



Marketing Strategy of Arak Gwan Gwan Hoo as Singaraja's Local Culinary in The New Normal Era

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Abstract, Marketing of local culinary products in the post-pandemic era is necessitated by adaptation to significant changes in consumers' habits and behavior. Arak Gwan Gwan Hoo, a traditional Balinese beverage of significant historical and cultural importance, is produced by Arak Gwan Gwan Hoo (GGH) Company, the oldest rice arak manufacturer in Singaraja, established in 1920. Therefore, this study aimed to analyze the marketing strategy carried out by Arak Gwan Hoo Bali in the New Normal era. A qualitative method was adopted with a focus on data collection through interviews and observations, which was then analyzed using SWOT (Strength, Weakness, Opportunity, Threat). The results show that the applicable marketing strategy to increase sales of Arak Gwan Gwan Hoo includes several main steps, namely business restructuring, product diversification, and expanding market access. Optimization of the main strategy was carried out through a retrenchment method by reducing assets and costs to increase operational efficiency. Furthermore, the implementation of a diversification strategy, both concentric, horizontal, and conglomerate, enables the company to expand its product line and adjust the offerings to market needs. Other strategic steps include divestment or reduction of unproductive assets and liquidation of less profitable parts of the business.

Keywords: Local culinary, Marketing strategy, New Normal

1. INTRODUCTION

Several industries affiliated with the tourism sector are struggling to increase purchasing power (Khan et al., 2020), specifically after the issuance of the presidential decree on the elimination of the COVID-19 pandemic in Indonesia (Ayuningtyas et al., 2021). After the policy was implemented, Bali became a tourist area that recovered quickly (Rindrasih, 2022). During 2023, the number of tourist visits to Bali increased significantly compared to several previous years (Prastyadewi et al., 2023). In Balinese tourism sector, local culinary business experienced significant growth (Bestari et al., 2022).

Local culinary marketing in the pandemic era faces tough challenges (Titular et al., 2022) despite the high demand during the pandemic (Lee & Ham, 2021) as herbal preparations are considered to increase body immunity (Darina et al., 2024). In the New Normal era, local culinary industry players need to update interaction strategy with consumers (Sudarmini et al., 2022), use digital technology (Umami & Darma, 2021), and pay attention to health protocols (Pillai et al., 2021) because there is the potential for tourists to still be traumatized during the pandemic. The right marketing strategy is very important to maximize the potential of local culinary products. A new phenomenon has been developed where consumers now prefer to shop online (Šostar & Ristanović, 2023) or select products with unusual added value, such as containing uniqueness and cultural authenticity (Song et al., 2018).

Arak Gwan Gwan Hoo is a typical drink in Bali with high historical and cultural value (Gotama & Yustiawan, 2022). Arak Gwan Gwan Hoo (GGH) Company is the oldest Rice Arak producer in Singaraja and a legal entity under the auspices of PT, established in 1920. Tirta Gwan Gwan Hoo Bali also has a legal permit from Indonesia Directorate General of Customs and Excise. Gwan Gwan Hoo company produces several types of arak and brem products, including Beras, Putri, Bali, Barong, and Brem with different bottle packaging.

The traditional drink has been known by domestic and foreign tourists as part of Balinese local wisdom and culinary heritage (Herawati, 2015). However, in facing competition in the culinary industry and consumption habit shift in the New Normal era, Gwan Gwan Hoo company faces challenges in increasing sales and expanding market share. Therefore, this study aimed to analyze effective marketing strategies for increasing sales of Arak Gwan Gwan Hoo in the New Normal era. Focusing on developing relevant marketing strategies, this study is expected to provide a significant contribution to efforts to increase sales of Arak Gwan Gwan Hoo and preserve local Balinese cuisine in the growing global market.

2. LITERATURE REVIEW

The post-pandemic era, commonly referred to as the New Normal, has ushered in profound changes in consumers' habits and behaviors, as well as a significant transformation in the conduct of business (ÖZYÖRÜK & CİVELEK, 2022). The culinary industry, identical to direct interaction with consumers, specifically in restaurants and stalls, needs to adapt to these changes. Therefore, local culinary marketing in the New Normal era requires the integration of digital technology into its business strategy. Adaptation of digital marketing, including the use of social media and food delivery applications, is very important in increasing appeal and reaching a wider market, specifically during social restrictions.

The success of local culinary marketing is highly dependent on a good understanding of market segmentation and product adjustments according to changing consumers' needs and preferences. With changes in people's consumption patterns that prioritize convenience and safety, a marketing method that prioritizes service quality and ease of access becomes more relevant. Therefore, culinary entrepreneurs need to use digital platforms to promote products and maintain relationships with consumers.

Local culinary marketing strategies focus on the uniqueness of the products and experiences offered to consumers and are highly dependent on the strength of culture and traditions in an area. According to Kotler & Keller (2016), a successful marketing strategy in the culinary industry should focus on product differentiation and value communication. In the

context of local cuisine, this differentiation is evident in the taste, the ingredients used, and the presentation which shows local wisdom and cultural identity.

In the digital era, social media-based marketing is the most effective method of promoting local culinary products. Culinary entrepreneurs can easily build relationships with consumers and increase loyalty through interesting social media content based on unique cultural experiences. Traditional culinary products with cultural and historical value can be used as a special attraction in marketing, by focusing on attractive packaging and the use of digital platforms that can penetrate the global market.

3. METHOD

In this study, a qualitative method (Given, 2008) was used to analyze in depth the Marketing Strategy for Increasing Sales of Arak Gwan Gwan Hoo in the New Normal Era in Singaraja. The study was conducted at Arak Gwan Gwan Hoo Company on Jalan Surapati No.21 Singaraja, Bali. Primary data (Seidman, 1998) were collected directly from interviews with the owner of the company. Secondary data obtained from documents and reading sources, such as books and articles were used in this study. Observation was also carried out to obtain a better understanding of an event or incident to answer the study questions (Mukrimaa et al., 2016). In addition to interviews and observations, data were collected by distributing questionnaires (Pujihastuti, 2010) to 6 respondents, consisting of the owner and five Arak Gwan Gwan Hoo staff in sales activities. This study used the documentation method to obtain data and information from various sources, including books, archives, documents, numerical records, images, reports, and descriptive accounts (Ilmiyah et al., 2018)

In the next step, SWOT (Strength, Weakness, Opportunity, Threat) analysis was carried out by systematically identifying various factors to formulate a company strategy based on strength and opportunity. This analysis resulted in the creation of an Internal Factor Analysis Summary (IFAS) matrix (Astuti & Ratnawati, 2020). Meanwhile, factors that become opportunities and threats are reflected in EFAS (External Factor Analysis Summary) matrix (Widowati & Andrianto, 2022). This analysis produces a product position in SWOT quadrant (Untari & Fajariana, 2018). SWOT matrix can be utilized to organize the company's strategic factors.

4. RESULTS AND DISCUSSION

General Overview of Arak Gwan Gwan Hoo in Singaraja, Bali

Every business, both large and small, aims to remain relevant and sustainable amidst the dynamics of the times (Sagar, 2023). Along with the development of the industry, business competition is getting tighter, as evident by the increasing number of companies offering similar products or services (Pambudi, 2022). In this condition, the companies need to maintain and increase competitiveness to obtain optimal profits. A major strategy that can be applied to build and develop a business with a competitive advantage is dominating the market (Stonehouse & Snowdon, 2007). Innovation and effective marketing strategies are key factors in facing increasingly complex business challenges.

The alcoholic beverage industry experienced rapid development and has its appeal for business actors. Competition in this industry is not only limited to the quality and taste of the products but also to the marketing strategies implemented, including packaging design, price, and product availability in various distribution channels (Sudirjo, 2023). This observation is consistent with the report by Peterson and Plowman (Mahanani et al., 2022) where business is a series of activities including purchasing and selling goods or services repeatedly. Therefore, marketing strategy is a determining factor in increasing consumers' purchasing power and the company's sales volume (Sudirjo, 2023).

The modern marketing concept is oriented toward consumers' needs and satisfaction, assuming consumers tend to purchase products that fulfill expectations (Saleh & Said, 2019). In a competitive environment, the company needs to develop planning strategies that include an integrated and sustainable method to build a connection with the market environment (Tjoe & Sarjono, 2010). An effective marketing strategy includes selecting the right segment (market segmentation), determining a target with high potential (target market), and implementing optimal positioning to achieve competitive advantage (Cristea, 2014).

In the context of marketing, Gwan Gwan Hoo products are marketed through various distribution channels. In Singaraja area, marketing was carried out through Gwan Gwan Hoo Store as the official outlet of PT. Tirta Gwan Gwan Hoo Bali and several supermarkets, such as Pepito, Toko Merapi, and UD. Marsono. Meanwhile, in Badung to Denpasar area, distribution was conducted through PT. PAN, a company that supplies products to several supermarkets, such as Pepito, Bali Jaya, Vineyard, and Shishi Night Club. Besides the domestic market, since 2012, Gwan Gwan Hoo penetrated the export market by collaborating with alcoholic beverage distributors from South Korea, China, and Japan. According to the business owner, Mr. Indra Artanto, around 60% of the total sales turnover of this product comes from

the export market. However, since 2019, sales of Gwan Gwan Hoo in the local market have experienced a significant decline due to a drastic increase in product prices from excise regulations. Previously, a bottle was sold for around IDR 65,000 without excise stamps. After the implementation of regulations following Law Number 11 of 1995 Article 4 which categorizes alcoholic beverages as excise goods, the price increased to IDR 120,000 per bottle (UU No. 11 Tahun 1995, 1995). This price increase significantly influences consumers' preferences, specifically in Singaraja area. In this case, consumers switched to Arak Bali products from competitors who offer more affordable prices. The sales trend of Arak Gwan Gwan Hoo from 2017 to 2022 is shown in the following graph, with the dynamics of the sales volume for this product through PT. Tirta Gwan Gwan Hoo Bali.

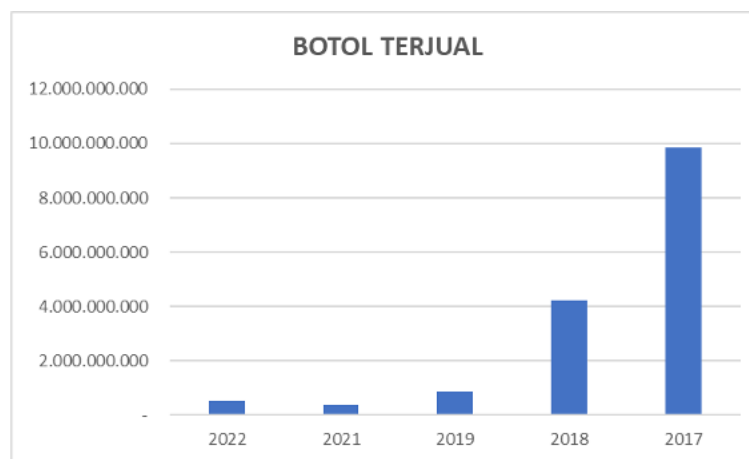


Figure 1. Sales Graph of Arak Gwan Gwan Hoo Bottles

(Source: Data processed by researchers, 2025)

Since the COVID-19 pandemic in 2020, the sales turnover of Gwan Gwan Hoo has decreased significantly. The company also experienced obstacles in the international distribution process, which led to the termination of cooperation agreements with trading partners in South Korea and Japan due to limited cargo shipping operations. In facing this challenge, the management implemented various strategies to maintain business continuity amid the crisis. The steps taken included layoffs of several employees, salary cuts for several permanent staff, and strengthening digital-based marketing strategies.

To expand the market segment, the owner of Gwan Gwan Hoo company established a strategy by determining the target market based on consumers' purchasing power. This segmentation divides consumers into two main groups, namely local and international, with quite significant differences in purchasing power. Considering that the purchasing power of local consumers tends to be lower than international consumers, the company has implemented

various strategies to increase purchasing power in the domestic market. The strategy includes applying bundling methods in product sales, providing free shipping services, and conducting innovation in product development. To increase brand value, the company also modernized the packaging of Gwan Gwan Hoo bottles to ensure attractiveness in the market.

ARAK GWAN GWAN HOO MARKETING STRATEGY IN SINGARAJA, BALI

IFAS Matrix Analysis of Arak Gwan Gwan Hoo in Singaraja, Bali

Despite a long-time establishment, the management of Arak Gwan Gwan Hoo faces challenges in formulating effective marketing strategies to increase sales of its products in the New Normal era. Competition in Balinese Arak industry is increasing, with each producer making efforts to show the advantages of the products. This condition has caused a decline in sales at Arak Gwan Gwan Hoo Company, necessitating a study to analyze the marketing strategies implemented. The results showed that the company has internal factors, such as strength and weakness (IFAS) as listed in the following table.

Table 1. Strength Value from IFAS Matrix

NO	FACTORS	WEIGHT	RATING	SCORE	DESCRIPTION
1	Already has a well-known main branding product such as (Arak Strawberry and Arak Original) with a distinctive and unique taste from other competitors	0.109	3.50	0.38	An attraction for consumers
2	Has supporting physical facilities and infrastructure	0.098	3.17	0.31	A comfortable place for consumers
3	Already has trusted work partners	0.098	2.83	0.28	Consumer trust in Arak Gwan Gwan Hoo products
4	Has young and potential human resources to be developed	0.102	3.00	0.31	Consumer service
5	Already has an official distribution permit for alcoholic beverages from related agencies	0.109	3.33	0.36	The legality of Arak Gwan Gwan Hoo products

SUBTOTAL	0.52	15.83	1.64
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(Source: Data processed by researchers, 2025)

In terms of strength, the company has several superior aspects, including the existence of a widely known main branding product, such as Arak Strawberry and Arak Original, with a distinctive and unique taste compared to other competitors. Adequate support for facilities and infrastructure, the existence of trusted work partners, as well as young and potential workers are also factors that provide added value. In addition, the company has an official distribution permit from the relevant agencies, strengthening the legality of its products on the market.

Table 2. Weakness Value from IFAS Matrix

NO	FACTORS	WEIGHT	RATING	SCORE	DESCRIPTION
1	No department that handles sales and marketing	0.098	3.83	0.38	A special department that handles sales and marketing is required.
2	Unstructured company organizational structure	0.091	3.33	0.30	A clear company organizational structure is necessary.
3	Less than optimal branding	0.106	3.17	0.33	Branding strategies for Arak Gwan Gwan Hoo products should be considered.
4	Lack of innovation in products being sold	0.094	3.50	0.33	This is a serious issue that needs attention.
5	Minimal information about the products being sold	0.094	3.33	0.31	Providing information services regarding Arak Gwan Gwan Hoo products is essential.
	SUBTOTAL	0.48	17.17	1.66	
	TOTAL		1.00		

(Source: Data processed by researchers, 2025)

Some weaknesses need to be considered, such as the absence of a special department that handles sales and marketing, leading to a suboptimal marketing strategy. A poorly organized

organizational structure is an obstacle to more effective business management. Less than optimal branding and lack of product innovation are also factors that can hinder the company's competitiveness in the market. Furthermore, the lack of information about the products can affect consumers' purchasing decisions and reduce trust in the products offered.

Based on IFAS matrix calculation results, the total score of the strength and weakness factors is 1.64 and 1.66, respectively. Therefore, the IFAS value is -0.02, showing that the weakness factor is slightly more dominant. With IFAS results showing a negative value (-0.02), the company needs to immediately make improvements and strengthen its business strategy.

An effective strategy is to form a special department that handles marketing and sales as well as to develop a clearer organizational structure to improve operational effectiveness. Additionally, more optimal branding efforts are needed to increase product appeal in the market, followed by product innovation to remain competitive and consistent with consumers' trends and preferences. Providing complete information about the products is also an important aspect that should be considered to increase consumers' understanding and trust in Arak Gwan Gwan Hoo.

EFAS Matrix Analysis of Arak Gwan Gwan Hoo in Singaraja, Bali

EFAS is a method used to identify and evaluate external factors that can affect the sustainability of a business. In this context, EFAS was used to assess the opportunity and threat factors faced by the products of Gwan Gwan Hoo in the market, as shown in Table 3.

Table 3. Opportunity Value from EFAS Matrix

NO	FACTORS	WEIGHT	RATING	SCORE	DESCRIPTION
1	Marketing through online media is one of the biggest opportunities in increasing consumers' appeal to purchase Arak Gwan Gwan Hoo products	0.110	3.33	0.37	Combining products with online marketing strategies that are developing in today's digital era.
2	Using online marketing technology as a marketing foundation in its promotional activities	0.114	3.17	0.36	Utilizing marketing through online media as one of the options for developing marketing strategies.

	Arak Gwan Gwan Hoo				Introducing and strengthening the Brand
3	products are heading toward digital marketing	0.096	3.50	0.34	Image and USP owned by Arak Gwan Gwan Hoo.
	The scarcity of arak products made from fermented rice distillates				Positioning Arak Gwan Gwan Hoo as a pioneer
4	with distinctive signatures such as Arak Strawberry and Arak Original	0.105	2.50	0.26	of arak from fermented rice and palm sugar in Singaraja.
	Consumers' enthusiasm for pure arak products that are legal and guaranteed to be safe				Consumers' interest in pure Arak products that are safe for sale.
5		0.114	2.67	0.30	
	SUBTOTAL	0.54	15.17	1.63	

(Source: Data processed by researchers 2025)

The results showed that the opportunity factor had a greater influence on the development of Arak Gwan Gwan Hoo products. In this context, the digital market is the main opportunity that can be used to provide space for the product in order to reach consumers more widely through various online platforms. Additionally, the scarcity of Arak products with a distinctive signature of fermented rice and palm sugar is a factor that increases competitiveness in the market. Consumers' enthusiasm for Arak with guaranteed legality and safety also strengthens the position of this product in the traditional alcoholic beverage industry.

Table 4. Threat Value from EFAS Matrix

NO	FACTORS	WEIGHT	RATING	SCORE	DESCRIPTION
1	The large number of arak farmers selling their products at lower prices has affected public interest in the purchasing power of Arak Gwan Gwan Hoo	0.092	3.17	0.29	Declining consumers' purchasing power.

products in the New Normal era					
2	The emergence of Arak Mojito with various flavors at a lower price	0.096	3.17	0.31	Affecting income and requiring producers to increase product variants.
3	The Bali Provincial Government issued a Government Regulation containing the legality of the circulation of Arak Bali to maintain local wisdom	0.088	2.50	0.22	Arak Bali products are freely traded without permission.
4	High competition with competitors	0.092	2.83	0.26	Need for a strong brand.
5	The price of Arak Gwan Gwan Hoo products has increased drastically, causing a decrease in purchasing power by the public	0.092	3.33	0.31	Decreasing consumers' purchasing interest in the selling price of Arak Gwan Gwan Hoo products.
SUBTOTAL		0.46	15.00	1.38	
TOTAL			1.00		

(Source: Data processed by researchers, 2025)

The threat faced by Gwan Gwan Hoo includes price competition with products from local farmers that are cheaper, as well as the development of product innovations, such as Arak Mojito with more diverse flavors and competitive prices. Moreover, government regulations that support the circulation of traditional Balinese arak without a permit can increase competition in the market, requiring producers to have stronger marketing and branding strategies to maintain market share.

Based on EFAS analysis results in 2023, the total opportunity and threat were 1.63 and 1.38, respectively. The difference between the opportunity and threat factors results in EFAS value of 0.25, suggesting that Gwan Gwan Hoo products are in a relatively advantageous

position. However, there is a need to improve marketing strategies and product differentiation to face increasingly fierce competition. Strategic steps that can be taken include strengthening branding, increasing digital marketing, and product innovations that can attract consumers' interest. Table 5 shows the analysis result of IFAS and EFAS values.

Table 5. IFAS and EFAS Values

IFAS		EFAS	
CATEGORY	SUB TOTAL	CATEGORY	SUB TOTAL
Strength (S)	1.64	Opportunity (O)	1.63
Weakness (W)	1.66	Threat (T)	1.38
Total	-0.02	Total	0.25

(Source: Data processed by researchers, 2025)

Position and Analysis of Arak Gwan Gwan Hoo in SWOT Quadrant

IFAS and EFAS analysis results are presented in a Cartesian diagram or SWOT quadrant graph. The X-axis shows the total score of internal factors, including strength and weakness. Meanwhile, the Y-axis shows the total score of external factors, including opportunity and threat. The meeting point between the two scores was used to determine the strategic position in SWOT matrix.

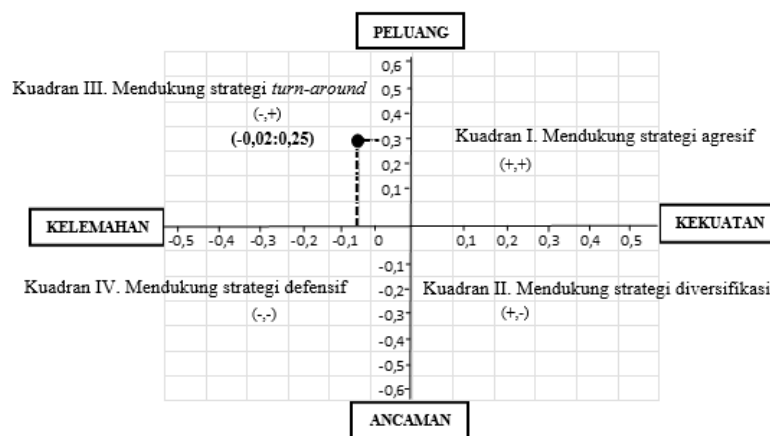


Figure 2. SWOT Quadrant

(Source: Data processed by researchers, 2025)

Based on the results in Figure 2 regarding Gwan Gwan Hoo SWOT Quadrant, the company is in Quadrant III (X = negative, Y = positive). This position shows that Gwan Gwan Hoo has great market opportunity, but the company faces various significant internal constraints. The main strategy that can be applied in Quadrant III is **turn-around**, which includes making fundamental changes to avoid further decline and potential liquidation. In this context, the initial steps to be taken are asset reduction and extensive cost savings through a

retrenchment strategy. Some specific strategies that can be applied include (1) **Saving operational costs** to improve company efficiency, (2) **concentric diversification**, by adding new products related to the main product, both in terms of technology and marketing strategy, (3) **Horizontal diversification**, by developing various variants of similar products differentiated by brand, size, or market segmentation, (4) **Conglomerate diversification**, namely expanding the business line by adding new products aimed at different markets, (5) **Divestment**, by reducing the number of less productive assets, and (6) **Liquidation**, as a last option when the improvement strategy does not provide optimal results.

An alternative strategy that can be applied is to maximize market opportunity while minimizing internal weakness. Efforts that can be made in this case include (1) Recruiting experts in sales and marketing to improve the effectiveness of marketing strategies, (2) Expanding market access through the use of social media, collaboration with influencers (endorsement), communities, and government institutions, (3) Developing more innovative and attractive packaging to increase the appeal and selling value of the products, and (4) Improving the company's management system to increase operational efficiency and competitiveness in the market. The implementation of this strategy is expected to the company increase competitiveness in the New Normal era while strengthening its position in the industry by optimizing market opportunity and improving internal aspects.

Analysis of Alternative Strategies and SWOT Matrix for Arak Gwan Gwan Hoo Sales

In facing increasingly competitive market dynamics, the analysis of strength, weakness, opportunity, and threat (SWOT) is an important instrument for Gwan Gwan Hoo sales in formulating the right business strategy. By compiling SWOT matrix, the company can identify internal factors, such as strength and weakness as well as external factors, including opportunity and threat. The analysis results are the basis for designing alternative strategies to maximize market potential while overcoming existing challenges. Table 4 shows the results of IFAS-EFAS analysis with Strategy Formulation in SWOT Matrix.

Table 4. IFAS-EFAS Analysis with Strategy Formulation in SWOT Matrix

IFAS	STRENGTH	WEAKNESS
EFAS		
	SO Strategy	WO Strategy
OPPORTUNITY	Maintaining and improving the quality of products and services to create loyal consumers; increasing	Improving human resources (HR); maintaining product quality and developing product variants;

THREAT	<p>promotional activities to attract consumers; collaborating with online startups and media partners by actively promoting the application; and providing training to employees in accordance with SOP (Standard Operational Procedure).</p>	
	ST Strategy	WT Strategy
	<p>Developing and evaluating products; increasing promotions by collaborating with the right bars, nightclubs, and influencers; and using benchmarking to develop standards that can be employed to compare products with other products in the same category.</p>	<p>Making innovations for products, such as secret recipes that maintain the signature quality standards of Arak Gwan Gwan Hoo at a lower price; changing the bottle packaging design to be more attractive; and conducting periodic evaluations to ensure consumer satisfaction.</p>

(Source: Data processed by researchers, 2025)

Based on the analysis results, several alternative strategies can be implemented by Arak Gwan Gwan Hoo to increase competitiveness and expand market share. The strategies are based on a combination of internal and external factors, categorized into four main strategies as follows:

SO (Strength-Opportunity) Strategy

SO strategy focuses on using the company's internal strength to optimize opportunities available in the market. Steps that can be taken include (1) maintaining and improving product quality to strengthen consumer loyalty and increase consumers' trust in the brand, (2) optimizing digital marketing strategies by utilizing e-commerce platforms and online media as a means of wider and more effective promotion, (3) and organizing training programs for employees to improve their skills in providing quality services and strengthening relationships with consumers.

WO (Weakness-Opportunity) Strategy

WO method aimed to minimize internal weakness by using opportunities available in the market. Some strategic steps that can be implemented include (1) developing human resource

(HR) competencies with expertise in sales and marketing to design and implement more effective marketing strategies (2) using social media and other digital platforms to increase brand awareness and facilitate access to information for potential consumers regarding Gwan Gwan Hoo products, and (3) adjusting marketing strategies to consumers' needs and preferences to increase the attractiveness and competitiveness of products in the market.

ST (Strength-Threat) Strategy

ST strategy is designed to address potential external threats by relying on the company's internal strength. Efforts that can be made include (1) benchmarking competitors to evaluate the strengths and weakness of products compared to competitors in the same industry, (2) increasing the effectiveness of promotions through collaboration with various strategic partners, such as bars, nightclubs, and influencers who influence the target market, and (3) conducting product innovation regularly to ensure that the products offered remain relevant to market trends and consumers' preferences.

WT (Weakness-Threat) Strategy

WT strategy aimed to overcome internal weakness while facing potential risks caused by external factors. Some strategic steps that can be implemented include (1) developing more innovative products while maintaining the typical quality standards of Arak Gwan Gwan Hoo, but at more competitive prices, (2) redesigning product packaging to be more attractive and in accordance with market preferences and needs, and (3) conducting regular evaluations of product performance and consumer satisfaction to ensure that the business strategy implemented remains effective in facing market dynamics.

Optimizing Arak Gwan Gwan Hoo's Marketing Strategy in the New Normal Era

In facing significant changes in market dynamics due to the New Normal era, the company needs to adjust its marketing strategies to avoid a significant decline in performance and prevent the risk of liquidation. This adaptation includes various strategic steps that focus on operational efficiency, product innovation, market expansion, as well as strengthening management and human resources with the following explanation:

Cost Efficiency and Asset Management (Retrenchment Strategy)

This method aimed to optimize the use of resources to support sustainable marketing strategies. Steps that can be implemented include (1) minimizing unproductive spending by preparing a more efficient budget, allowing the allocation of funds to marketing aspects that have a significant impact on increasing sales, and (2) optimizing the use of company assets to improve operational efficiency and reduce unnecessary cost burdens.

Product Development and Innovation

The company needs to continue to innovate by creating product differentiation that can attract consumers' attention to remain competitive in the market. Efforts that can be made include (1) developing new product variants consistent with consumer preferences and follow developing consumption trends in society, and (2) redesigning product packaging to be more aesthetic, functional, and attract consumers' attention, thereby increasing the appeal and image of the products in the market.

Expansion and Increasing Market Access

In the digital era, technology-based marketing is a key factor in reaching a wider consumer base. Strategies that can be implemented include (1) optimizing digital marketing through the use of social media, digital advertising strategies, and collaboration with influencers to increase product exposure on various online platforms, and (2) expanding the distribution network by collaborating with various marketplaces and e-commerce platforms, to enable easy access to products online, without relying on direct sales in physical stores.

Strengthening Management and Human Resource

The success of a marketing strategy significantly depends on the effectiveness of management and the quality of employees. Therefore, steps to be taken include (1) recruiting experts in marketing and sales to design and implement more effective and data-based marketing strategies, and (2) developing a company management system that is more flexible and adaptive to market changes, allowing the company to respond more quickly to industry dynamics and consumers' needs.

5. CONCLUSION

In conclusion, various factors influenced marketing strategy of Arak Gwan Gwan Hoo in increasing sales in the New Normal era. These factors included elements in STP (Segmentation, Targeting, Positioning) variables and the 7P marketing mix variables, namely Product, People, Place, Price, Promotion, Process, and Physical Evidence. By integrating STP and 7P analysis as well as understanding internal and external factors comprehensively, Arak Gwan Gwan Hoo could design a more targeted strategy, adapt to market dynamics, and increase sales volume in the post-pandemic era. Marketing strategies that could be implemented to increase sales of Arak Gwan Gwan Hoo included several main steps, namely business restructuring, product diversification, and expanding market access. The main strategy was optimized through a retrenchment method, including reducing assets and costs to increase operational efficiency. Furthermore, the implementation of a diversification strategy, whether concentric, horizontal,

or conglomerate, enabled the company to expand the product line and adjust its offerings to market needs. Other strategic steps included divestment or reduction of unproductive assets and liquidation for less profitable parts of the business.

Improving the quality of human resources and product innovation were key factors to strengthen competitiveness. Recruitment of experts in marketing and sales as well as product development with higher added value were strategic steps in increasing product attractiveness among consumers. In addition, market access could be expanded through the use of digital platforms as well as collaboration with influencers, communities, and government institutions to increase brand visibility and expand market reach. Improving the company's management system was also an important step in increasing operational efficiency. The company adapted management strategies to correspond with marketing objectives and consumers' needs, enabling a more effective response to market dynamics. By implementing this strategy systematically, Arak Gwan Gwan Hoo could overcome the challenges in the New Normal era, minimize internal constraints, and optimize market opportunity to drive sales growth and business sustainability.

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