

Marketing Training Strategy for Employees of Rajawali Peanut Bread Factory in the Post-Pandemic Era in Tebing Tinggi City

Elizon Nainggolan¹ Wina Hanna Siregar¹

¹State University of Medan, Indonesia

Corresponding Author: Elizon Nainggolan

Email: siregarwinahanna@gmail.com

Abstract. *In the era of globalization, marketing strategy is a crucial factor for companies to survive and compete, especially in the culinary industry, such as Rajawali Peanut Bread Factory in Tebing Tinggi City. The COVID-19 pandemic has had a significant impact on this sector, necessitating the adaptation of more effective marketing strategies, including employee training in product marketing. This study aims to analyze the marketing training strategy for employees of Rajawali Peanut Bread Factory in the post-pandemic period, in order to enhance their skills and competitiveness in product marketing. This research uses a descriptive qualitative approach conducted at the Rajawali Peanut Bread Factory. Data were collected through observation, interviews, and documentation, and analyzed using the Miles and Huberman model, which includes data reduction, data presentation, and verification. The results of the study show that the marketing training strategy is carried out through the on-the-job training method, where employees are directly guided by senior staff in marketing products. Employees are also trained to utilize social media and direct promotions to consumers. This training has proven effective in improving employees' marketing capabilities and expanding the market reach of peanut bread products.*

Keywords: *Marketing Training Strategy, Employee Development, Post-Pandemic Era, Rajawali Peanut Bread Factory*

Received: September 21, 2024

Received in Revised: October 19, 2024

Accepted: November 22, 2024

INTRODUCTION

In the current era of globalization, the development of the marketing world is undergoing significant changes, creating increasingly fierce competition among companies (Naradda Gamage et al., 2020). As a result, with this intensifying competition, every company is required to continuously innovate to increase market share and attract new consumers (Hartanti, Lestari, & Sanjaya, 2022). Companies must be able to determine the right and effective marketing strategy in order to survive and win the competition, so that the company's objectives can be achieved successfully (Pasaribu et al., 2019; Sudirjo, 2023).

Each company, whether engaged in services or products, certainly desires to grow and operate smoothly, while maintaining and increasing its operational profits (Nasution & Sutejo, 2006; Purwanto, 2020). However, this can be realized if the company is able to maintain and increase the sales of the products or services they produce (Firmansyah, 2023). In winning the competition, every organization or service provider must pay attention to the needs and desires of consumers, as well as strive to meet their expectations, in order to provide satisfaction to the

consumers (Syukri, 2014; Rivers & Glover, 2008). For this reason, it is necessary to implement effective marketing strategies by leveraging available opportunities to increase sales and maintain the company's position in the market. This is in line with the opinion of Kotler & Armstrong (2008), who stated that it is crucial to continuously improve the marketing of products or services as the key to maintaining and enhancing a company's market position.

The implementation of marketing strategies is currently vital to support revenue growth. However, the reality is that the COVID-19 pandemic, which struck the world in 2020, has had a massive impact on the economic sector, particularly on Indonesia's economy, whose development has been hindered or disrupted (Olivia et al., 2020; Astuti & Mahardhika, 2020). The industrial sectors most affected during and after the pandemic include the culinary sector and MSMEs. Therefore, to survive, business actors must adopt several new policies (Parhusip, 2021). Marketing strategy is a top priority that every business must have in order to achieve its goals (Olson et al., 2021; Setyorini & Santoso, 2017). A marketing strategy is a comprehensive program that determines the target market and satisfies consumers by building a combination of marketing mix elements, including product, distribution, promotion, and pricing. Marketing strategies are implemented to introduce a product, and therefore, a foundation of norms and morality in the marketing process towards consumers is also required (Rachmad et al., 2023; Tanveer et al., 2021).

In terms of marketing strategy, one culinary business in Tebing Tinggi that has successfully implemented marketing strategies as a key to its product sales success is Rajawali Peanut Bread (Rajagukguk, 2022). Rajawali Peanut Bread was established in 1970, initially using 25 kilograms of wheat flour, 20 kilograms of green beans, and one can of cooking oil (Sitorus & Nainggolan, 2022). The business was initially created to support the family of Mr. Lau Wing Hiang. At that time, the business was produced on a small scale and sold in simple packaging, with the products being placed in coffee shops in Tebing Tinggi City. The name "Rajawali Peanut Bread" was chosen by the owner with the aim of making the product name memorable and popular among customers. Using the logo of a large eagle, the owner hoped that Rajawali Peanut Bread would grow larger in the future (Ulwanda et al., 2024).

Initially, Rajawali Peanut Bread was located at Pajak Mini in Tebing Tinggi City. Then, in 2005, it relocated to Jl. KF. Tandean Komp. TBS No. 8 B, Kel. Badak Bejuang, Kec. Tebing Tinggi, Tebing Tinggi City, North Sumatra. Subsequently, in 2010, the business moved to Jl. KF. Tandean No.32, Kel. Badak Bejuang, Kec. Tebing Tinggi, Tebing Tinggi City, North Sumatra. Finally, on June 19, 2016, it was located in Tebing Tinggi City. The owner of Rajawali Peanut Bread, Lau Wing Hiang, never imagined that Rajawali Peanut Bread would become a local specialty and souvenir from Tebing Tinggi, North Sumatra. However, thanks to his enthusiasm and hard work, the business has now expanded significantly. The business is currently managed by his wife, Mrs. Oh A Hian, along with their children and grandchildren, due to the original owner being unable to continue the business due to illness. Currently, Rajawali Peanut Bread has become one of the leading peanut bread producers in Tebing Tinggi. The business produces Rajawali Peanut Bread without using preservatives and adheres to household industrial hygiene standards.

During the COVID-19 pandemic, Rajawali Peanut Bread adopted a marketing strategy through online sales or e-commerce. According to information obtained during the interview, the online sales system was used as a crucial step for the business to improve its marketing performance, increase revenue, and maintain the continuity of the business amidst the uncertain situation (Fitri & Bundo, 2021). Additionally, during the COVID-19 pandemic, it was revealed that only a few peanut bread business owners in Tebing Tinggi utilized online media such as Instagram, Shopee Food, Grab Food, Lazada, and other applications to promote their products. One exception is Rajawali Peanut Bread, which actively uses the Instagram account @rotikacangrajawalitebing to market its products. To this day, the business continues to actively use Instagram to promote and market its peanut bread products. The print media used by this business includes banners and billboards. Rajawali Peanut Bread does not offer any promotional

deals to customers but provides promotions to resellers (retailers) with a minimum purchase of 100 boxes.

On the other hand, most other peanut bread business owners in Tebing Tinggi do not engage in online promotions and continue to introduce their products directly as they did before the COVID-19 pandemic. The lack of promotional efforts by peanut bread entrepreneurs highlights a weakness in the marketing of peanut bread in Tebing Tinggi. This has led to a noticeable decline in production, distribution, and revenue for peanut bread businesses in Tebing Tinggi. Based on the background of the problem, the objective of this study is to analyze the marketing training strategy for employees at Rajawali Peanut Bread Factory in Tebing Tinggi City in the post-pandemic period.

METHODS

This type of research is qualitative with a descriptive approach (Gunawan, 2013). This research was conducted at the Rajawali Peanut Bread Factory in Tebing Tinggi because the area is the largest center for peanut bread production in Tebing Tinggi. The object of this research is the marketing training strategy provided by the owner of Rajawali Peanut Bread to employees in promoting the business's products. Data collection techniques in this study include observation, interviews, and documentation. Data analysis in qualitative research is carried out before entering the field, during the fieldwork, and after completing the fieldwork (Sugiyono, 2009). The Miles and Huberman model is the method used in this research. During the data collection process, three activities are conducted: data reduction, data presentation, and verification (Lexy J. Moleong, 2010).

RESULTS AND DISCUSSION

Analysis of Marketing Training Strategies for Employees in Post-COVID-19 Product Promotion

CV. Harum Manis Tebing Tinggi, better known for its Rajawali Peanut Bread business, is recognized as one of the most innovative MSMEs in the culinary sector in Tebing Tinggi City. This is evident from the various fundamental improvements implemented in key areas such as financial performance, management, and customer service for peanut bread enthusiasts in Tebing Tinggi City. Additionally, Rajawali Peanut Bread is committed to comprehensive transformation with the core values of AKHLAK (Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative). Rajawali Peanut Bread is an MSME in Tebing Tinggi City that operates in the culinary field and plays a significant role in driving the local economy, with decades of experience in the culinary sector in Tebing Tinggi. Accompanying this success, Rajawali Peanut Bread not only focuses on operational development but also continuously strives to enhance its competitiveness through the ongoing improvement of employee performance, especially in the post-COVID-19 pandemic period. The improvement of employee performance is achieved through continuous training, particularly in marketing the products. This marketing training for employees requires a specific strategy. The strategy for training employees in marketing Rajawali Peanut Bread involves several methods, each carried out by staff members entrusted with this responsibility by the business owner.

Post-COVID-19, Rajawali Peanut Bread has consistently conducted training activities for its employees to enhance their competencies, skills, abilities, expertise, as well as improve their performance in marketing the Rajawali Peanut Bread products. The training strategy aimed at employees, particularly in marketing, is designed to improve their ability to market Rajawali Peanut Bread products to a broader audience and attract consumer interest in the peanut bread products being offered. As a result, the peanut bread products produced can reach the targeted market effectively. The marketing training conducted, as explained by Mrs. Ivana, the manager of Rajawali Peanut Bread, is certainly an effort to make all employees more competent in marketing Rajawali Peanut Bread products. The training aims to ensure that employees of the business better understand effective methods for marketing the Rajawali Peanut Bread products. With

employee participation and awareness, the goals set can be achieved successfully. Considering the importance of improving employee skills in achieving business objectives, especially in the post-COVID-19 period, Rajawali Peanut Bread has indeed organized or sent its employees to attend training related to marketing.

The training activities attended by the staff of Rajawali Peanut Bread are provided by the business owners to enhance the knowledge and abilities of the staff, ensuring they gain a broader understanding of running the peanut bread business. Furthermore, the training aims to make the staff more skilled in advancing and improving the quality of Rajawali Peanut Bread through various marketing methods they learn from the training sessions. Additionally, the training also benefits the staff by making them more effective and capable of working together, supporting one another in their respective roles. This collaboration ultimately helps achieve the business's goal of expanding its market reach. Marketing training is useful for enhancing knowledge and improving the skills of employees in marketing a business's products. In addition, marketing training also helps to further increase employees' knowledge and skills in promoting the business's products more effectively. Furthermore, it provides new insights and improves skills, ultimately enhancing the abilities of the staff and employees.

Post-COVID-19, Rajawali Peanut Bread has not yet established a structured and sustainable development program to enhance employee competencies in line with the business's strategic goals. One of the benefits of conducting training and development is the increased productivity of the organization, the strengthened determination to achieve set targets, and smoother coordination, allowing the organization to operate as a cohesive and unified entity. In the post-pandemic period, Rajawali Peanut Bread staff in their respective roles have implemented strategies by taking steps before conducting training using the on-the-job method, although it is not done in a structured manner. The implementation of training and development must enhance employees' ability to effectively and efficiently acquire the competencies provided. Furthermore, the training should motivate employees to develop themselves with the knowledge and skills they have gained. Regarding the implementation of the employee training program as an effort to improve employee performance in the post-Covid-19 era at the Rajawali peanut bread business, based on an interview with Ms. Ivana, the manager of the Rajawali peanut bread business, it was explained that the training is conducted using the On-The-Job method. This method involves participants working directly at the site, learning, and mimicking tasks under the guidance of staff, where employees learn their jobs while performing them. In this method, the Rajawali peanut bread business typically uses permanent staff in each respective field to carry out the training program for its employees.

Analysis of Employee Training Needs for Marketing Strategies Implemented Post-COVID-19

The marketing strategy implemented by all the staff at Rajawali Peanut Bread business is quite effective. The business has successfully expanded its market reach by offering products through various marketing methods, including both online and print media. Additionally, the service provided by the staff is commendable, as they are trained to consistently deliver satisfying service and facilitate customer access to Rajawali Peanut Bread. Regarding the marketing strategy for Rajawali Peanut Bread, as stated by Ms. Ivana, the approach involves expanding promotions and improving product quality to compete effectively with other products. Furthermore, Rajawali Peanut Bread also applies a more efficient training method for its employees, allowing them to actively contribute to achieving the desired goals. In terms of marketing, Ms. Ivana trains each employee in direct product marketing using the on-the-job training method. Thus, marketing of Rajawali Peanut Bread products is not solely the responsibility of the staff but also involves employee participation. Employee involvement in marketing Rajawali Peanut Bread products aims to enhance their experience and knowledge gained during their work. The employees receive intensive on-the-job training from Ms. Ivana and the staff in their respective fields, enabling their skills and hard skills to be directly optimized in marketing Rajawali Peanut Bread products.

According to Ms. Ivana, the average employee at Rajawali Peanut Bread has been with the company for a considerable period. Many employees have worked there for over two years, which makes training them easier for Ms. Ivana. Additionally, the monthly evaluations and daily supervision of employees contribute to increased accountability among staff. These evaluations, supervision, and guidance help employees become more effective in their work, particularly in providing the best service to each Rajawali Peanut Bread customer. Essentially, the marketing strategy implemented is aligned with the guidance and training provided to employees, especially in marketing Rajawali Peanut Bread products. The following are the various aspects of the marketing strategy applied by Rajawali Peanut Bread post-Covid-19, specifically concerning employee training for marketing the business's products:

Training programs for employees to enhance product quality and market competitiveness

A product is something offered by producers to be requested, purchased, consumed, and used, which has value to a target market and can satisfy a consumer's wants or needs. Rajawali Peanut Bread, produced by a home industry, trains its employees through direct teaching using the on-the-job method, which involves guidance and direct supervision. This approach ensures that the Rajawali Peanut Bread produced is of high quality, clean, halal, and competitive with other peanut breads available in Tebing Tinggi. Regarding the variety of flavors produced and marketed from before the Covid-19 pandemic to the post-pandemic period, Mr. Iwan explained that during the pandemic, production decreased due to fewer buyers of Rajawali Peanut Bread. Consequently, the business owner and staff decided to add more flavor varieties to maintain smooth production. In the current post-pandemic period, production has exceeded levels from both before and during the pandemic, with daily production of Rajawali Peanut Bread reaching 500-600 pieces or more.

In terms of employee training in production, Mr. Iwan explained that the business does not have a formal procedure for training employees. However, all staff are under the direct and intensive guidance of Ms. Ivana, who is responsible for training other employees on how to process and produce high-quality peanut bread according to each flavor variant. Mr. Iwan also noted that during the training process, staff act as teachers who monitor the quality and performance of employees, while the employees are like students being guided, creating an intense communication process between employees and the staff responsible for production.

Additionally, Mr. Iwan mentioned that during the production process of Rajawali Peanut Bread, he, as the head cook, oversees employee performance. If any employee encounters problems, he and other staff members directly guide them, allowing employees to understand and improve more quickly. Thus, at Rajawali Peanut Bread, all employees become more skilled and efficient in their work due to the on-the-job training method applied directly. The guidance and training provided are based on his extensive experience working at Rajawali Peanut Bread, and Mr. Iwan's ability to train and guide employees is further supported by additional training programs outside the business.

Based on the interview with the owner of Rajawali Peanut Bread, the researcher learned that there has been an addition of flavor varieties of Rajawali Peanut Bread successfully offered from before the Covid-19 pandemic, during the pandemic, and up to the current post-pandemic period. The additions in flavor varieties can be seen in Table 1 below.

Table 1 Changes in Rajawali Peanut Bread Variants in the Post-COVID-19 Era

Before the COVID-19 Pandemic	During the COVID-19 Pandemic	After the COVID-19 Pandemic
Consists of 4 flavor variants: Sweet Green Bean Flavor Salty Green Bean Flavor Black Green Bean Flavor Kasturi Orange Flavor	Consists of 6 flavor variants, including: Sweet Green Bean Flavor Salty Green Bean Flavor Black Green Bean Flavor	Consists of 10 flavor variants: Sweet Green Bean Flavor Salty Green Bean Flavor Black Green Bean Flavor Kasturi Orange Flavor

	Kasturi Orange Flavor Pineapple Flavor Durian Flavor	Pineapple Flavor Durian Flavor Chocolate Flavor Cheese Flavor Salted Egg Flavor Beef Floss Flavor
--	--	--

Based on the explanation obtained from an in-person customer regarding the quality of the products sold, the peanut bread currently offered is increasingly delicious and suits individual tastes. The Rajawali Peanut Bread is proven to be very soft, and the variety of flavors available prevents consumers from getting bored.

Marketing training programs for staff to increase market reach through competitive pricing promotions for each product

The prices offered by Rajawali Peanut Bread are relatively affordable and vary by flavor. The differences in the prices of Rajawali Peanut Bread in the current or post-Covid-19 period can be seen in Table 2 below.

Table 2. Price of Rajawali Peanut Bread Variants

No	Rajawali Peanut Bread Flavor Variants	Quantity	Price
1.	Green Bean Flavor Peanut Bread	24 Pcs	Rp 40.000
2.	Green Bean Peanut Bread	18 Pcs	Rp.34.000
3.	Black/Red Bean Peanut Bread	24 Pcs	Rp. 42.000
4.	Black/Red Bean Flavor Peanut Bread	18 Pcs	Rp 36.000
5.	Kasturi Orange/Keitna Flavor Peanut Bread	18 Pcs	Rp 34.000
6.	Sweet and Salty Peanut Bread	18 Pcs	Rp.34.000
7.	Pineapple Flavor Peanut Bread	18 Pcs	Rp 50.000
8.	Durian Flavor Peanut Bread	18 Pcs	Rp.60.000
9.	Chocolate Flavor Peanut Bread	18 Pcs	Rp 45.000
10.	Cheese Flavor Peanut Bread	18 Pcs	Rp 55.000
11.	Salted Egg Flavor Peanut Bread	10 Pcs	Rp 70.000
12.	Peanut Bread	18 Pcs	Rp 60.000

The researcher also conducted an interview with a customer who happened to be at the location of the business. The customer mentioned that the price of Rajawali Peanut Bread is standard, meaning neither too expensive nor too cheap. This is because the taste of Rajawali Peanut Bread is very good, so even if the price were higher, people would still seek it out.

Staff and employee training programs for marketing products through promotional activities to the general public

Rajawali Peanut Bread is located in Tebing Tinggi City, on Jalan Sudirman in front of Pamela Hospital. The location is quite strategic, being in the city center near shopping areas, which makes it convenient for customers to visit the store. This strategic location allows all employees to directly participate in marketing the produced peanut bread, including introducing new product variants to the public and potential customers. Such intensive interaction facilitates easier and quicker marketing and sales efforts, allowing for immediate feedback from potential customers. Regarding the regional scope of Rajawali Peanut Bread's marketing, the researcher also learned that to ensure the product's success and recognition, the business engages in various promotions. These promotional activities are also aimed at improving employees' marketing skills for Rajawali Peanut Bread. Marketing training in various locations has been implemented since March 2022. During the pandemic, marketing was conducted online with minimal changes. Post-pandemic, there have been updates, including marketing along the Siantar Toll Road, Kisaran, and now extending beyond Tebing Tinggi to other regions. Additionally, Rajawali Peanut Bread is marketed in areas such as Kualanamu Airport, North Tapanuli, Central Tapanuli, and

Parapat City. In relation to the promotional activities described by Ms. Ivana, here are some of the training steps applied by the business to enhance employees' skills in marketing Rajawali Peanut Bread products in the post-Covid-19 period.

Advertising

Employee training for marketing Rajawali Peanut Bread products is also conducted by Ms. Nia, who is the sales and marketing admin for online products. Ms. Nia, a staff member who was sent by the business owner to attend training organized by Anchor Brand, is responsible for training employees in advertising. This training involves simple methods, such as guiding employees to post or share information about Rajawali Peanut Bread products on social media platforms like Instagram, websites, brochures, and banners. All employees are trained to better utilize their gadgets for promotion by posting photos of the products on their social media accounts, such as Instagram and WhatsApp. This aims to expand the reach of information about the latest flavor variants of Rajawali Peanut Bread. Additionally, according to Ms. Ivana, in the post-Covid-19 period, Rajawali Peanut Bread has also expanded its marketing reach and product market through various marketplaces such as Shopee Food, Tokopedia, Lazada, and Grab Food.

Direct Marketing

Another promotional training activity conducted by the business for employees in marketing Rajawali Peanut Bread products involves using direct marketing methods. Through this method, each employee is trained to promote the products by directly offering them to customers, particularly focusing on best-selling products or those with new flavor variants. Before and during the Covid-19 pandemic, the best-selling flavors were black bean and green bean, as they were original and unblended. However, post-pandemic, the top-selling product is peanut bread with abon flavor. Employees are trained to understand these best-selling products so they can effectively explain them during direct marketing interactions with customers. This direct marketing is carried out by employees through word-of-mouth communication with each customer and the broader community, which has proven to be effective in increasing sales.

Public Relation

Another method used by Rajawali Peanut Bread to train its employees in marketing the products involves direct public engagement or Public Relations (PR). According to Ms. Ivana, the business is actively involved in sending staff representatives to participate in MSME (Micro, Small, and Medium Enterprises) socialization events and other social activities. Ms. Ivana, along with Ms. Tania, introduces Rajawali Peanut Bread products to people through these MSME socialization events. Additionally, participating in these events helps the business expand its network, which can be valuable for future marketing activities. Moreover, Rajawali Peanut Bread trains employees involved in distribution to collaborate with various culinary stores in different regions to market the products. The business also engages in individual sales agent relationships to boost production and sales.

Human resources are the only resources that possess intellect, emotions, desires, skills, knowledge, drive, strength, and creativity. The potential of human resources influences a company's efforts to achieve specific goals. Technological advancements, information development, capital availability, and appropriate resources make it challenging for a business to achieve its desired objectives without human resources (Gerhart & Feng, 2021). Having high-quality human resources at Rajawali Peanut Bread will impact the performance of the business itself. This underscores the importance of improving the quality of human resources through training and development, using the right strategies, to achieve success.

The intense competition among peanut bread products necessitates that Rajawali Peanut Bread implement effective training strategies for its staff and employees to stay competitive in the peanut bread market in Tebing Tinggi. With numerous competitors in the peanut bread sector, the competition is becoming increasingly fierce. Therefore, in its marketing efforts, Rajawali Peanut Bread must be able to convince consumers by creating and enhancing a positive

impression through improving the skills of its staff and employees in providing excellent service and promoting Rajawali Peanut Bread products with the skills they have acquired. Based on the research findings, Rajawali Peanut Bread has not provided a formal training program for its employees in marketing the products. Instead, the company focuses on optimizing the abilities of its employees and staff in promoting Rajawali Peanut Bread by guiding all employees and staff to utilize available media, including both online and print media.

The marketing strategy applied by Rajawali Peanut Bread is tailored to the guidance and training provided to employees, especially in marketing their products. The aspects of the marketing strategy implemented by Rajawali Peanut Bread post-Covid-19 for training employees in marketing are as follows: (1) Training Program for Employees to Improve Product Quality and Market Competitiveness: Through this program, employees are not formally trained but are instead guided by the business to enhance their skills in producing and marketing high-quality peanut bread. There is no set procedure for training other employees; however, all staff, under the direct and intensive guidance of Ms. Ivana, are trained in the process of making and producing quality peanut bread that can be marketed widely. (2) Marketing Training Program for Staff to Expand Market Reach: This program focuses on training staff to set competitive prices for each product. Staff are trained to adjust product prices according to current conditions and changes. The program also prepares staff to take immediate action or make decisions to improve business conditions amid increasing competition. This training program is specifically aimed at staff through marketing training organized by Anchor Brand. (3) Training for Staff and Employees on Marketing Through Various Promotional Activities: Post-Covid-19, every employee and staff member is trained to conduct promotional activities, including advertising by posting or sharing information about Rajawali Peanut Bread products on social media platforms such as Instagram, WhatsApp, websites, brochures, and banners. Additionally, staff are trained in direct marketing techniques, such as offering best-selling products or new flavor variants directly to customers. The business also trains employees in building good relationships with the public (Public Relations) to expand their network, which is beneficial for future marketing activities. Employees involved in distribution are also trained to collaborate with various culinary stores in different regions to market Rajawali Peanut Bread products.

CONCLUSION

Based on the research conducted, the conclusions of this study are as follows: The marketing training strategy implemented by Rajawali Peanut Bread involves an on-the-job training method that includes direct guidance and intensive supervision for each employee in marketing the company's products. This marketing training strategy encompasses the use of both online and print media for product promotion, improving product quality, adjusting product pricing according to market conditions, and executing various promotional activities. This strategy aids employees in promoting products through social media, direct marketing, and collaborations with various culinary stores. Post-Covid-19, the on-the-job marketing training strategy ensures that employees possess adequate marketing skills, contributing to increased sales and customer satisfaction. The marketing training also includes specialized training in price promotion, involving product price adjustments according to market conditions, as well as techniques for direct marketing, such as offering products directly to customers, building good relationships with the community, and developing partnerships with culinary stores in different regions. By expanding the variety of flavors compared to competitors and having well-trained employees who provide excellent service, Rajawali Peanut Bread successfully maintains customer loyalty and continues to attract repeat purchases. These efforts help the company retain its market share and continue to grow in the post-pandemic environment.

REFERENCES

Astuti, P. B., & Mahardhika, A. S. (2020). COVID-19: How does it impact to the Indonesian economy?. *Jurnal Inovasi Ekonomi*, 5(02). <https://doi.org/10.22219/jiko.v5i02.11751>

- Firmansyah, M. A. (2023). *Pemasaran Produk dan Merek: Planning & Strategy*. Penerbit Qiara Media.
- Fitri, R., & Bundo, M. (2021). Dampak covid-19 terhadap industri rumah tangga pangan di Kota Padang. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 4(2), 784–792. <https://doi.org/10.36778/jesya.v4i2.379>
- Gerhart, B., & Feng, J. (2021). The Resource-Based View of the Firm, Human Resources, and Human Capital: Progress and Prospects. *Journal of Management*, 47(7), 1796–1819. <https://doi.org/10.1177/0149206320978799>
- Gunawan, I. (2013). Metode penelitian kualitatif. *Jakarta: Bumi Aksara*, 143.
- Hartanti, D. N., Lestari, D. P., & Sanjaya, V. F. (2022). Pengaruh Shopping Lifestyle, Discount Dan Promosi Penjualan Terhadap Implusive Buying Produk Di Cordy Butik Bandar Lampung. *Keuangan Dan Akuntansi (MEKA)*, 3(1), 377–384.
- Kotler, P., & Armstrong, G. (2008). *Prinsip-prinsip pemasaran* (Vol. 1, No. 2). Jilid.
- Lexy J. Moleong. (2010). *Metode Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Naradda Gamage, S. K., Ekanayake, E. M. S., Abeyrathne, G., Prasanna, R., Jayasundara, J., & Rajapakshe, P. S. K. (2020). A review of global challenges and survival strategies of small and medium enterprises (SMEs). *Economies*, 8(4), 79. <https://doi.org/10.3390/economies8040079>
- Nasution, A. A., & Sutejo, B. (2006). *Manajemen pemasaran*. PT Inovasi Pratama Internasional.
- Olivia, S., Gibson, J., & Nasrudin, R. (2020). Indonesia in the Time of Covid-19. *Bulletin of Indonesian Economic Studies*, 56(2), 143–174. <https://doi.org/10.1080/00074918.2020.1798581>
- Olson, E. M., Olson, K. M., Czaplewski, A. J., & Key, T. M. (2021). Business strategy and the management of digital marketing. *Business Horizons*, 64(2), 285–293. <https://doi.org/10.1016/j.bushor.2020.12.004>
- Parhusip, A. (2021). Dampak Covid-19 Terhadap Perekonomian Masyarakat (Studi Kasus Pendapatan Usaha Kuliner Di Tengah Pandemi Pada Kelurahan Tanjung Sari Kecamatan Medan Selayang Kota Medan). *Jurnal Ilmiah Simantek*, 5(3), 123–133.
- Pasaribu, R. F. A., Sianipar, I. L., Siagian, Y. F., & Sartika, V. (2019). Pengaruh promosi dan harga terhadap keputusan pembelian produk soyjoy pt. Amerta indah otsuka kota medan. *Jurnal Manajemen*, 5(1), 45–52.
- Purwanto, E. (2020). Pengantar bisnis: Era revolusi industri 4.0.
- Rachmad, Y. E., Asmara, M. A., Purwanto, H., Thamrin, J. R., Violin, V., Awang, M. Y., ... Wibowo, S. E. (2023). *Manajemen Pemasaran Digital Terkini (Perubahan Era Manajemen Pemasaran Kearah Digitalisasi)*. PT. Sonpedia Publishing Indonesia.
- Rajagukguk, A. M. (2022). Optimization of Cap Rajawali Bean Bread Production Capacity Using Goal Programming Method with Priority. *Formosa Journal of Applied Sciences*, 1(7), 1463–1488. <https://doi.org/10.55927/fjas.v1i7.1971>
- Rivers, P. A., & Glover, S. H. (2008). Health care competition, strategic mission, and patient satisfaction: research model and propositions. *Journal of health organization and management*, 22(6), 627–641. <https://doi.org/10.1108/14777260810916597>
- Setyorini, H., & Santoso, I. (2017). Analisis strategi pemasaran menggunakan matriks SWOT dan QSPM (studi kasus: Restoran WS Soekarno Hatta Malang). *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 5(1), 46–53. <https://doi.org/10.21776/ub.industria.2016.005.01.6>

- Sitorus, R. O., & Nainggolan, M. L. W. (2022). Value Added Green Beans into Green Bean Bread Cap Rajawali in Tebing Tinggi. *Journal of Agriculture*, 1(02), 65–79. <https://doi.org/10.47709/joa.v1i02.1713>
- Sudirjo, F. (2023). Marketing Strategy in Improving Product Competitiveness in the Global Market. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 63–69. <https://doi.org/10.61100/adman.v1i2.24>
- Sugiyono, S. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D, Cetakan 8*. Alfabeta, Bandung. Alfabeta.
- Syukri, S. H. A. (2014). *Penerapan Customer Satisfaction Index (CSI) dan analisis gap pada kualitas pelayanan Trans Jogja*.
- Tanveer, M., Ahmad, A. R., Mahmood, H., & Haq, I. U. (2021). Role of ethical marketing in driving consumer brand relationships and brand loyalty: A sustainable marketing approach. *Sustainability*, 13(12), 6839. <https://doi.org/10.3390/su13126839>
- Ulwanda, F. A., Triase, T., & Alda, M. (2024). Sistem Informasi Distribusi Dan Penjualan Roti Kacang Cap Rajawali Tebing Tinggi Menggunakan Metode Distribution Requirement Planning (drp). *Journal of Science And Social Research*, 7(3), 1053–1059 <https://doi.org/10.54314/jssr.v7i3.2134>