



Marketing Strategy for Prendjak Tea Products at PT Panca Rasa Pratama

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Article Info

Article history:

Received: February 16, 2026

Revised: February 20, 2026

Accepted: March 02, 2026

Keywords:

Marketing strategy; matrices;
prendjak; swot; tea.

Abstract

Purpose of Study: This study aims to develop marketing strategies that can be applied by PT Panca Rasa Pratama Kota Tanjungpinang.

Methodology: This study analyzes the company's internal and external environments and formulates appropriate marketing strategies for the company's progress. Respondents were selected purposively, with a total of seven respondents. The analysis used was descriptive quantitative analysis, using the IFE matrix, EFE matrix, IE matrix, and SWOT matrix. Analysis of the environment using the IFE and EFE matrices resulted in a weighted score of 2.719 for internal factors and 2.896 for external factors, placing the company in cell V (Five) of the IE matrix, indicating a strategy of growth and stability.

Main Findings: The internal factors contributing to the company's strengths are product quality and consumer loyalty, while its weaknesses include limitations in promotion and distribution. On the other hand, opportunities that can be leveraged include the rising trend in local tea consumption and local cultural support, while the main threats stem from competition from similar products with lower prices. The strategies derived from the SWOT analysis focus on strengthening promotion, improving distribution, and developing brand image.

Novelty/Originality of This Study: This study is expected to serve as a reference for the company in formulating more effective marketing strategies to enhance competitiveness and achieve sales targets.

To cite this article: Fadzilah, R., Mubarakah, S.L., Kusumawati, R. (2026). Title. *Agribusiness and Integrated Farming System Journal*, 1(1), 01-14.

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INTRODUCTION

Background of the study:

Competition in the global tea industry is intensifying, partly due to shifting consumer preferences, particularly among the millennial generation. According to a report from Bridge Market Research, the marketing trend of flavored variants is expected to decline between 2021 and 2024. It is also stated that tea products with fruit or candy flavors can actually reduce profits. Tea is known to contain the highest levels of catechins, an active antioxidant compound, in the world. Therefore, the development of unique Indonesian teas with geographical indications is necessary to increase the selling value and image of Indonesian tea.

Prendjak tea, a popular specialty drink in Tanjungpinang City, has attracted the attention of researchers due to its unique flavor and traditional production method. Renowned for its distinctive flavor and tantalizing aroma, prendjak tea is an integral part of local culture. The people of Tanjungpinang have a habit of consuming tea at home, in coffee shops, and in restaurants. The tea is known as "teeh o" (o tea) and "teeh screwdriver" (screwdriver tea). Given its cultural significance, this tea is an interesting subject of study to understand the relationship between local products and regional identity. Research on prendjak tea is expected to delve deeper into its history, production process, and impact on the economy and tourism in the region (Lala et al., 2024).

Rationale of the study: Prendjak tea marketing has faced challenges in achieving annual sales targets. Although PT Panca Rasa Pratama produces the largest prendjak tea in Tanjungpinang City, many new competitors, some from other cities, offer similar products with relatively lower prices. Sales of PT

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Panca Rasa Pratama's Prendjak tea products did not meet the established annual target. The problem of the less than optimal decline in sales of prendjak tea is the basis for research to formulate appropriate strategies to provide effective and efficient solutions.

Literature review:

Marketing strategy encompasses a series of decisions related to the marketing budget, the combination of marketing elements (marketing mix), and the distribution of marketing resources, all adapted to external environmental conditions and the anticipated competitive situation. According to Salamiya (2020), three main factors can influence changes in marketing strategy in its implementation: the product life cycle, the company's competitive position, and the economic situation. All company activities are highly dependent on the strategic planning that has been prepared. Therefore, companies that are able to design the right strategy and implement it effectively in their operations have a greater chance of achieving success (Andreani, 2007).

Gap analysis: Many researchers have conducted research on tea product marketing strategies, including Bagasasi and Hadita (2024), Ahfani and Marlina (2023), and Rosyalina and Mukti (2019). These studies primarily focus on tea products, specifically those under the brands Teh Poci, Es The Segara, and The Celup Goalpara. However, none of these studies have examined The Prendjak, specifically regarding marketing strategies that can be implemented to achieve the company's sales targets. This constitutes novelty in this research.

Purpose or Hypotheses of the study: The purpose of this study is to analyze the internal and external conditions at PT. Panca Rasa Pratama, Tanjungpinang City, and to formulate a marketing strategy that can be implemented by the company.

METHOD

The research was carried out at PT Panca Rasa Pratama Tanjungpinang City and the time of carrying out this research took place in May 2025. The Purposive Sampling technique is a type of data source sampling technique with certain considerations. The consideration in question is that the sources in this research are trusted and seen as the party who best understands the researcher's intentions, so they are able to describe the problem appropriately (Sugiyono, 2016). Researchers took research respondents totaling 7 (seven) people consisting of Company Leaders, Production Staff, Financial Staff, Marketing Staff, and end users. The data collected was the result of structured interviews using questionnaires. Data analysis uses a matrix of internal and external factors.

The internal strategic factors that have been found will be summarized in the IFAS (Internal Strategic Factors Analysis) table, and the external strategic factors that have been found will be summarized in the EFAS (External Strategic Factors Analysis) table with the aim of formulating these factors in a structured manner as a basis for formulating the company's Strengths and Weaknesses and Opportunities and Threats strategy. The stages in IFAS and EFAS can be seen in table 1.

Table 1. Internal Strategy Factors Analysis Summary (IFAS)

Internal Strategy Factors	Weight	Score	Weight x Score
Strength			
1. Have a clear target market			
2. Have a taste			
3. The company became the Pioneer of the prendjak in Tanjungpinang City			
4. The product does not use preservatives			
5. Has many partners/outlets that have collaborated with the company			
Weakness			
1. Brand image sometimes seems traditional			
2. Digital/logistics distribution is not yet even			
3. The company has not carried out promotions optimally			
4. Raw materials for production are seasonal			
5. Product brands that are not well known enough			
Total	1,00		

Weights are assigned on a scale of 1 to 4. The external factors used are listed in Table 2.

Table 2. Eksternal Strategy Factors Analysis Summary (EFAS)

Eksternal Strategy Factors	Weight	Score	Weight x Score
Opportunity			
1. More and more tourists and visitors are visiting Tanjungpinang and are eager to try local products like Prendjak tea.			
2. Today's healthy lifestyles are increasing and encouraging the consumption of tea as an alternative beverage.			
3. More and more shops are selling Tanjungpinang souvenirs.			
4. The increasingly widespread use of social media provides a significant opportunity to introduce Prendjak tea to a wider consumer base.			
5. Various training and information resources are available to assist in developing marketing strategies and business promotion.			
Threat			
1. The price of tea raw materials continues to fluctuate			
2. More and more competitors are producing similar tea in the Tanjungpinang area.			
3. Lower prices for competing products and more aggressive promotions			
4. Rapid changes in beverage trends, such as increased coffee consumption or trendy drinks			
5. Supply delays due to weather or logistical factors in the archipelago			
Total	1,00		

In the IE matrix, the total weighted score for the IFE is placed on the x-axis, while the total weighted score for the EFE is on the y-axis. On the x-axis of the IE matrix, a total weighted score for the IFE between 1.00 and 1.99 indicates a weak internal position. A score between 2.00 and 2.99 reflects a moderate or average position, while a score between 3.00 and 4.00 indicates a strong internal strength.

Meanwhile, on the y-axis, a total weighted score between 1.00 and 1.99 reflects low consideration, a score between 2.00 and 2.99 indicates medium consideration, and a score between 3.00 and 4.00 indicates high consideration. The matrix can be seen in Figure 1

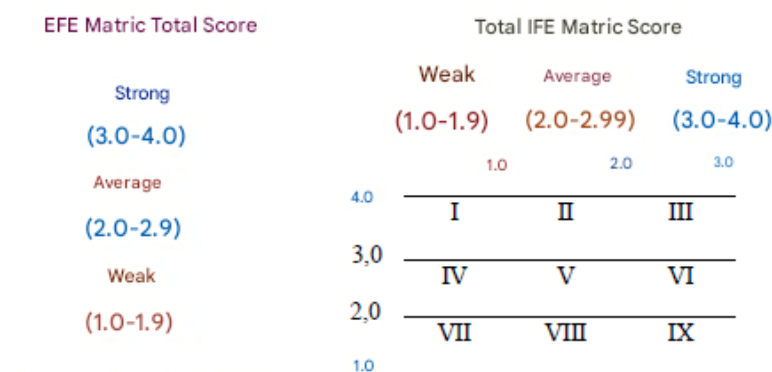


Figure 1. IE Strategy Matrix ,2025

Information :

I = Growth Strategy

II = Growth Strategy

III = Shrinkage Strategy

IV = Stability Strategy
 V = Growth or Stability Strategy
 VI = Growth Strategy
 VII = Growth Strategy
 VIII = Growth Strategy
 IX = Liquidation Strategy

RESULTS AND DISCUSSION

Results

The results of the internal factor analysis can be seen in Table 3.

Table 3. Internal Strategic Factor Evaluation Matrix (IFAS) at PT Panca Rasa Pratama Tanjungpinang City, 2025

Internal Strategy Factors	Weight	Score	Weight x Score
Strength			
1. Have a clear target market	0,1	3	0,3
2. Have a taste	0,1	3,5	0,35
3. The company became the Pioneer of the prendjak in Tanjungpinang City	0,09	3,2	0,288
4. The product does not use preservatives	0,06	3	0,18
5. Has many partners/outlets that have collaborated with the company	0,1	3,75	0,375
Weakness	0,45		1,493
1. Brand image sometimes seems traditional	0,13	2,4	0,312
2. Digital/logistics distribution is not yet even	0,08	2	0,160
3. The company has not carried out promotions optimally	0,1	1,9	0,190
4. Raw materials for production are seasonal	0,15	2,5	0,375
5. Product brands that are not well known enough	0,09	2,1	0,189
Total	0,55		1,226
Total Weight (Strength-Weakness)	2,719		

Meanwhile, the results of the analysis of the company's external factors can be seen in Table 4.

Table 4. External Strategy Factor Evaluation Matrix (EFAS) at PT Panca Rasa Pratama, Tanjungpinang City, 2025

Eksternal Strategy Factors	Weight	Score	Weight x Score
Opportunity			
1. More and more tourists and visitors are visiting Tanjungpinang and are eager to try local products like Prendjak tea.	0,09	3,2	0,288
2. Today's healthy lifestyles are increasing and encouraging the consumption of tea as an alternative beverage.	0,14	3,4	0,476
3. More and more shops are selling Tanjungpinang souvenirs.	0,06	3,35	0,455
4. The increasingly widespread use of social media provides a significant opportunity to introduce Prendjak tea to a wider consumer base.	0,13	3,6	0,468
5. Various training and information resources are available to assist in developing marketing strategies and business promotion.	0,1	3,15	0,315
Threat	0,52		2,002
1. The price of tea raw materials continues to fluctuate	0,12	1,3	0,156

2. More and more competitors are producing similar tea in the Tanjungpinang area.	0,07	2,5	0,175
3. Lower prices for competing products and more aggressive promotions	0,08	2,2	0,176
4. Rapid changes in beverage trends, such as increased coffee consumption or trendy drinks	0,1	2	0,2
5. Supply delays due to weather or logistical factors in the archipelago	0,11	1,7	0,187
Total	0,48		0,894
Total Weight	2,896		

This study also analyzes the company's SWOT which can be seen in Figure 2.

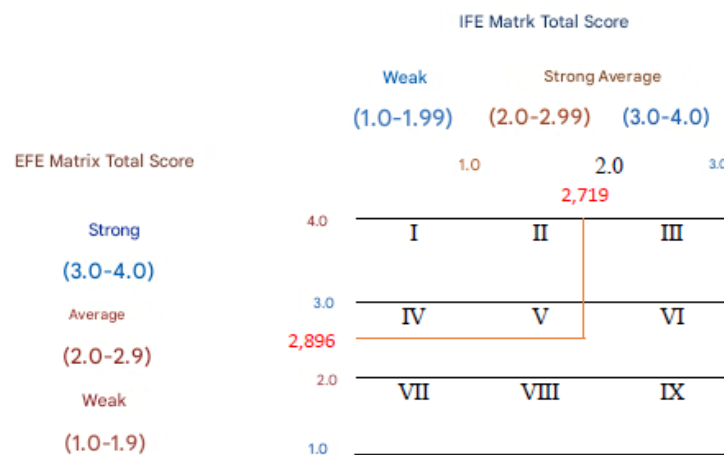


Figure 2. IFAS-EFAS Matrics

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is used to identify various factors in a structured manner to formulate a business strategy at seen in Figure 3.

	Strength	Weakness
	Have a clear target market	Brand image sometimes seems traditional
	Have a taste	Digital/logistics distribution is not yet even
	The company became the Pioneer of the prendjak in Tanjungpinang City	The company has not carried out promotions optimally
	The product does not use preservatives	Raw materials for production are seasonal
	Has many partners/outlets that have collaborated with the company	Product brands that are not well known enough
Opportunity	S-O Strategy	W-O Strategy
More and more tourists and visitors are visiting Tanjungpinang and are eager to try local products like Prendjak tea.	Optimizing a clearly defined target market by focusing on the increasing number of tourists and visitors visiting Tanjungpinang, through direct promotions at tourist spots and souvenir centers, especially at the airport, targeting tourists. (S1, O1)	Changing the brand image, which still seems traditional, by utilizing social media to showcase more modern packaging designs and attractive branding to better align with consumer and tourist preferences (W1, O4)
Today's healthy lifestyles are increasing and encouraging the	Leveraging the unique flavor and pioneering status of local tea to	Overcoming digital distribution and logistics limitations (W2) by

consumption of tea as an alternative beverage.	attract consumers interested in local products and regional culture, and building a narrative of traditional Tanjungpinang tea as part of the region's culinary identity (S2, S3, O1, O3)	participating in training or utilizing information resources on digital marketing and logistics management, and building partnerships with local and national e-commerce platforms (W2, O5)
More and more shops are selling Tanjungpinang souvenirs.	Prioritize the superiority of preservative-free products for a healthy lifestyle, for example, by including the label "healthy, natural, preservative-free" on packaging and promotions (S4, O2).	Enhance promotional efforts that have not been optimal so far by capitalizing on the increasing trend of tourists and souvenir shops, such as creating special promotional programs in souvenir shops, bundling specialty products, and collaborating with local MSMEs (W3, O1, O3).
The increasingly widespread use of social media provides a significant opportunity to introduce Prendjak tea to a wider consumer base.	Using an extensive network of partners/outlets to expand distribution in souvenir shops and shopping centers that sell regional specialty products, making products more accessible to new consumers (S5, O3)	Anticipating seasonal raw material availability by accessing information or training related to supply management and raw material diversification, and establishing more partnerships with alternative suppliers (W4, O5).
Various training and information resources are available to assist in developing marketing strategies and business promotion.	Combining brand power and taste with social media and digital promotion training to develop a modern marketing strategy that reaches a wider market, especially users skilled in digital technology (Master's, Doctoral, O4, O5).	Increasing low brand awareness by leveraging social media platforms and healthy consumption trends, for example, with a health campaign themed "healthy local tea without preservatives" to strengthen the brand's image in the eyes of consumers (W5, O2, O4).
Threat	S-T Strategy	W-T Strategy
More and more tourists and visitors are visiting Tanjungpinang and wanting to try local products like Prendjak tea.	Optimizing a clearly defined target market by focusing on the increasing number of tourists and visitors visiting Tanjungpinang, through direct promotions at tourist spots and souvenir centers, especially at the airport, targeting tourists. (S1, O1).	Changing the brand image, which still seems traditional, by utilizing social media to showcase more modern packaging designs and attractive branding to better align with consumer and tourist preferences (W1, O4)
Today's healthy lifestyles are increasing and encouraging the consumption of tea as an alternative beverage.	Leveraging the unique flavor and pioneering status of local tea to attract consumers interested in local products and regional culture, and building a narrative of traditional Tanjungpinang tea as part of the region's culinary identity (S2, S3, O1, O3)	Overcoming digital distribution and logistics limitations (W2) by participating in training or utilizing information resources on digital marketing and logistics management, and building partnerships with local and national e-commerce platforms (W2, O5)
More and more shops are selling souvenirs from Tanjungpinang.	Prioritize the superiority of preservative-free products for a healthy lifestyle, for example, by including the label "healthy, natural, preservative-free" on packaging and promotions (S4, O2).	Enhance promotional efforts that have not been optimal so far by capitalizing on the increasing trend of tourists and souvenir shops, such as creating special promotional programs in souvenir shops, bundling

		specialty products, and collaborating with local MSMEs (W3, O1, O3).
The increasingly widespread use of social media provides a great opportunity to introduce Prendjak tea to a wider consumer base.	Using an extensive network of partners/outlets to expand distribution in souvenir shops and shopping centers that sell regional specialty products, making products more accessible to new consumers (S5, O3)	Anticipating seasonal raw material availability by accessing information or training related to supply management and raw material diversification, and establishing more partnerships with alternative suppliers (W4, O5).
Various training and information resources are available to help develop marketing and business promotion strategies.	Combining brand power and taste with social media and digital promotion training to develop a modern marketing strategy that reaches a wider market, especially users skilled in digital technology (Master's, Doctoral, O4, O5).	Increasing low brand awareness by leveraging social media platforms and healthy consumption trends, for example, with a health campaign themed "healthy local tea without preservatives" to strengthen the brand's image in the eyes of consumers (W5, O2, O4).
Threats	S-T Strategy	W-T Strategy
The price of tea raw materials continues to fluctuate	Leverage a clearly defined and loyal target market to mitigate the impact of competition from competing products by strengthening customer relationships through loyalty programs or special offers for repeat customers (S1, T2, T3).	Updating the brand image to avoid a traditional impression, to anticipate changing beverage trends and increasingly modern and contemporary consumer tastes. This can be done by refreshing the packaging design, logo, and social media presence. (W1, T4)
More and more competitors are producing similar tea in the Tanjungpinang area.	Prioritizing the unique taste and quality of preservative-free products as an added value compared to competitors who offer lower prices but no superior quality, while also adjusting communication strategies to emphasize the health and authenticity of the product (S2, S4, T3)	Developing a digital distribution and logistics system to reduce the risk of supply delays due to weather or territorial constraints in the archipelago, such as by establishing collaborations with trusted e-commerce platforms and shipping services (W2, T5)
Competitors' lower product prices and more aggressive promotions	Leveraging its position as a local tea pioneer in Tanjungpinang to build an authentic and historic brand image, as a strategy to counter current beverage trends by introducing tea as a traditional beverage that remains relevant and healthy (S3, T4)	Start running more active and consistent promotions to counter aggressive promotional campaigns from competitors, for example through limited-time discounts, social media advertising, and collaborations with local influencers or souvenir MSMEs (W3, T3).
Rapid changes in beverage trends, such as increased consumption of coffee or trendy drinks	Optimizing existing partner and outlet networks to ensure distribution continues despite logistical or weather constraints in island regions, for example by strengthening supply reserves at key distribution points (S5, T5).	Maintaining seasonal raw material availability by building long-term partnerships with tea farmers and expanding raw material sourcing areas to reduce dependence on a single location, thereby mitigating the impact of price and weather fluctuations (W4, T1, T5).

Supply delays due to weather or logistical factors in the island region	Building closer relationships with supplier partners through the trust that has been built so far, to mitigate the impact of raw material price fluctuations and supply delays, including exploring long-term contracts or alternative local suppliers (S5, T1, T5)	Increasing efforts to build brand awareness comprehensively to avoid being left behind by the growing number of competitors in the local market, for example, through integrated marketing strategies through social media, local events, and collaborations with souvenir shops. (W5, T2)
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Figure 3. SWOT Matrics

Discussion

1. Internal Factor Analysis

A. Strengths of PT Panca Rasa Pratama, Tanjungpinang City

The following are the strengths of PT Panca Rasa Pratama, Tanjungpinang City:

1) Have a clear target market

The target market is a certain group of consumers who are the company's main focus in marketing the products or services offered. Determining the target market is very important so that the company can sell its products to the right people according to marketing objectives. Currently, the company has collaborated with around 500 partners or outlets spread not only in the Tanjungpinang area, but also outside the area. The existence of this distribution network provides great benefits for the company, because it allows products to be distributed more efficiently and quickly, thereby contributing to a sustainable increase in sales (Todorovic et al., 2018).

2) Flavor

The flavor of Prendjak tea is one of its main strengths, drawing loyal consumers to its tea. This tea is known for its distinctive flavor, which sets it apart from other tea products on the market. With its blend of strong flavors and aromas, Prendjak tea provides a calming and refreshing tea-drinking experience.

Interviews with the production team revealed that selecting quality tea leaves and processing are key to maintaining this distinctive flavor. Furthermore, the consistent flavor over time is an added value that keeps consumers satisfied and continues to choose Prendjak tea as their primary choice, both for personal consumption and for serving at food stalls or restaurants.

3) The Company Becomes a Pioneer in Prendjak Tea Production in Tanjungpinang City

PT Panca Rasa Pratama is currently known as a pioneer in prendjak tea production in Tanjungpinang City, as evidenced by the success of its product as a local souvenir. Although there are several other tea companies in Tanjungpinang, PT Panca Rasa Pratama is the only company that has shown significant progress through various innovations and product variations. Meanwhile, competing tea products generally still use standard, unattractive packaging, thus lacking a strong differentiating value in the market (Hossain et al, 2024).

4) The Product Does Not Use Preservatives

In today's competitive market, many products on the market use synthetic or artificial chemical preservatives. The use of these substances can have negative health effects, both in the short and long term. Therefore, it is important for companies to produce products with a long shelf life without the addition of artificial preservatives that could potentially harm consumer health.

In the production process of Prendjak Tea, PT Panca Rasa Pratama in Tanjungpinang City does not add preservatives. This decision is based on the company's commitment to maintaining the health and naturalness of its products. Given the numerous health benefits of tea, the company strives to maintain the authenticity and purity of its products as a core value proposition to consumers (Renaldo et al., 2025).

5) Having Numerous Partners/Outlets Collaborating with the Company

Since its founding in 1980, the company initially marketed its products directly to consumers. However, with the company's growth, increasing number of employees, and increasing market demand, its marketing strategy began to change. The company then took steps to establish

partnerships with several outlets in Tanjungpinang and the surrounding area. This strategy has been implemented for many years, and to date, the company has successfully established partnerships with approximately 500 outlets spread across Tanjungpinang and the surrounding area. This large number of partners is a key supporting factor in facilitating the company's achievement of its business goals and vision (Aulia et al., 2024).

B. Weaknesses of PT Panca Rasa Pratama, Tanjungpinang City

1) Brand Image Sometimes Appears Traditional

Currently built brand images tend to be stuck with traditional impressions, which can limit the product's appeal to modern consumers, especially the younger generation. Furthermore, limitations in establishing partnerships with modern distribution channels such as supermarkets also hinder market expansion. In today's digital era, people are increasingly accustomed to using the internet and technology in their daily activities, making traditional approaches less relevant for reaching a wider market.

Therefore, companies need to update their brand image to make it more relevant and attractive to a more modern market, without abandoning their traditional identity (Rehman et al, 2022), which is their strength. One strategic step that can be taken is to increase promotions through social media and e-commerce. In addition to expanding marketing reach, this step also supports the achievement of annual sales targets. Furthermore, companies need to maintain partnerships with outlets that demonstrate good performance and open up opportunities for collaboration with potential new partners. Conversely, collaborations with outlets that do not contribute significantly need to be evaluated to avoid causing losses for the company (Mohezar et al., 2023).

2) Logistics Distribution

The company's current marketing efforts are still relatively limited. One weakness identified in The Prendjak's marketing strategy is the uneven digital and logistics distribution, which also poses a challenge. This imbalance makes it difficult for consumers in certain regions to access products, both in terms of availability and delivery speed. A suboptimal digital distribution system, such as limited use of e-commerce platforms and weak logistics infrastructure in some areas, can hamper overall sales growth. Therefore, strengthening both physical and digital distribution networks is necessary to ensure widespread and equitable product availability.

The company needs to increase promotional activities, particularly through social media and various e-commerce platforms, to expand its marketing reach and support the achievement of its annual sales targets (Purnomo, 2023). Furthermore, it is crucial for the company to maintain partnerships with partners or outlets that demonstrate good sales performance to prevent potential financial losses. The company is also advised to terminate partnerships with outlets that are not contributing optimally and to open new collaboration opportunities with other potential partners through mutually beneficial agreements. Furthermore, this uneven digital/logistics distribution can directly impact marketing effectiveness and consumer satisfaction. Therefore, improvements and strengthening of distribution aspects are needed, both in terms of infrastructure, technology, and partnerships with logistics parties so that products can be available evenly and on time in all targeted market segments.

3) The Company Has Not Promoted Optimally

Promotion plays a crucial role in a company because it serves to introduce and provide understanding to potential consumers about the products offered. An effective promotional strategy can have a positive impact on increasing sales, thereby helping the company achieve its stated targets. Conversely, if promotional activities are not carried out optimally, sales potential tends to fall short of their maximum results (Bondarenko & Vyshnivska, 2023).

In today's modern era, viral promotions offer significant benefits and are an effective strategy for driving drastic sales increases. Therefore, companies are required to optimize their promotional activities to support the achievement of their stated targets.

4) Seasonal Raw Materials for Production

One of the weaknesses faced in the prendjak tea production process is the seasonal availability of raw materials. Interviews with the head of production revealed that the supply of tea leaves, the primary production ingredient, is highly dependent on the harvest season, which only occurs during

certain periods of the year. This results in fluctuations in the quantity and quality of available raw materials.

This situation presents a challenge for the company in maintaining production continuity, especially when market demand is high but raw material supply is low. Furthermore, reliance on seasonal supply can also lead to increased operational costs when the company must seek alternative raw material sources from outside the region or maintain large inventories to anticipate shortages outside the harvest season. These limitations highlight the importance of improved supply chain management strategies, including establishing long-term partnerships with farmers, expanding sourcing areas, and developing storage systems that can maintain tea leaf quality over time (Fu et al., 2025).

5) Insufficiently Well-Known Brand

The analysis of Prendjak tea's marketing strategy identified the brand's relatively low popularity outside its primary marketing area. Based on interviews with management, Prendjak tea is indeed well-known among local consumers, particularly in areas like Tanjungpinang. However, nationally, brand awareness remains suboptimal.

The lack of wide-scale promotion, limited branding activities, and a limited presence on digital platforms have prevented this product from competing with other well-known, major tea brands. As a result, despite the product's superior quality and taste, its potential to reach new markets and expand market share is hampered.

This situation indicates the need for efforts to increase brand visibility, whether through digital marketing campaigns, participation in promotional events, or collaborative strategies with broader distribution partners, so that Prendjak tea can build a strong brand image and gain wider recognition. After identifying the company's internal strengths and weaknesses, the next step is to calculate the ratings and weights, which are then transferred to the IFAS Matrix for scoring. Through this analysis, the company can identify the opportunities and threats it is facing by using the Internal Strategic Factors Matrix (IFAS) model which can be seen in Table 3.

2. External Factor Analysis

A. Opportunities for PT Panca Rasa Pratama, Tanjungpinang City

1) More and more tourists and visitors are visiting Tanjungpinang and are eager to try local products like The Prendjak.

Tanjungpinang is a city rich in tourist attractions, encompassing nature, culture, and culinary delights. As the capital of the Riau Islands Province, Tanjungpinang offers a variety of captivating destinations, including exotic beaches, Malay-inspired historical districts, and a variety of mouth-watering culinary delights. Tourists can enjoy the beauty of the sea, captivating small islands, and religious and cultural attractions steeped in traditional values.

All of this makes Tanjungpinang a destination that blends natural beauty with rich local culture (Rianty et al., 2022). Every weekend, Tanjungpinang is bustling with tourists, both domestic and international, who come to enjoy the natural beauty and rich Malay culture. This high number of visits presents a strategic opportunity for PT Panca Rasa Pratama to continue developing and maintaining its presence in producing prendjak tea, a sought-after souvenir from Tanjungpinang.

2) Today's Increasingly Healthy Lifestyles Encourage Tea Consumption as an Alternative Beverage

Changes in people's lifestyles, with people increasingly aware of the importance of health, present a significant opportunity for the growth of the tea market, including prendjak tea. In recent years, the trend towards natural, low-sugar beverages has increased, along with public awareness of the negative impacts of artificially sweetened or highly caffeinated beverages. Tea, particularly black tea and herbal teas, is increasingly being chosen as a healthier and more natural alternative. This phenomenon presents a strategic opportunity for prendjak tea to strengthen its market position by highlighting the health benefits of its products. Its antioxidant content, refreshing properties, and the use of natural ingredients in its production process can be key selling points in response to changing consumer preferences.

With this growing trend toward healthy lifestyles, companies can develop communication strategies that emphasize health benefits and collaborate with health-themed communities or events to expand their market reach.

3) Increasing Number of Shops Selling Typical Tanjungpinang Souvenirs

Each region has its own unique tourist destinations and culinary specialties. Tanjungpinang City, the capital of the Riau Islands Province, is known for its rich Malay culture and various attractive marine tourism attractions. The presence of these tourist attractions has encouraged the growth of souvenir shops specializing in Tanjungpinang in various locations. This growing number of souvenir shops presents an excellent opportunity for companies, such as PT Panca Rasa Pratama, to expand their marketing reach and increase sales of their products, particularly prendjak tea, a leading regional product.

4) The Increasing Use of Social Media Provides a Significant Opportunity to Introduce Prendjak Tea to a Wider Range of Consumers

The development of digital technology, particularly social media, has opened up significant opportunities for businesses to introduce their products to a wider audience. In this context, prendjak tea has the potential to leverage social media platforms such as Instagram, Facebook, TikTok, and WhatsApp Business as promotional tools and direct communication with consumers.

The increasing use of social media among Indonesians, especially the younger generation and active internet users, enables the rapid, cost-effective, and interactive dissemination of product information (Tjiptono et al., 2022). Through engaging visual content, customer testimonials, online promotions, and collaborations with local influencers, Teh Prendjak can increase brand awareness and attract new, previously untapped markets.

Beyond its promotional role, social media can also be used to build relationships with customers, obtain direct feedback, and strengthen the brand's image as a quality local product relevant to today's lifestyles.

5) Various Training and Information Resources Available to Assist in Developing Marketing and Promotional Strategies

In today's digital era, business owners have increasingly broad access to various training courses, seminars, and information resources that can support the development of marketing and promotional strategies. This presents a significant opportunity for Teh Prendjak to improve internal competencies, particularly in designing more effective marketing strategies that align with market trends.

Various training programs provided by government agencies, educational institutions, and digital platforms such as YouTube, Google, and other social media platforms can be utilized to deepen their understanding of digital marketing, branding, social media management, and marketing communications (Harbi & Maqsood, 2022). By utilizing these resources, companies can more quickly adapt to market dynamics and design more creative and targeted promotions.

The availability of this information and training can also help the Company in increasing competitiveness, expanding market reach, and strengthening relationships with consumers through a more modern and data-driven marketing approach.

B. Threats to PT Panca Rasa Pratama in Tanjungpinang City

1) Continuously Fluctuating Raw Material Prices

One of the weaknesses faced in the Prendjak Tea production process is the significant fluctuation in raw material prices over time. Based on interviews with the production team, the price of tea leaves, the main ingredient, tends to be unstable and is heavily influenced by seasonal factors, weather, and local market dynamics. When supply shortages occur, raw material prices can rise sharply, directly impacting production costs (Kanike, 2023).

This situation makes it difficult for the company to maintain stable product selling prices, especially when competing with other brands with more stable supply chains. Furthermore, fluctuating raw material prices also create uncertainty in financial planning and long-term production cost control. Therefore, it is crucial for the company to design a more sustainable raw material procurement strategy, such as establishing long-term partnerships with tea farmers, diversifying raw material sources, and establishing an efficient storage system to anticipate seasonal price spikes.

2) Increasing Number of Tea Competitors in Tanjungpinang City

Competition in the tea product market in Tanjungpinang City is becoming increasingly intense with the increasing number of competitors offering similar products. Based on observations and interviews with the company, many new tea brands and tea products from outside the region are entering the Tanjungpinang market, both through direct distribution to stalls and grocery stores, and through online sales platforms.

This situation presents a challenge for Prendjak tea in maintaining its market share, especially if competitors offer lower prices, more attractive packaging, or more aggressive promotions. The increased choice among consumers also makes customer loyalty more vulnerable to brand switching (Ali & Shaiq, 2023). To face this competition, companies need to increase product differentiation, strengthen brand awareness, and implement more innovative marketing strategies that are responsive to changing local consumer preferences.

3) Lower Competitor Product Prices and More Aggressive Promotions

In general, Prendjak tea has a similar composition and quality to similar products on the market. Therefore, each company needs to create a differentiating value to give its product a distinct advantage.

PT Panca Rasa Pratama, located in Tanjungpinang City, currently uses the standard composition like most other manufacturers. However, their product's main advantage lies in its more attractive and high-quality packaging design. This is why PT Panca Rasa Pratama's Prendjak tea tends to be priced higher than its competitors. Below are some of its competitors in Tanjungpinang.

4) Rapidly Changing Beverage Trends, Such as the Increased Consumption of Coffee or Trendy Beverages

One of the threats Teh Prendjak faces in maintaining its market position is the rapid changes in beverage consumption trends. In recent years, beverages such as trendy coffee, boba drinks, iced coffee with milk, and various types of modern ready-to-drink drinks have become increasingly popular, especially among young people. This shift in trends puts tea, a traditional beverage, at risk of losing market share, especially if it is not accompanied by product innovation (Xia & Donze, 2023). This situation is exacerbated by the rise of modern coffee shops, viral beverage shops, and extensive promotions on social media, which make these drinks more prominent and attract consumer attention. If Teh Prendjak is unable to keep up with evolving trends or innovate relevant to current market tastes, its product position will be increasingly pressured by competitors who are more adaptable to change.

Therefore, it is crucial for the company to continuously monitor market trends and develop more creative product variants that align with today's consumer preferences, without losing the traditional taste identity that is its main advantage.

5) Supply Delays Due to Weather or Logistics in Island Regions

One of the challenges that remains a weakness in the distribution of prendjak tea products is supply delays caused by the geographical conditions of island regions such as the Riau Islands. Inter-island distribution relies heavily on sea transportation, which is susceptible to disruption by extreme weather factors such as high waves, heavy rain, or strong winds. This often causes delays in delivery schedules, thus impacting product availability in the market.

Furthermore, limited logistics infrastructure in some regions also contributes to slow distribution. High shipping costs and uneven access make the distribution process less efficient, especially to areas far from major distribution centers.

This condition can hamper the smooth flow of the supply chain and reduce customer satisfaction if products are not available on time. Therefore, companies need to consider alternative logistics strategies and collaborate with more flexible local distribution partners to mitigate the risk of delays caused by these external factors.

After identifying the company's external factors, namely opportunities and threats, the next step is to calculate their ratings and weights, which are then transferred to the EFAS Matrix to calculate a score. Through this analysis, the company can identify the opportunities and threats it is facing using the External Strategic Factors Matrix (EFAS) model. The external factor strategy showed a total score of 2.896 for the external strategic factors (opportunities and threats), indicating that the company has a greater presence of opportunities than threats. By combining the analysis results from the internal and external factor evaluation matrices, the strategic position of PT Panca Rasa Pratama's

Prendjak tea product development in Tanjungpinang City can be determined. This position analysis is conducted using the IE Matrix, which produces strategic coordinates. The total IFE score is derived from the company's internal aspects (strengths and weaknesses), while the total EFE score is derived from the external aspects (opportunities and threats).

This matrix is useful for determining the company's position in a nine-cell diagram. The IE Matrix has two main dimensions: the total IFE score, which is placed on the horizontal (X) axis, and the total EFE score, which is placed on the vertical (Y) axis. The matrix is divided into three main strategy categories:

- [1] The Grow and Build strategy is placed in cells I, II, or IV of the matrix. Appropriate approaches for this position include intensive strategies such as market penetration, market expansion, and product development, as well as integrative strategies such as backward, forward, and horizontal integration.
- [2] The Hold and Maintain strategy is located in cells III, V, or VII of the matrix. Common strategies applied in this position include market penetration, market development, and product innovation.
- [3] The Harvest and Divest strategy is located in cells VI, VIII, or IX of the matrix. Approaches used in this position include divestment, conglomerate diversification, and asset liquidation. The strategic cell positions can be seen in Figure 2.

Figure 2 shows the strategic position of PT Panca Rasa Pratama in Tanjungpinang City, as reflected by an IFE score of 2.719 and an EFE score of 2.896. This value places the company in cell V of the matrix, indicating a Hold and Maintain growth strategy. This means the company is advised to focus on market penetration, product development, and market expansion.

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is used to identify various factors in a structured manner to formulate a business strategy. This approach is based on the logic of optimizing existing strengths (Strengths) and opportunities (Weaknesses), while simultaneously mitigating weaknesses (Opportunities) and anticipating threats (Threats), as seen in Figure 3.

CONCLUSION

The IFE analysis results indicate that the company's main strengths lie in its clear target market, product quality, and extensive distribution partnerships. However, there are still weaknesses that need to be addressed, such as a less modern brand image, suboptimal promotion, and limited seasonal raw materials. The EFE analysis reveals significant opportunities with increasing tourist visits, healthy lifestyle trends, and the ease of promotion through digital media. However, the company also faces threats from fluctuating raw material prices, the emergence of new competitors, and changing beverage trends.

To address market challenges and increase competitiveness, PT Panca Rasa Pratama can formulate new, more adaptive and relevant strategies. One step that can be taken is to update its brand image or rebrand with more attractive and modern packaging, while still maintaining local elements to maintain its cultural value. Furthermore, the company needs to begin utilizing digital distribution channels, such as e-commerce platforms and social media, so that Teh Prendjak products can be accessed by a wider consumer base, including the younger generation and tourists. Promotional strategies also need to be enhanced with more creative approaches, for example, through digital campaigns, collaborations with local influencers, and promotional activities at regional souvenir centers. On the product side, developing flavor variants that meet market tastes and packaging tailored to various consumer segments will add value.

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