables, indicating a highly engaged and positive consumer segment. Respondents in this cluster demonstrate strong purchasing behavior, as seen in higher scores for behavioral section items (e.g., BS1 = 4.77, BS2 = 4.84). Their psychographic tendencies (e.g., PS1 = 4.47, PS7 = 4.54) highlight a preference for quality and cultural alignment. This group also places significant value on the product, with high ratings in the consumer perceived value section (e.g., CPV4 = 4.64, CPV7 = 4.62), suggesting that they appreciate dates for their functional, emotional, and conditional attributes. Their purchase decisions are strong and consistent (e.g., PD4 = 4.72, PD6 = 4.80), reflecting loyalty and trust in the product. Furthermore, high scores in strategic marketing (e.g., SM11 = 4.75, SM12 = 4.75) indicate that they resonate with effective brand positioning and customer-centric strategies.

b. Cluster 2: Moderate Engagement and Mixed Perception

Cluster 2 exhibits lower average scores, ranging between 3.20 and 3.99, across all variables. These respondents demonstrate less frequent engagement with the product, as reflected in lower scores for the behavioral section (e.g., BS3 = 3.44, BS4 = 3.20). Their psychographic responses (e.g., PS4 = 3.36, PS7 = 3.39) show a more neutral attitude toward dates, considering them less central to their lifestyle or cultural practices. Consumer Perceived Value scores for Cluster 2 are moderate, with an emphasis on exploring new uses for dates (e.g., CPV7 = 3.68) but relatively lower scores for emotional and social value indicators (e.g., CPV3 = 3.44, CPV5 = 3.46). In the Purchase Decision section, scores like PD4 = 3.81 and PD6 = 3.90 suggest weaker purchasing habits and a lower tendency for repeat purchases. Strategic marketing scores (e.g., SM11 = 3.70, SM12 = 3.73) suggest a lack of strong connection with current marketing efforts.

**Table 2. Cluster Difference Test**

	ANOVA					
	Cluster		Error		F	Sig.
	Mean Square	dF	Mean Square	dF		
BS1	35.689	1	.471	233	75.780	.000
BS2	24.150	1	.551	233	43.816	.000
BS3	66.499	1	.688	233	96.688	.000
BS4	76.821	1	.724	233	106.084	.000
BS5	50.123	1	.508	233	98.669	.000
BS6	49.356	1	.585	233	84.438	.000
BS7	45.647	1	.476	233	95.956	.000
PS1	36.281	1	.621	233	58.428	.000
PS2	44.174	1	.590	233	74.825	.000
PS3	73.141	1	.704	233	103.892	.000
PS4	58.763	1	.559	233	105.031	.000
PS5	67.730	1	.533	233	127.051	.000
PS6	55.584	1	.508	233	109.510	.000
PS7	77.027	1	.630	233	122.199	.000
CPV1	49.830	1	.503	233	99.093	.000
CPV2	36.004	1	.530	233	67.973	.000
CPV3	62.438	1	.567	233	110.025	.000
CPV4	55.241	1	.562	233	98.212	.000
CPV5	55.793	1	.565	233	98.665	.000
CPV6	41.379	1	.391	233	105.965	.000
CPV7	63.739	1	.543	233	117.361	.000
CPV8	41.603	1	.527	233	78.880	.000
CPV9	53.316	1	.493	233	108.057	.000
CPV10	56.087	1	.444	233	126.412	.000
PD1	57.532	1	.456	233	126.229	.000
PD2	71.491	1	.592	233	120.729	.000
PD3	47.622	1	.372	233	128.169	.000
PD4	53.587	1	.526	233	101.962	.000
PD5	61.617	1	.547	233	112.709	.000
PD6	46.545	1	.394	233	118.165	.000
PD7	43.107	1	.798	233	53.995	.000
PD8	55.417	1	.546	233	101.547	.000
SM1	44.084	1	.760	233	58.033	.000
SM2	42.578	1	.535	233	79.650	.000
SM3	34.375	1	.524	233	65.545	.000
SM4	60.121	1	.486	233	123.674	.000
SM5	56.087	1	.504	233	111.335	.000
SM6	55.793	1	.454	233	122.922	.000
SM7	78.700	1	.619	233	127.155	.000
SM8	43.564	1	.464	233	93.815	.000
SM9	55.175	1	.356	233	154.849	.000
SM10	55.450	1	.317	233	174.802	.000
SM11	63.614	1	.347	233	183.278	.000
SM12	60.051	1	.408	233	147.066	.000

The table above indicates that the significance value for all indicators is 0.000, which is less than 0.05. The cluster difference test using ANOVA reveals significant distinctions between the two consumer clusters across all variables analyzed. The statistical significance of these results, indicated by p-values (Sig.) of .000 for all variables, confirms that the differences observed are not due to random variation but represent genuine disparities between the groups. A p-value less than the standard threshold of 0.05 signifies the robustness of these findings, aligning with previous literature on consumer segmentation (Field, 2013).

The F-values, which measure the variance between clusters relative to the variance within each cluster, range from 43.816 (BS2) to 183.278 (SM11). High F-values, such as those for SM11 (183.278) and SM12 (174.802), demonstrate particularly strong differences between clusters, especially in strategic marketing variables. These high values suggest that strategic marketing efforts resonate differently with each cluster, making this an area of significant differentiation. In the behavioral section, variables like BS3 (96.688) and BS4 (106.084) highlight substantial differences in purchasing behavior. Cluster 1 shows higher engagement and consistent purchasing habits, suggesting strong alignment with the product offering. On the other hand, Cluster 2 reflects less consistent purchasing patterns, indicating lower brand attachment.

Similarly, in the psychographic section, F-values such as PS6 (127.051) demonstrate notable differences in attitudes and lifestyle preferences. Cluster 1 appears more aligned with the brand's positioning, whereas Cluster 2 shows moderate alignment, underscoring a gap in emotional or lifestyle connection. In terms of consumer perceived value, metrics like CPV6 (98.212) and CPV8 (105.965) reveal that Cluster 1 perceives the product as offering greater quality, emotional satisfaction, and social relevance. This underscores the potential of Cluster 1 as a key target audience. Conversely, Cluster 2, while recognizing some value, shows a relatively lower appreciation for these aspects.

Finally, the strategic marketing variables demonstrate the strongest differences, as reflected in the highest F-values. Cluster 1 finds the current marketing initiatives effective and appealing, while Cluster 2 shows lower engagement, suggesting opportunities for tailored messaging to better capture this segment's attention. In conclusion, Cluster 1 represents a highly engaged consumer group with strong behavioral, psychographic, and purchase decision metrics, making it the primary target for retention and loyalty strategies. Cluster 2, although less engaged, offers opportunities for growth through enhanced marketing strategies, education on product benefits, and personalized promotions to bridge the engagement gap. These insights provide a roadmap for optimizing marketing efforts and maximizing consumer satisfaction and loyalty.

### **Qualitative Analysis**

The above figure, we see the results of the word cloud analysis, which highlights the frequency of the 50 most commonly used words. Applying the criteria that each word must have a minimum of 5-10 letters, the most dominant words include "dates," "product," "benefits," "buyer/customer," "interesting," "seller/sales," "packaging," "Ramadan," "healthy," "quality," "marketing," "education," "glucose," "type," "sukkari," "dessert," "fruit," "recommend," "price," and "family," among others. These words reflect key elements involved in marketing strategies for imported dates in niche markets. They illustrate how dates are perceived not just as a seasonal food popular during Ramadan but also as a product with broader potential. Words such as "benefits,"

"healthy," and "glucose" indicate growing consumer interest in the nutritional and health advantages of dates, which sellers can leverage through education and storytelling to expand their market reach.

Additionally, terms like "packaging," "quality," and "interesting" underscore the importance of product presentation in enhancing consumer appeal and trust. Strategies such as introducing premium packaging that conveys exclusivity and high quality can foster a positive perception of imported dates. Furthermore, theme-based promotions such as "healthy desserts" or "family gifts" can broaden the target market, making dates a relevant choice not just during Ramadan but for various occasions and daily needs.

The words "education," "recommend," and "marketing" emphasize the necessity for targeted communication strategies. Sellers can collaborate with lifestyle influencers to educate consumers about different types of dates, such as sukkari, and their benefits. Utilizing social media and digital platforms, sellers can create interactive content explaining how dates can be part of a healthy diet or an appealing dessert alternative. Such strategies can shift the perception of dates from a seasonal product to a daily, value-added food item.

We can observe that the hierarchy chart analyzing the most frequently discussed topics, focusing on the roles of date sellers and retailers in crafting marketing strategies. Effective promotional strategies rely on a combination of online and offline approaches. Online strategies, such as bundling products on e-commerce platforms and promotions during "double date" events, attract price-sensitive consumers. Meanwhile, offline sales are preferred for their direct interaction opportunities, allowing sellers to educate consumers about taste, quality, and specific buyer needs. This approach highlights the importance of maintaining product quality as the foundation for building customer loyalty.

Comparing online and offline sales emerges as a crucial topic in marketing strategy discussions. Online sales have surged since the COVID-19 pandemic, but sellers often favor offline methods due to the direct consumer experience, enabling personal recommendations that enhance customer satisfaction and trust. However, online platforms remain vital for reaching a broader audience, especially those without easy access to physical stores.

Less frequently discussed topics, such as culinary enthusiasts' perspectives, offer unique insights into dates' potential appeal to younger audiences. Generation Z, increasingly aware of healthy eating, represents a significant opportunity for date marketing. Innovative uses of dates in modern products such as tiramisu, chocolate, or cakes can capture younger audiences' interest. Additionally, date type and quality are key factors in customer recommendations, indicating that sellers should balance traditional marketing with catering to younger generations by creating products aligned with healthy lifestyle trends and culinary innovation

### **Business Solution and Proposed Implementation Plan**

#### **Business Solution One: Segmenting Markets**

##### **Market A: Health-Conscious Premium Loyalists**

This segment is characterized by consumers who are highly engaged with their health and wellness goals and demonstrate strong brand loyalty. They prioritize quality, authenticity, and the health benefits of their food choices, making them highly responsive to transparency, credible endorsements, and premium positioning. These consumers align with the "Premium Loyalists" from the quantitative analysis and the "Health-Conscious & Wellness-Oriented Consumers" from the qualitative data. To

effectively capture and retain this market, 3Kurma should emphasize its brand heritage, nutritional benefits, and product authenticity. Strategies such as loyalty programs, partnerships with health influencers, and premium packaging solutions can further enhance brand affinity. The messaging should revolve around empowering their healthy lifestyles through nutrient-dense, natural snacks.

#### Market B: Value-Conscious Traditionalists

The Value-Conscious Traditionalists represent a segment that combines cultural and religious ties with price sensitivity. These consumers are predominantly seasonal buyers, with a strong affinity for dates during key religious periods such as Ramadan. They are motivated by value-driven offerings, quality assurance, and promotional activities. This segment integrates the “Traditional, Religious & Seasonal Consumers” from the qualitative analysis and the “Value-Conscious Opportunists” from the quantitative findings. To tap into this market, 3Kurma should focus on culturally resonant messaging, leveraging the significance of Algerian Deglet Nour dates in religious and festive traditions. Offering value bundles, festive-themed packaging, and in-person engagement at community centers and mosques during seasonal peaks can build trust and drive sales. Educational efforts highlighting dates' year-round versatility could also expand their purchase habits beyond seasonal occasions.

#### Market C: Culinary & Food Explorers

Culinary Adventurers encompass foodies and experimental consumers who seek unique, premium-quality ingredients for their culinary creations. This segment corresponds to the “Culinary Enthusiasts & Food Explorers” from the qualitative analysis and partially overlaps with the “Emerging or Untapped Segment” identified quantitatively. These consumers are influenced by food culture, chefs, and visually appealing content, and they are willing to pay for premium, innovative products. 3Kurma can position its offerings as a gourmet choice by highlighting the distinct flavor profile and origin of Algerian Deglet Nour dates. Strategies such as creating exclusive recipes, and participating in gourmet food fairs will appeal to this audience. Additionally, developing innovative product formats, can establish 3Kurma as a trendsetter in the premium food segment.

### **Business Solution Two: Using other Social Media Channels and Copywriting Technique**

Instagram and Tiktok is an inherently visual and narrative-friendly platform, well-suited for brand storytelling. A series of posts or short-form Reels can highlight product stories, customer testimonials, and behind-the-scenes glimpses. Perhaps spotlighting a day at the farm or sharing a short anecdote about a loyal customer's favorite way to enjoy dates, can captivate audience attention.

A single-post carousel on Instagram, featuring high-resolution images and a concise, narrative-driven caption, can effectively convey a mini story arc in one go. Alternatively, short-form Reels (15-30 seconds) can deliver immediate emotional impact; perhaps showing the journey of the product from farm to table, complemented by a warm, first-person voiceover.

Storytelling copywriting technique involves weaving a narrative around the product, brand values, or consumer experience rather than focusing solely on product attributes or pricing. Instead of stating “We have dates for sale at X price,” storytelling communicates the journey, emotions, and cultural significance behind the product. It creates a narrative arc that captures the reader's interest and helps them form an emotional connection with the brand.

### **Business Solution Three: Upscaling Current People-to-People Marketing Strategy**

3Kurma's current go-to-market approach relies heavily on interpersonal, word-of-mouth communication within close networks. While this "people-to-people" method provides an authentic foundation, the brand can strategically evolve by refining its communications style and leveraging interactive platforms. The goal is to preserve the warmth and credibility of personal referrals while engaging broader audiences through a relatable, first-person brand personality. By adopting a first-person narrative in content (e.g., "I carefully select only the highest-quality dates..."), 3Kurma can humanize its brand voice. For the highly engaged consumer, it reinforces their positive perception and emotional connection to the brand. For the more price-sensitive or moderately engaged segment, it lowers barriers to interaction and encourages them to learn more, and ultimately bridging the gap between awareness and purchase consideration.

Concretely, 3Kurma could translate its people-to-people marketing ethos into digital platforms by developing a distinct brand persona that "speaks" directly to consumers. By doing so, 3Kurma harnesses the interpersonal trust and credibility inherent in its existing strategy and amplifies it through digital word-of-mouth vehicles—such as user-generated content and relatable testimonials. Over time, this integrated, people-focused communication style could build robust brand communities, encourage more frequent interactions, and ultimately convert a broader range of potential buyers into loyal advocates.

### **Business Solution Four: Implementing Sensory Content in Marketing**

Since dates are a naturally sweet, nutritious, and versatile fruit, 3Kurma could partner dates with various food pairings that complement the flavors and health benefits. 3Kurma could create video content that emphasizes the sensory experience of eating dates, similar to the way food commercials show the enjoyment of eating. For example, slow-motion videos of dates being dipped into yogurt or blended into smoothies would visually convey the smooth texture and sweetness of dates, helping consumers imagine the experience even if they haven't tried them yet.

### **Business Solution Five: Collaborating with Other Businesses**

Given that Ramadan is a peak season for date consumption in Indonesia, 3Kurma could extend the pairing concept to cultural food traditions. During Ramadan, dates are often consumed to break the fast, and 3Kurma could partner with local bakeries or food vendors to create limited-edition Ramadan-themed date desserts or date-based snack products. Moreover, 3Kurma could partner with a local coffee shop to offer date-based coffee drinks or desserts, like date lattes or date-flavored pastries. Partnering with brands that already have a strong local presence could help 3Kurma tap into new customer bases who are already familiar with the partner brands, thereby broadening their reach.

### **Business Solution Six: Brand Partnerships**

By collaborating with macro, micro, nano influencers, and professionals 3Kurma can tap into their established fan base, increasing exposure and reaching potential customers who might not have otherwise encountered the brand. The presence of influencers and professionals also adds social proof and excitement to the event. By partnering with respected chefs, innovative food bloggers, and known culinary influencers, 3Kurma can demonstrate the product's versatility and premium quality. Feature short-form, step-by-step videos showcasing dates in a range of dishes from guilt-free desserts and gourmet salads to high-protein shakes and savory entrées. As



well as culinary experts can narrate the product's origin, premium sourcing, and cultural heritage, thus enhancing perceived authenticity.

Nutritionists, fitness trainers, and health-centric micro-influencers serve as trusted advisors who can recommend dates as a natural energy source and a nutrient-dense snack. Their expert recommendations can reassure Value-Conscious Traditionalists that the product justifies its price, while sparking Culinary and Food Explorers' interest with novel usage ideas. They can position dates as an ideal pre-workout pick-me-up or a refined dessert alternative, appealing to customers looking for healthier indulgences. And even host live sessions where experts answer consumer questions, thereby bolstering trust and deepening engagement.

Food-centric influencers on TikTok and Instagram can present dates as a fun, on-trend ingredient that enhances the dining experience. Influencers can compare various date varieties, providing honest feedback and generating excitement around discovering "hidden gems." Also, they can encourage followers to share their own date-infused recipes. User-generated content amplifies the sense of community and co-creation, increasing brand reach and authenticity.

### **Business Solution Seven: Participating in Pop-up Event**

Pop-up events at malls, markets, or popular local spots in Jakarta can be a highly effective marketing strategy for 3Kurma to build brand awareness, create a sensory experience, and engage directly with their target audience in a unique and memorable way. 3Kurma can use this opportunity to educate attendees about the health benefits of dates. Staff could be trained to share how dates are a nutritious, convenient, and delicious snack, and even provide recipes for incorporating dates into daily meals. 3Kurma can set up tasting stations for consumers to sample different products featuring the brand's dates. These stations could offer a variety of date-based snacks or drinks, such as smoothies, date-filled pastries, or date bars. By offering different flavor combinations and textures, consumers can experience the versatility of dates firsthand, making it more likely they'll purchase the product after sampling.

Moreover, 3Kurma could use pop-up events to launch limited-edition date products that aren't available in regular stores, such as special date-flavored snacks, beverages, or gift sets. These exclusive offerings could attract crowds and create buzz, encouraging consumers to attend the event to be among the first to try the new products. Limited-time availability can generate urgency, pushing consumers to purchase before the product disappears from the market. Furthermore, to create buzz and engage with a broader audience, 3Kurma could integrate social media promotions into the pop-up events. For instance, they could encourage event attendees to take pictures or videos and share their experiences on Instagram or TikTok using a branded hashtag or by tagging their account. This would help increase visibility online and could turn attendees into brand advocates. They could also offer discounts or small giveaways to people who post about the event, amplifying word-of-mouth marketing efficiently.

### **Business Solution Eight: Seasonal Campaign**

3Kurma could leverage the sense of community by emphasizing the sharing aspect of dates in Indonesian culture. For instance, promoting date-sharing as part of family gatherings or festive occasions like Lebaran would help create a sense of belonging and connection. Through campaigns on social media, they could encourage consumers to share photos or recipes of their date pairings with friends and family, turning it into a social activity that encourages brand interaction. And such campaigns

would tie the product to festive moments, increasing the likelihood of people trying and sharing the products during gatherings or special occasions.

#### **Business Solution Nine: Upgrading Current Pricing Strategy**

3Kurma's pricing strategy should evolve beyond simple cost-based adjustments tied to currency fluctuation, the greatest strategic opportunity lies in developing value-based package pricing. The data has shown that consumers have a strong appreciation for product quality, consistency, and perceived value. Hence, a strategy that aligns price with tangible value propositions will likely resonate most effectively. By introducing thoughtfully curated value-based packages; such as offering a 2-kilogram "family pack" at a slightly more attractive per-kilogram rate, or pairing dates with complementary items (e.g., a recipe booklet, a selection of Ramadan-themed culinary ideas). From this, 3Kurma can elevate the perceived value without sacrificing brand integrity. These value-based packages allow the brand to maintain pricing stability and premium positioning while simultaneously addressing different segments' willingness to pay.

#### **Business Solution Ten: Distribution and Channel Strategies**

Omnichannel marketing strategy designed to harmonize the brand experience and optimize customer engagement across both digital and physical touchpoints. By strategically aligning digital presence, on-ground activations, and niche placements, the brand can cater to the varying preferences identified in the cluster analysis. To capitalize on growing digital adoption, 3Kurma should enhance its presence on leading e-commerce marketplaces. Leverage "double date" event sales during high-traffic shopping periods (e.g., 11.11) to attract Value-Conscious Traditionalists who respond well to price-driven promotions. Encourage repeat purchases and loyalty among all segments by offering convenient subscription models, delivering fresh dates on a recurring schedule.

Moreover, offline interactions provide a tangible, sensory dimension to the brand experience, appealing to segments that value product authenticity and personal connection. Curate sampling stations at premium supermarkets, organic grocers, and health-focused retail stores. By letting customers taste and compare varieties, 3Kurma can reinforce its premium positioning and cultivate trust, particularly with Health-Conscious Premium Loyalists. Include educational materials, brief brochures or scannable QR codes that link directly to online recipe libraries, health fact sheets, or influencer testimonials. This bridge between offline and online assets ensures a continuous brand narrative.

Furthermore, introducing smaller, sample-sized packaging available at point-of-sale counters. These convenient, grab-and-go formats encourage trial among those who value functionality and performance benefits, a key attribute for Health-Conscious Premium Loyalists and emerging Culinary Adventurers. The presence of 3Kurma products in spaces synonymous with health and mindfulness reinforces the product's credibility and premium identity.

#### **Business Solution Eleven: Shifting to E-Commerce**

While many consumers still value face-to-face interactions and direct product assessments (tactile and personal trust-building aspects), shopping habits are rapidly evolving. a segment of consumers now relies more heavily on online shopping platforms. Consumers, especially younger, health-conscious, and trend-driven segments, are increasingly comfortable discovering and purchasing products online. This shift suggests that maintaining solely offline sales risks missing out on these growing digital-centric markets.

For certain consumer groups (e.g., traditional buyers who focus on Ramadan), peak demand may be seasonal. E-commerce platforms offer 3Kurma an opportunity to diversify and stabilize year-round sales by reaching audiences who do not rely solely on seasonal periods. E-commerce channels also provide valuable consumer insights through analytics, helping 3Kurma understand buying patterns, repeat purchase behavior, and product preferences. This data can inform product innovation, pricing strategies, and targeted marketing efforts. In addition, the flexibility of online promotions such as time-limited “double date” sales or bundle offers, which can attract non-regular consumers, converting them into loyal buyers.

## CONCLUSION

3Kurma should target three distinct consumer segments: Health-Conscious Premium Loyalists, Value-Conscious Traditionalists, and Culinary & Food Explorers. For Health-Conscious Premium Loyalists, the focus should be on heritage, health benefits, premium packaging, and loyalty programs. Value-Conscious Traditionalists can be engaged by emphasizing cultural resonance, value bundles, and seasonal peaks, especially during Ramadan. Culinary & Food Explorers should be attracted by positioning 3Kurma as a gourmet ingredient through collaborations with food influencers to showcase its versatility in recipes. In terms of social media strategy, 3Kurma should utilize storytelling-driven content on platforms like Instagram and TikTok, featuring Reels, carousels, and emotional narratives to engage audiences. Expanding word-of-mouth can be achieved through relatable brand personas, user-generated content, and influencer partnerships. Strategic collaborations with local food businesses, chefs, and health influencers, particularly during Ramadan or special events, will enhance visibility. Hosting pop-up events for sampling and exclusive product launches during festive seasons like Lebaran will provide direct engagement opportunities. A value-based pricing strategy with bundled offerings, such as family packs and Ramadan-themed sets, will help balance premium positioning with consumer expectations. To maximize reach, 3Kurma should adopt an omnichannel distribution strategy, enhancing its digital presence through e-commerce platforms and personalized offers while maintaining an offline presence in premium retail stores. Finally, prioritizing e-commerce will enable the brand to capture a larger market share by leveraging digital insights and flexible promotions to effectively target specific consumer segments..

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