

# Determining the Right Market Segmentation and Marketing Tactic to Increase Sales at TEGUK Indonesia

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## ABSTRACT

This study aims to determine the problems and challenges faced by TEGUK Indonesia, a company that is growing in contemporary Indonesian boba drinks, which is experiencing a decline in sales and profit margins. Although the market for the drink has increased, TEGUK's performance is hampered by inadequate marketing segmentation and marketing tactics, resulting in financial underachievement. This study uses a quantitative research design using a structured survey sent to more than 500 people in key areas such as Jabodetabek and West Java. The research examines client demographics, consumption behaviors, and consumer preferences to determine effective market segmentation and provide practical marketing solutions. Descriptive statistics, reliability and validity test, and ANOVA are all used in data analysis to make sure that the results are strong and useful. Findings show that TEGUK's current marketing efforts aren't reaching its target market, which means that the company needs a better segmentation model based on demographic, psychographic, and behavioral factors. The suggested marketing plans aim to improve TEGUK's internal abilities, get more customers, and boost sales by implementing better promotions, focus on selected products, optimizing in sales channel and making the company's presence stronger. At the end of this analysis, there is a strategy roadmap and implementation plan that shows TEGUK how to align its market strategies with what customers want, which will ensure the sales performance and its long-term growth in a competitive market.

**Keywords:** Market Segmentation, Marketing Strategy, Teguk Indonesia, Boba Beverages, Consumer Behavior, Quantitative Research

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## 1. INTRODUCTION

The Indonesian beverage market, particularly the bubble tea segment, has seen remarkable growth over the past few years, driven by increasing consumer demand for trendy and affordable drinks. In 2021, the value of the bubble tea market in Indonesia reached USD 1.6 billion, contributing nearly 44% of the total bubble tea market in Southeast Asia which reached \$3.66 billion (GoodStats, 2024). With more than 268 million registered consumers, Indonesia has the largest customer base in the region, indicating that around 97% of the population has consumed this drink.

Indonesia market size of new-age tea & boba reached 1.6B in 2021 and projected to be around 2,5B in 2026 (Mordor Intelligence, 2021). This significant growth highlights the increasing popularity of tea-based beverages, including new-age tea and boba, among Indonesian consumers. The market expansion is driven by shifting consumer preferences towards innovative flavors, the influence of social media in promoting these beverages as lifestyle products, and the rapid proliferation of boba and tea chains across the country. As disposable income continues to rise in Indonesia and urbanization

progresses, the tea and boba market is poised for sustained growth, creating opportunities for new entrants and challenges for existing players to maintain relevance in a dynamic market.

Indonesia's population is dominated by Gen Y (31%) and Gen Z (24%), making up over 50% of the market (BPS, 2023). These tech-savvy groups are heavily influenced by online reviews, social media trends, and digital transactions. Gen Y prefers online shopping, while Gen Z prioritizes fast, personalized, and socially responsible brands (Statista, 2023; IMARC Group, 2020).

Social media has become their main channel for finding information about products and interacting with brands. Meanwhile, Generation Z, born between 1997 and 2012, is a digital native generation who grew up with technology since childhood. They are very familiar with smartphones, applications and social media such as TikTok and Instagram (imarcgroup.com). Generation Z has a tendency to seek information instantly and prioritizes speed and convenience in transactions.

They prefer products that reflect personal identity and social values, such as sustainability and social justice (Nadiyah, Sudaryono, & Kartika, 2022). In addition, Generation Z is highly influenced by trends and interesting visual content, so marketing strategies that use short videos or creative content tend to be more effective in reaching them (Kelly, 2024).

While these predictions and pieces of information are important, they also need to take into account how the economy in Indonesia was in 2024. There were five months of deflation in a row, starting in May (2024) and going through June (2024) and ending in September (0.12%). The middle-class population also dropped by 17.13%, from 57.73 million people in 2019 to 47.85 million people in 2024 (Badan Pusat Statistik (BPS), 2023). According to the Special Economic Advisor to the President, Bambang Brodjonegoro, this combination indicates a decrease in the purchasing power of the community.

To address these challenges, it is crucial to examine the core variables influencing the business environment, including market segmentation, consumer behavior, and marketing strategies. Market segmentation plays a vital role in targeting the right audience and optimizing promotional activities. The dominance of Generation Y (31%) and Generation Z (24%) in Indonesia's population suggests that companies need to align their products and marketing efforts with the preferences of these digitally savvy and trend-driven consumers (Badan Pusat Statistik, 2023). Understanding the impact of market segmentation on consumer engagement and purchasing decisions will help businesses refine their marketing approaches and enhance customer retention.

The novelty of this research lies in its approach to integrating a comprehensive market segmentation analysis with targeted marketing strategies to optimize business performance. Unlike previous studies that primarily focus on general consumer behavior, this research emphasizes the alignment of marketing strategies with precise market segments to maximize efficiency and profitability. By leveraging data-driven insights, this study aims to offer actionable recommendations for TEGUK to enhance its competitive positioning and adapt to dynamic market trends.

Given the urgency of addressing declining sales and profitability, this research is essential in providing strategic solutions for market repositioning. The rapid expansion of the bubble tea industry, coupled with Indonesia's evolving economic landscape, necessitates immediate interventions to ensure business sustainability. Companies that fail to adapt to changing consumer preferences and market conditions risk losing their competitive edge, making it imperative to identify and implement effective marketing strategies.

The expected benefits of this research include providing TEGUK with valuable insights into consumer behaviour and market dynamics, enabling the company to refine its marketing strategies and optimize promotional activities. Additionally, this study will contribute to the broader academic and business discourse on market segmentation and strategic marketing, offering practical recommendations for businesses operating in competitive and dynamic markets. By leveraging empirical data and analytical frameworks, this research aims to enhance decision-making processes and support sustainable business growth in the beverage industry.

Research Questions this research:

- 1) What is the current situation in boba drink market?

- 2) What marketing factors contribute to the decline in company revenue and profit margin?
- 3) What segmentation fit for TEGUK to overcome its current challenges?
- 4) What are the marketing strategies that can be proposed?
- 5) How the company should implement the strategy to improve their sales?

Research Objectives this research:

- 1) To identify and analyse the key factor contributing the decline of revenue and profit margin.
- 2) To find the right market segmentation for TEGUK according to the product and its characteristics.
- 3) To propose effective strategic marketing actions to attract customers and increase the revenue and improve profit margins.
- 4) To develop implementation plan of proposed marketing initiatives

## **2. MATERIALS AND METHODS**

This study covers internal analysis and external analysis to gain a comprehensive understanding of the business situation. Internal analysis is a process that involves marketing strategies especially in segmentation areas and the marketing tactics strategy as well as current conditions of the company looking at conditions in operations, finance and people. External analysis is a process to understand the competitive environment and the customer behaviour that influences TEGUK product sales.

To carry out these two analyses, the author used primary and secondary data. Primary data is data obtained directly from the field using a quantitative questionnaire. Quantitative methods are used to evaluate key variables such as demographics, consumer behaviour, and preferences for sales channels. Data is collected through structured surveys and analysed using basic statistical techniques to identify and provide measurable indicators while secondary data is data obtained from other sources to support the research carried out. This study employs the TOWS Matrix to align internal strengths and external opportunities and threats, as indicated by the results. This method is designed to propose a solution for the company and a recommendation that provides SMART (specific, measurable, achievable, relevant, and team-bound) aspects.

This research aims to determine the right market segmentation and design an effective tactical marketing strategy to increase the company's sales. To achieve this goal, the study uses data collection methods consisting of primary data and secondary data as a comprehensive approach. Primary data was collected through a quantitative survey conducted by distributing questionnaires to the Jabodetabek and West Java areas. The minimum target for the questionnaire is 500-700 respondents selected based on certain criteria, such as demographics, geographic location, and consumption behaviour, to ensure relevance to the TEGUK market. This survey was designed to gain insight into consumer profiles, brand perceptions, and the effectiveness of communication and promotional channels used by TEGUK.

Secondary data is taken from various sources, including:

1. Social media (such as Instagram, TikTok, GrabFood, and GoFood) to assess customer engagement, sentiment, and communication trends.
2. Industry reports from trusted data providers such as Statista and Mordor Intelligence, which provide insights into current beverage market trends and TEGUK's position in the market.
3. TEGUK's internal sales data from 2022–2024 to identify sales patterns, outlet performance, and effectiveness of previous promotions.

Data analysis is a systematic process of organizing, interpreting, and evaluating data to produce meaningful and relevant information for the purpose of the study. This process involves a series of techniques and methods used to answer research questions, identify patterns or relationships, and support data-based decision making (Zikmund, Babin, Carr, & Griffin, 2013). In this study, primary data collected through questionnaires were analysed using three main methods: reliability and validity testing, descriptive analysis, and ANOVA (Analysis of Variance) analysis.

## **3. RESULTS**

Before conducting internal and external analysis, it is important to ensure that the data used in this study has an adequate level of reliability and validity.

**Table 1.** Reliability Test Result

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.920	120

The reliability of the research instrument was assessed through testing using the Cronbach's Alpha method, which resulted in a value of 0.857. This value exceeds the threshold of 0.7, thus indicating that the instrument has very high internal consistency and can be trusted to support further analysis. In addition, the validity test showed that all Corrected Item-Total Correlation values exceeded the minimum limit of 0.1, with a total of 121 question items showing satisfactory internal consistency.

### 3.1 Company Internal Analysis

#### 3.1.1 Company Analysis

This research evaluates a company's competitive advantage based on internal resources and capabilities using the VRIO Analysis framework. This approach aims to determine whether a company's assets can create a long-term competitive advantage. Through a resource-based perspective (RBV), VRIO Analysis assesses the extent to which a company meets four key criteria for achieving sustainable competitive advantage, namely having valuable, rare, difficult-to-imitate resources, as well as the organization's ability to manage these resources effectively.

**Table 2.** VRIO Framework Analysis Results

Capability	V	R	I	O	Result
Product Availability	Yes	No	No	Yes	Temporary Competitive Advantage
Variety of Product	Yes	No	No	Yes	Temporary Competitive Advantage
Distribution Network	Yes	No	No	Yes	Temporary Competitive Advantage
Supplier Relationship	Yes	No	No	Yes	Temporary Competitive Advantage
Sales Channel	Yes	Yes	No	Yes	Temporary Competitive Advantage
Competitive Pricing	Yes	No	No	Yes	Temporary Competitive Advantage
Company Assets Value	Yes	No	No	No	No competitive advantage
Inhouse Production Facility	Yes	Yes	Yes	Yes	Sustained competitive advantage
Logistic Centre	Yes	No	No	Yes	Temporary Competitive Advantage
Innovation ability	Yes	Yes	Yes	Yes	Sustained competitive advantage

Based on the analysis using the VRIO framework, it was found that the company has two key capabilities that provide a sustainable competitive advantage:

#### 1. Internal Production Facilities

Because by producing some of its own raw materials through sister companies, TEGUK is able to control costs and quality, ensuring production efficiency, affordable prices, and stable product availability.

2. Innovation ability

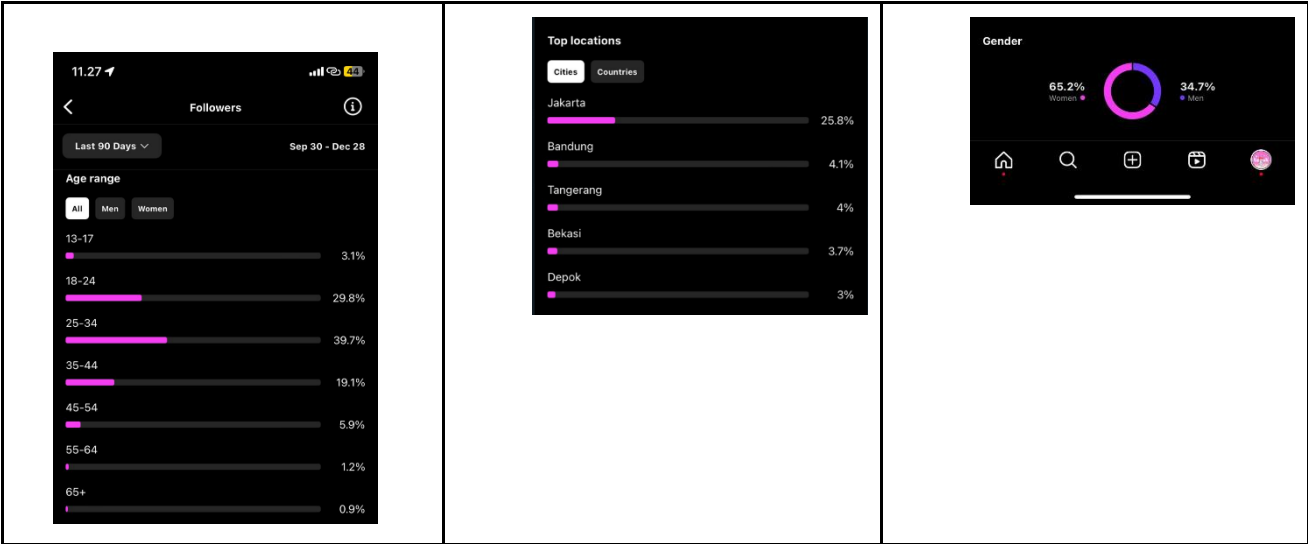
Consistency in creating new products, including expansion into snacks and ice cream, provides added value that is difficult for competitors to replicate and attracts customers. In addition, TEGUK has temporary advantages in distribution networks, logistics centers, and diverse sales channels, including outlets, food trucks, street vendors, and online platforms such as GoFood, GrabFood, and ShopeeFood.

3.1.2 Marketing Strategy Analysis (STP)

In this analysis, primary data from quantitative questionnaire results and secondary data in the form of analysis data from the TEGUK Instagram platform will be used.

a. Segmentation and Targeting

Table 3. TEGUK Current Segmentation and Targeting (sources: IG: @TEGUK.indonesia)



Analysis of TEGUK's Instagram shows the majority of viewers are 18-34 years old (69.5%), with the largest group being 25-34 years old (39.7%). Most followers are female (65.2%), which highlights the importance of marketing strategies that focus on the preferences of young women. Geographically, the most followers are from Jakarta (25.8%), followed by major cities such as Bandung, Tangerang, Bekasi, and Depok. Based on this data, TEGUK's main consumer personas are Gen Z and Millennials, female, and living in urban areas.

Data from the quantitative survey was analysed using descriptive statistics and cross tabulation, focusing on age groups, specifically 15-26 years old (Gen Z) and 27-40 years old (Gen Y). Based on the questionnaire data obtained, the distribution of respondent profiles categorized by age is as follows:

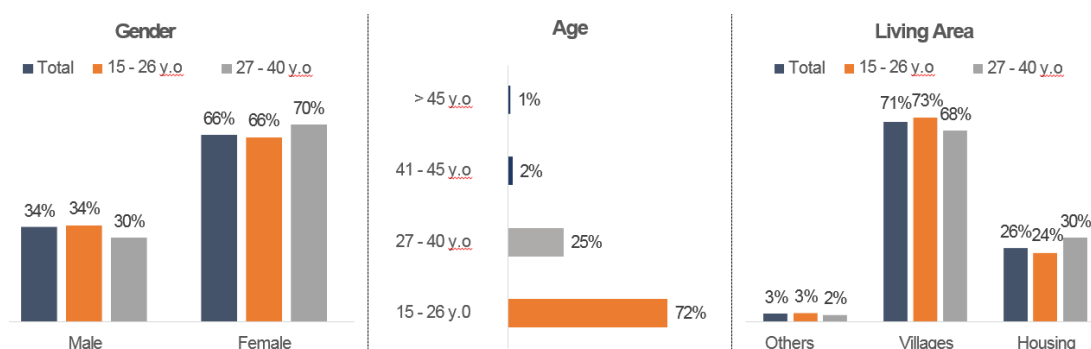


Figure 3. Distribution Respondent Profile

Females dominated the sample (66%), with Gen Y (27-40 years old) at 70% and Gen Z (15-26 years old) at 66%. Males made up 34%, with Gen Y at 30%. The majority of respondents were Gen Z (72%), followed by Gen Y (25%) and age 41 and above (3%). Most live in villages (71%), with Gen Z at 73% and Gen Y at 68%, while 26% live in residential areas and 3% in other locations.

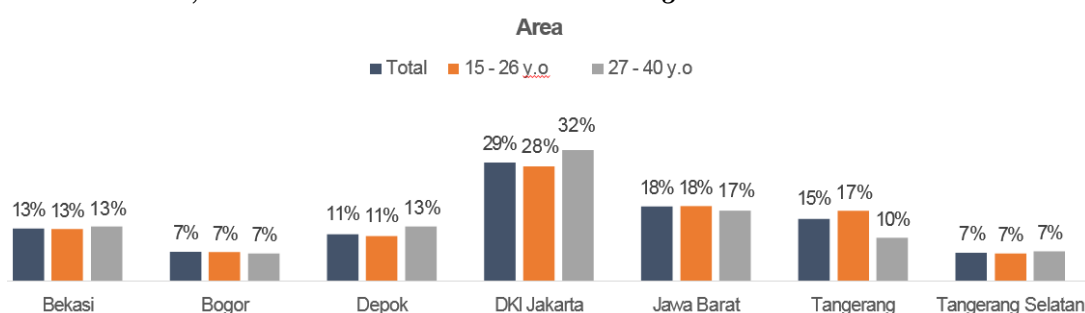


Figure 4. Breakdown Geographically Respondents Profile

DKI Jakarta had the most respondents (29%), with 28% from Gen Z and 32% from Gen Y, confirming its role as a major hub for both age groups. West Java followed with 18% of all generations, showing a balanced representation. These findings highlight the importance of marketing in densely populated areas such as DKI Jakarta and West Java.

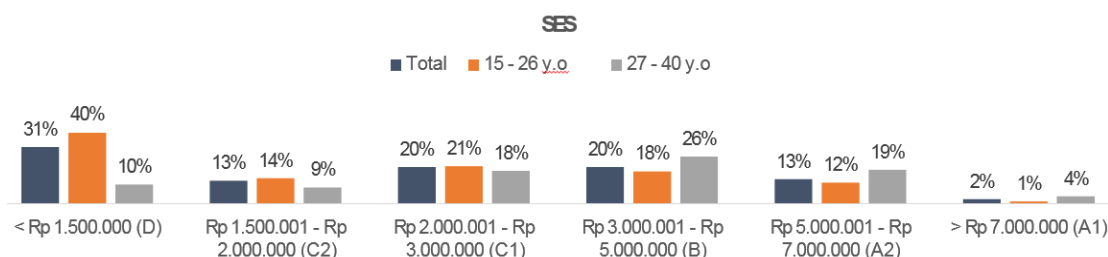


Figure 5. Respondents Profile based on Social Economic Status (SES)

The chart categorizes respondents by socioeconomic class (SES) and age. The majority (31%) spend less than Rp 1,500,000 per month, with 40% from Gen Z and 10% from Gen Y. The middle spending group (Rp 1,500,001-Rp 3,000,000) accounts for 33% of respondents, comprised of Gen Z (14% and 21%) and Gen Y (9% and 18%). A total of 33% spent Rp 3,000,001-Rp 7,000,000, with Gen Y (26% and 19%) more than Gen Z (18% and 12%), indicating greater spending habits in older respondents.

#### b. Expected Position (source: quantitative survey)

Quantitative data were analysed using descriptive statistics and cross tabulation, with the following question methods: what is the motivation to buy? and what is TEGUK's favourite?



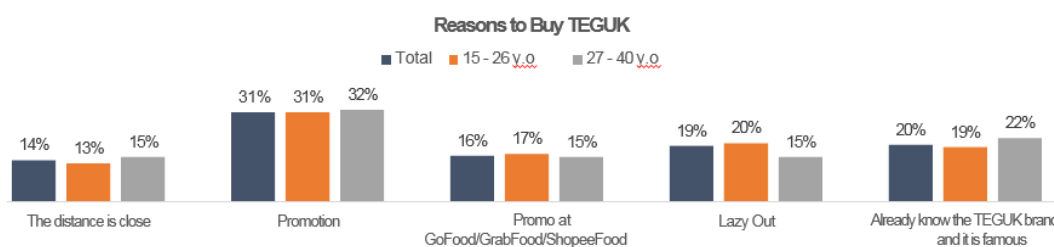


Figure 6. Figure 18 Reason to Buy TEGUK

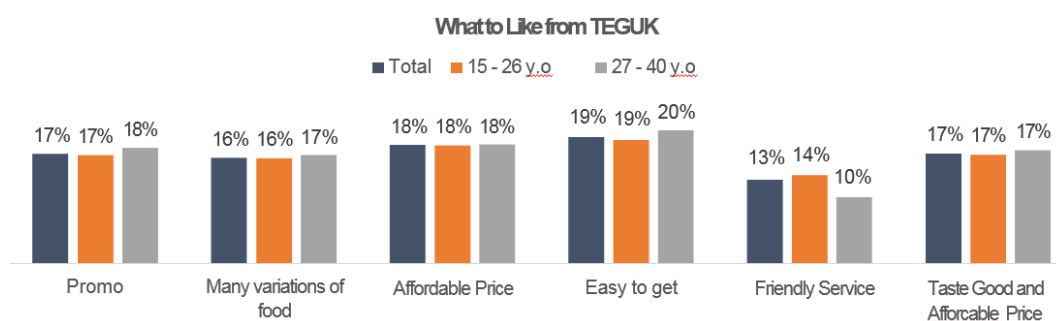


Figure 7. What Like From TEGUK

Promotion is the main reason for purchasing TEGUK (31-32%), followed by brand familiarity (20-22%), convenience (15-20%), and proximity (13-15%), especially for Gen Y. Consumers also value affordability (18%), accessibility (19-20%), and taste (17%). From the results of this analysis, in the minds of consumers, TEGUK's positioning is a well-known beverage brand that provides products at affordable prices, easy access and frequent promotions. This positioning will be the basis for creating the strategies needed to overcome challenging situations.

### 3.1.3 Marketing Tactics Analysis

Marketing tactics analysis focuses on the 4Ps in the marketing mix (Product, Price, Place, and Promotion), while the fifth P, people, is considered as part of place. This research will focus on TEGUK's product, price, distribution, and promotion.

#### 1) Products

TEGUK currently has 4 major menus, namely Beverages, Snacks, Desserts and Meals, with a total of more than 50 variants. The chart below displays the top 10 highest selling products based on internal sales data.

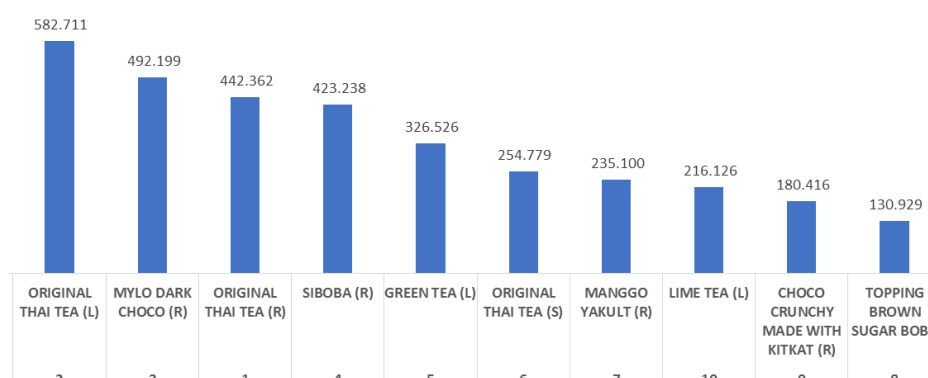


Figure 8. Top 10 TEGUK's High Sales Product

Based on the survey, Thai Tea is the most popular product in TEGUK with 31-32% preference from both age categories. The second product is Siboba (17-20%), which Gen Z prefers. Chocolate-based flavors such as Choco Crunchy Kitkat (16%) and Mylo Dark Choco (9-10%) are also in demand. Specialty products such as Black Oreo Cheese (4-7%) and Ropang Milk Butter (1-2%) attract a smaller segment, indicating an opportunity for more targeted promotions.

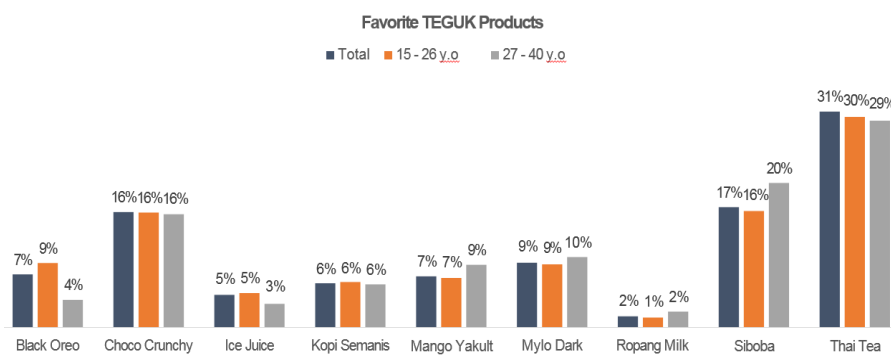


Figure 9. Favourite TEGUK Products

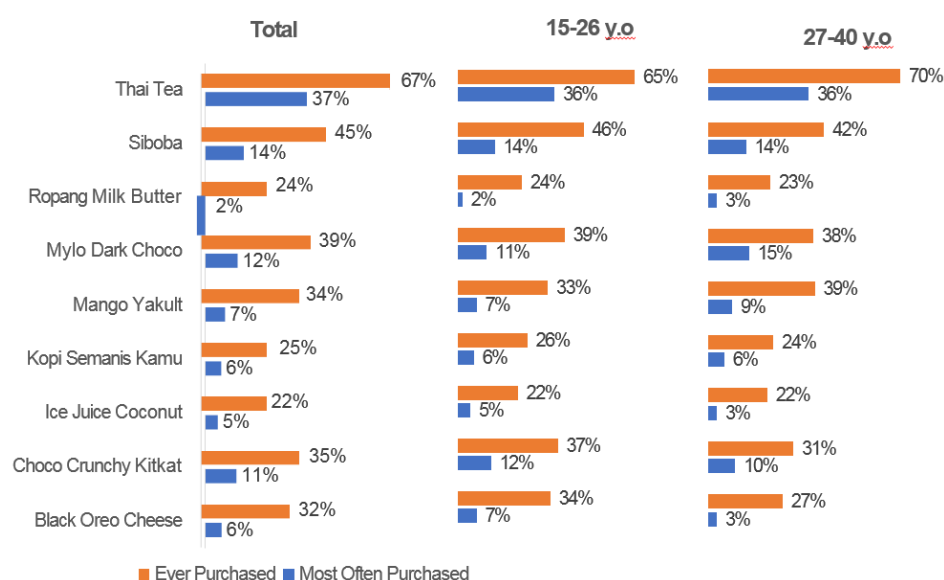


Figure 10. Favourite TEGUK Products

In Figure 10, it can be seen that Thai Tea is the most popular drink (67% of total purchase frequency), with a higher preference in Gen Y (70%) compared to Gen Z. Among Gen Z, the favorite product is Siboba (46%), followed by Choco Crunchy Kitkat (35%) and Black Oreo Cheese (32%). Premium products such as Mylo Dark Choco (39%) could potentially be promoted for special occasions. These findings show consumers are looking for drinks that are affordable, fashionable and delicious.

#### 1. Price

TEGUK uses competitive pricing and penetration strategies by setting low prices to attract customers, as well as some selling prices that are lower than competitors. TEGUK also occasionally uses bundling with package prices lower than the unit cost. The price range of TEGUK products is IDR 5,000 - 17,000, with Thaitea as the cheapest product and the cheese series as the most expensive product, targeting consumers from various categories, both price-sensitive and those seeking higher quality.





Figure 11. TEGUK Pricing Strategy

## 2. Place/Distribution

TEGUK has 152 stores, including 34 in Banten, 43 in DKI Jakarta, 73 in West Java, one in New York, and 40 street vendors. Most outlets (99) are in residential complexes, while the other 53 are in offices or schools. Sales channels consist of 61% online, 30% offline cash transactions, and 9% offline non-cash transactions.

## 3. Promotion

TEGUK utilizes social media such as Instagram and TikTok to reach Gen Z and Millennials, with 65.2% of its followers being women aged 18-34. Marketing is done through original content such as short films and new product advertisements. TEGUK also works with delivery service platforms such as Grab and Gojek, offering savings and discounts that encourage impulse purchases, especially in cities with extensive delivery services.

### 3.2 External Analysis

#### 3.2.1 Political Factors

Government policies, regulations, and taxes have a moderate-negative impact on business but are not highly influential under current conditions.

#### 1) Economic Factors

- **Economic Expansion:** Indonesia's GDP fluctuated due to COVID-19, shrinking to -2.07% in 2020 but recovering to 5.31% in 2022 and 5.05% in 2023 (Bank Indonesia, 2023).
- **Unemployment Rate:** The rate peaked at 7.07% in 2020 but declined to 5.32% in 2023 and is projected at 4.91% in 2024 (CEIC Data, 2024).
- **Inflation:** Inflation remained stable around 1.68% (2020-2021), spiked to 5.51% in 2022, and is expected to stabilize at 3% in 2024 (Bank Indonesia, 2023).
- **Future Prospects:** Economic growth is forecasted at 5.2% in 2025, driven by investment, domestic consumption, and digitalization (GoodStats, 2024).

#### 2) Social Factors

Cultural and lifestyle trends significantly impact market demand. Indonesia's growing preference for boba drinks, especially among millennials and Gen Z, is fueled by social media trends (Yuliana & Natalia, 2022). Additionally, health-conscious consumers are shifting towards low-sugar and natural sweetener-based drinks (Arshad et al., 2022).

#### 3) Technological Factors

Digital platforms such as Instagram and TikTok enhance brand awareness and customer engagement (Susilo et al., 2021). Delivery apps like GoFood and GrabFood, which account for 88% of the market (Katadata, 2024), increase accessibility and boost revenue by up to 40% (Amelia & Rahmawati, 2023).

#### 4) Legal Factors

Regulatory compliance, including BPOM certification for food and beverage products, ensures consumer safety. Companies like TEGUK adhere to these legal requirements to maintain operational legitimacy.

## 5) Environmental Factors

Sustainability concerns, particularly regarding single-use plastic, influence consumer preferences. Surveys indicate that 74% of customers prioritize eco-friendly packaging, driving demand for sustainable alternatives (GoodStats, 2024).

This PESTEL analysis highlights key macroeconomic factors influencing business strategy, emphasizing economic recovery, digitalization, and sustainability trends.

## 1) Competitor Analysis

Secondary data will be used to conduct a competitor analysis, with a particular concentration on the number of outlets, business model, pricing strategy and target segments. In the interim, the questionnaire will include a section comparing the level of brand identification that consumers have with TEGUK to other beverage brands.

TEGUK employs a low-price strategy with a wide range of products, including local ice cream, bubble tea, and milk tea, to target the lower-middle market. Currently, TEGUK has 152 stores, while competitors such as Chatime (400 stores) and Mixue (300 stores) rely on the franchise model to expand market penetration. In addition, brands such as Haus! and Glek also compete in the lower-middle segment with similar pricing strategies, while premium brands such as Kokumi and Xing Fu Tang target the market with higher prices. This analysis will explore the differences in business models, pricing strategies, and target markets, and how TEGUK can maintain its position in this dynamic market.

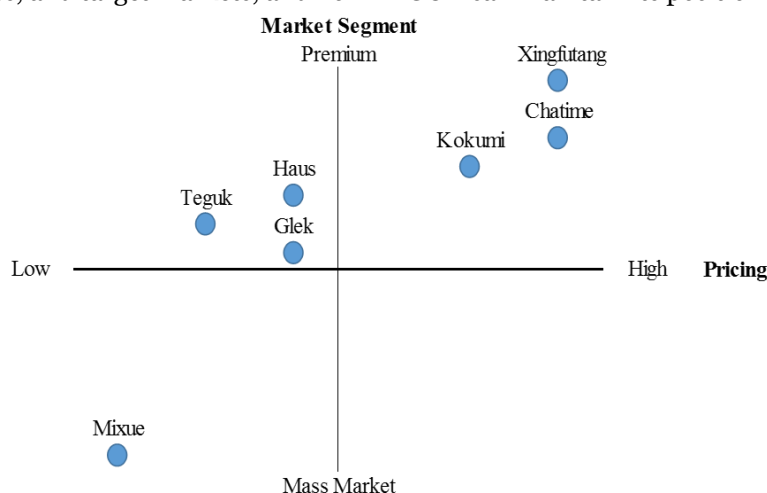


Figure 12. Market Segment Kuadran

The diagram illustrates the competitive landscape in the contemporary beverage market, by mapping the major players based on pricing strategies and target markets. TEGUK, Mixue, and Haus! are located in the low-price quadrant, focusing on lower-middle-class consumers, with a price penetration strategy to attract consumers with limited spending capacity. They emphasize accessibility and affordability. Meanwhile, Chatime uses a medium to premium pricing strategy, targeting the upper-middle class market. On the premium side, Kokumi and Xing Fu Tang focus on upper-middle-class consumers, offering exclusivity and high quality to attract those willing to pay more for premium experiences and ingredients.

## 3.2.2 Consumer Behavior Analysis

Based on survey data, this section offers a comprehensive examination of consumer behavior, including shopping location preferences, travel distances, attitudes towards snacking, planning practices, spending levels, and snacking frequency. To illustrate the differences and similarities between generations, the data is divided into two main age groups: Gen Z (15-26 years old) and Gen Y (27-40 years old).

## - Shopping Location

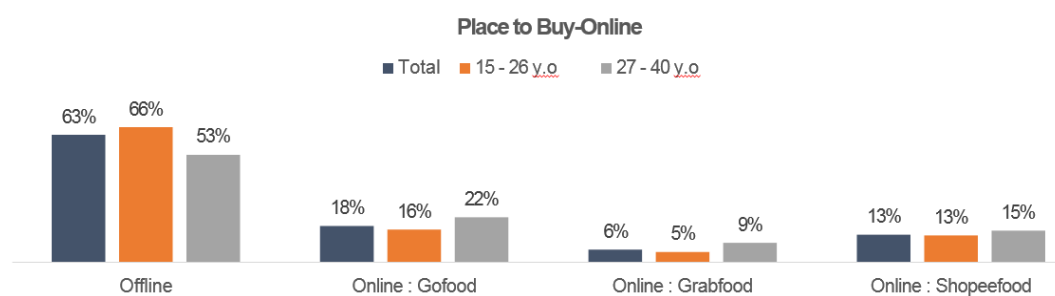


Figure 13. Place to buy Online



Figure 14. Place to Buy-Offline

The data shows that the majority of respondents (63%) prefer to buy offline, with this preference being more prevalent among Gen Z (68%) than Gen Y (53%). Residential locations are the most frequently used places for offline purchases, with a percentage between 44-51%, followed by other places such as food courts (16-21%), night markets (9-10%), shopping centers (8%), and offices (8%). Nonetheless, online platforms are also preferred by some respondents, with ShopeeFood being the most popular, accounting for 13-15% of the market, followed by GoFood (16-22%) and GrabFood (5-6%).

According to the results of a survey that asked respondents where they most often purchase TEGUK products, the majority of respondents prefer to make offline purchases, especially among members of Generation Z. On the other hand, members of Generation Y are currently purchasing TEGUK products online. The questionnaire results show this as follows.

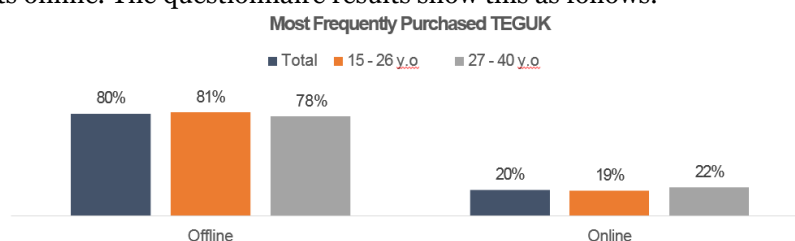


Figure 15. Most Frequent Purchased TEGUK Travel Distance

Travel distance is an important factor in purchasing decisions, with the majority of respondents (37%) willing to travel between 501 meters to 1 kilometre. There is no significant difference between different generations in this regard. Only 9% of respondents are willing to travel more than three kilometres, while another 14 to 18% prefer shorter distances, ranging from one to two kilometres. The results of the questionnaire show this as follows.

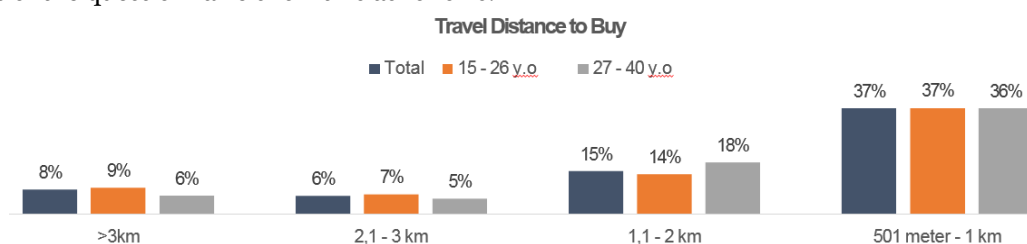


Figure 16. Travels Distance to Buy

- Attitude When Snacking

Respondents showed diverse attitudes towards snacking. Most prefer to snack in one place, although there are also those who enjoy snacking on food and drinks in various locations, which is true for both generations. A smaller group of 4-5% are more focused on food alone, while another 15% are more interested in drinks. The questionnaire results show this as follows.

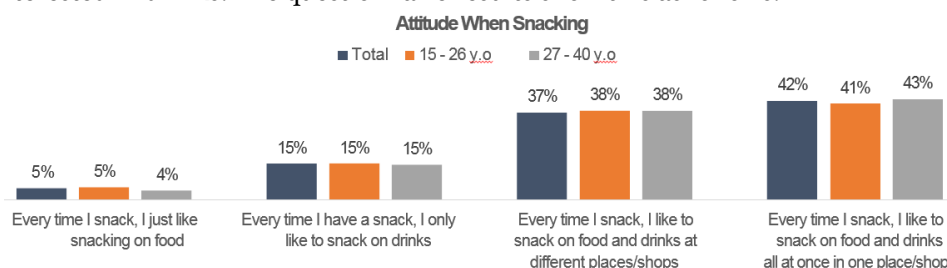


Figure 17. Attitude When Snacking

#### - Planning to Snack

Snacking planning behaviour varies between the two generations. Most respondents, especially Gen Z, tend to plan their snacking activities more thoroughly. However, there is also a sizable percentage who are more likely to snack spontaneously, especially among Gen Y. The questionnaire results show this as follows.

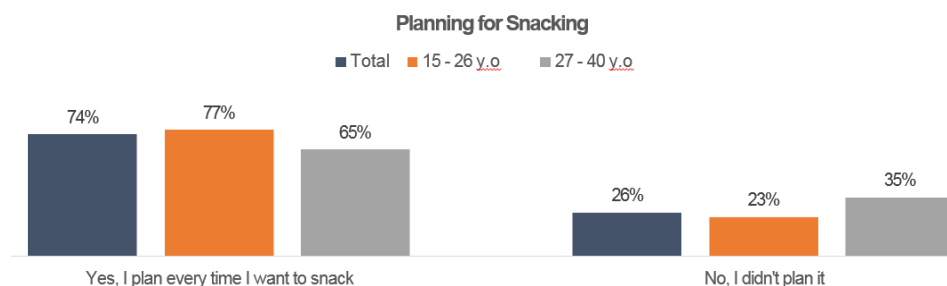


Figure 18. Planning for Snacking

#### - Special Fund for Snacking

In terms of budgeting, Gen Z shows a slightly higher propensity for budgeting compared to Gen Y. However, more respondents prefer flexible spending without specific planning, especially Gen Y. The questionnaire results show this as follows.

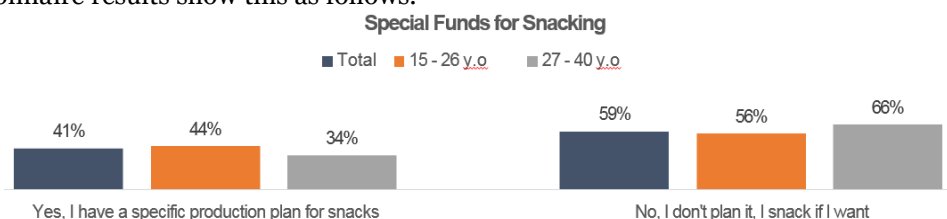


Figure 19. Special Fund for Snacking

#### - Expenses for Every Snack

Spending trends show that Gen Y tends to allocate a higher budget for snacking than Gen Z. The majority of respondents from both generations spend around Rp 26,000 to Rp 50,000 per snack, with Gen Z preferring to spend between Rp 10,000 to Rp 25,000, while Gen Y more often spends more than Rp 50,000. These findings indicate that TEGUK Indonesia needs to adjust the pricing of their products, targeting more affordable prices for Gen Z and premium prices for Gen Y. The questionnaire results show this as follows.

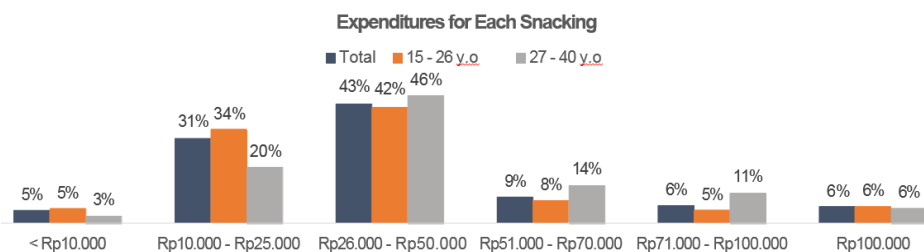


Figure 20. Expenditure Budget for Snacking

#### - Factors that Influence Purchasing

Food variety is the main factor influencing snack purchase decisions across both generations, while for beverages, taste is the top priority. While price is considered important by 14% of respondents, word-of-mouth marketing, especially recommendations from friends or family, has a greater impact in influencing purchase decisions. Meanwhile, traditional promotional strategies such as brand reputation, influencer endorsement and discounts tend to have less influence. The questionnaire results show this as follows

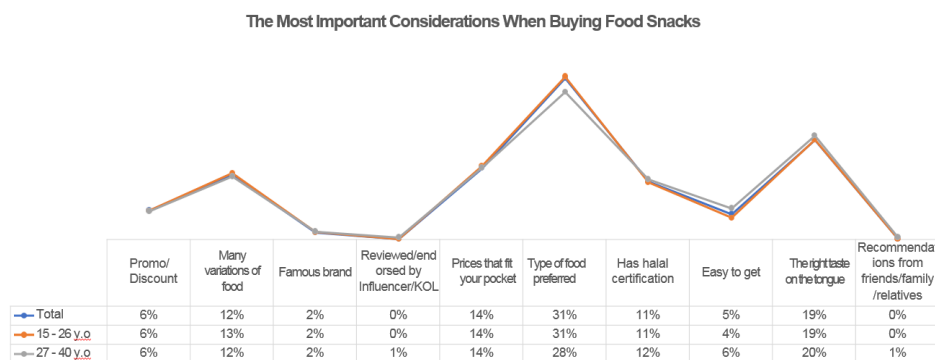


Figure 21. Importance Factor When Buying Snack

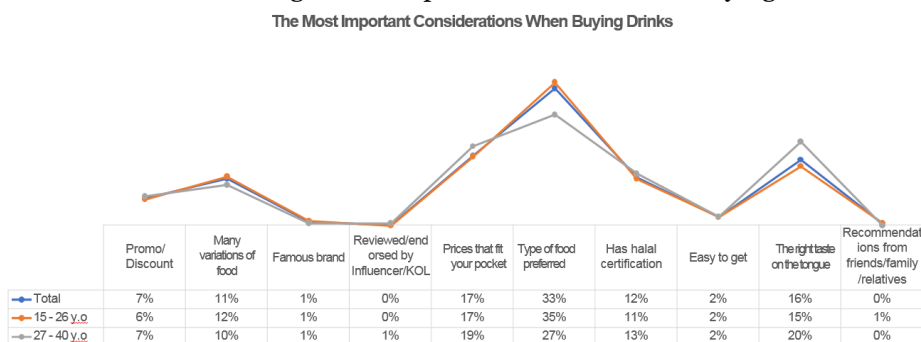


Figure 22. Importance Factor When Buying Snack

Based on segmentation and consumer behavior analysis, we then analyzed consumer preferences and habits related to snack and beverage consumption by looking at data based on generation, gender, location, and expenditure. This analysis identified different trends and priorities, as well as factors that influence purchasing decisions. This data-driven approach provides useful insights for designing more targeted marketing strategies. Based on the ANOVA test results, the monthly spending factor was the most significant and frequently occurring factor, which was then associated with other variables in further analysis.

		GENERATION		GENDER		CITY		SPENDING PER MONTH			
	Total	Gen Z	Gen Y	Male	Female	Greater Jakarta	Others	Very Low	Low	Medium	High
Total	509	376	133	151	358	418	91	176	169	139	25
Affordable Price	67%	65%	72%	64%	68%	67%	66%	70%	63%	67%	64%
Variation of Drink (teh, kopi, susu, dll)	67%	67%	67%	63%	68%	67%	68%	64%	63%	72%	84%
The right taste on the tongue	59%	58%	61%	54%	60%	61%	48%	58%	56%	59%	76%
Promo/Discount	49%	47%	54%	35%	54%	50%	41%	49%	46%	53%	44%
Many variations of drinks	47%	48%	44%	46%	47%	48%	41%	45%	43%	48%	72%
Has halal certification	45%	43%	51%	38%	48%	46%	38%	41%	46%	47%	52%
Easy to get	41%	40%	44%	40%	42%	44%	27%	40%	38%	43%	64%
Recommendations from friends/family/relatives	17%	18%	16%	16%	18%	18%	13%	16%	17%	17%	28%
Famous brand	14%	14%	15%	16%	13%	15%	11%	13%	12%	16%	32%
Reviewed/endorsed by Influencer/KOL	7%	7%	10%	9%	7%	8%	4%	5%	5%	12%	16%

Figure 23. Comparison Market Segmen Preference

Affordability is an important factor for the target audience, especially for the lower economic class who tend to choose boba because of its price. Meanwhile, high-end consumers prioritize taste, variety, and ease of obtaining the product. In general, boba purchases are mostly made offline, especially by the lower-middle class, while online purchases are more common among those with higher spending.

The target audience mostly consumes food and beverages at different stores. About 41% of consumers buy products in the same store. For the Gen Z or Low Spender target group - spending is lower than IDR 40,000 per occasion.

		GENERATION		GENDER		CITY		SPENDING PER MONTH			
	Total	Gen Z	Gen Y	Male	Female	Greater Jakarta	Others	Very Low	Low	Medium	High
Total	509	376	133	151	358	418	91	176	169	139	25
Every time I snack, I like to snack on food and drinks in different places/shops	44%	43%	44%	36%	47%	44%	40%	39%	49%	45%	36%
Every time I have a snack, I like to have food and drinks at the same time in one place/shop	41%	41%	40%	40%	41%	41%	42%	40%	38%	45%	40%
Every time I have a snack, I only like to snack on drinks	13%	13%	14%	20%	10%	12%	18%	18%	11%	9%	16%
Every time I snack, I just like snacking on food	3%	3%	2%	4%	2%	3%	1%	3%	2%	1%	8%

Figure 24. Purchasing Habit

Contemporary Tea is something that the target audience is looking for in a beverage. From this we can see that Boba itself is preferred by Gen Z, female, living in Jabodetabek with very low spending levels - which means affordability is a must for Boba.



		GENERATION		GENDER		CITY		SPENDING PER MONTH			
	Total	Gen Z	Gen Y	Male	Female	Greater Jakarta	Others	Very Low	Low	Medium	High
<i>Total</i>	509	376	133	151	358	418	91	176	169	139	25
<i>Teh Kekinian (Thai tea, Matcha latte, dll)</i>	73%	73%	74%	62%	78%	74%	67%	67%	78%	76%	72%
<i>Es Krim</i>	46%	46%	48%	36%	51%	48%	38%	47%	42%	51%	48%
<i>Susu/ Creamy/ Cheese</i>	46%	47%	43%	40%	49%	46%	48%	48%	43%	45%	64%
<i>Kopi</i>	45%	45%	44%	49%	44%	46%	42%	48%	41%	45%	56%
<i>Boba</i>	42%	43%	38%	37%	44%	44%	33%	45%	39%	42%	44%
<i>Cokelat</i>	42%	43%	38%	42%	42%	42%	42%	41%	38%	46%	44%
<i>Minuman buah-buahan</i>	29%	28%	32%	25%	31%	28%	35%	35%	27%	24%	40%
<i>Yoghurt</i>	27%	27%	29%	24%	28%	28%	24%	24%	30%	26%	40%
<i>Teh Tradisional (teh melati, oolong, black tea, dll)</i>	24%	23%	27%	24%	24%	24%	23%	24%	17%	29%	40%
<i>Soda</i>	13%	14%	11%	19%	10%	13%	11%	13%	12%	13%	20%
<b>Average Mentioned</b>	<b>3.88</b>	<b>3.89</b>	<b>3.85</b>	<b>3.58</b>	<b>4.00</b>	<b>3.93</b>	<b>3.64</b>	<b>3.90</b>	<b>3.67</b>	<b>3.96</b>	<b>4.68</b>

Figure 25. Teguk Product Preference by Consumer

Some key points are as follows; the suggested target audience is Gen Z women living in Greater Jakarta. The lower-middle class prioritizes affordability and convenience, with a preference for buying offline and often buying from different stores for various food and beverages. On the other hand, the upper class tends to prefer online shopping, where delivery costs do not influence their decision as much. They focus on product quality and availability.

### SWOT ANALYSIS

After conducting all internal and external analyses, the results are summarized and compiled using the SWOT (Strength, Weakness, Opportunities and Threat) framework. This framework was then used to develop new marketing initiatives using the TOWS framework.

The following are the results of TEGUK's SWOT (Strength, Weakness, Opportunities and Threat), organized in the following table:

Table 4. SWOT Analysis Results

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Cost Efficiency Through In-House Production - Reduces costs, ensures consistent product quality, and provides flexibility in a competitive market.</li> <li>2. Multi-Channel Sales &amp; Strong Distribution Network - Operates 152 outlets (kiosks, food trucks, hawkers) and leverages online sales platforms for wider accessibility.)</li> <li>3. Strong Innovation Capability for Continuous Product Development - Dedicated R&amp;D team enables product innovation, expanding beyond beverages into snacks, food, and desserts, differentiating TEGUK from competitors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Over-Dependence on Price Discounts &amp; Promotions for Sales - Heavy reliance on promotions reduces long-term profitability.</li> <li>2. Lack of Customer Engagement &amp; Loyalty Program - No structured customer retention system, reducing brand attachment.</li> <li>3. Lack of Premium Product Offerings for Higher-Spending Consumers - Misses out on the premium segment that competitors like Chatime and Kokumi target.</li> </ol>

4. Diverse Product Portfolio Catering to Multiple Consumer Segments - Offers 50+ product variants across beverages, snacks, desserts, and food, attracting a wider customer base.	4. Dependency on External Suppliers for Raw Materials - Despite having in-house production, TEGUK still relies on external suppliers for key ingredients, making it vulnerable to supply chain disruptions and price fluctuations.  5. Lack of Formal Feedback System - No structured mechanism to collect and analyze customer feedback, limiting adaptability to consumer preferences.
<b>Opportunities</b>	<b>Threats</b>
1. Growing Boba Market in Indonesia - Market predicted to expand with new trends and flavor  2. Large Gen Z & Millennial Population in Urban Areas - High potential customer base.  3. High Snacking Frequency Among Gen Z & Millennials - Opportunity to increase transaction size through upselling.  4. Potential to Expand Market Through Offline & Online Channels - 65% of total purchases occur offline, indicating room for expansion in high-traffic locations.	1. Intense Competition from Established Players - HAUS!, Chatime, and other brands are aggressively expanding, creating a highly competitive market.  2. Risk of "Discount Wars" Eroding Profit Margins - Over-reliance on promotions could trigger price wars, reducing profitability.  3. Economic Downturn Impacting Purchasing Power - Deflation and reduced middle-class income (especially Gen Y) may affect sales  4. High Supplier Power & Price Volatility - Dependence on external suppliers makes TEGUK vulnerable to raw material price fluctuations.

### **TOWS Proposing New Marketing Tactics with TOWS Analysis**

TOWS analysis integrates internal strengths and weaknesses with external opportunities and threats to develop actionable marketing strategies using the 4Ps framework (Product, Price, Place, Promotion).

#### **1. S-O Strategy (Strengths-Opportunities)**

**Product:** Introduce innovative boba flavors and health-conscious drinks (S1, O1, O2). Offer snack combos to boost transactions (S1, O4).

**Place:** Expand sales through online platforms and offline food trucks to reach Gen Z consumers seeking affordability (S3, O3, O5).

**Promotion:** Use TikTok, Instagram, and X to highlight product innovations and attract Gen Z (S1, O3).

#### **2. S-T Strategy (Strengths-Threats)**

**Product:** Introduce limited-time themed products to differentiate from competitors (S5, T1).

**Price:** Strengthen internal production to reduce dependency on suppliers and mitigate price fluctuations (S2, T3, T4).

**Place:** Optimize distribution centers in high-demand urban areas to enhance efficiency (S4, T3).

**Promotion:** Emphasize product quality and freshness to avoid price wars (S2, T1, T2).

#### **3. W-O Strategy (Weaknesses-Opportunities)**

**Product & Price:** Reduce reliance on affordability by launching premium offerings and snack packs (W1, O4).

**Promotion:** Improve cash flow with reloadable membership cards (W2).

**Place:** Define clear market segmentation to optimize urban market expansion (W3, O3).

**Promotion:** Implement data-driven marketing campaigns using customer insights to engage Gen Z effectively (W3, W4, O3).

## 4. W-T Strategy (Weaknesses-Threats)

Price: Negotiate better supplier terms to minimize price fluctuations (W2, T4).

Promotion: Utilize feedback systems to reduce dependency on discounts and tailor marketing strategies based on customer preferences (W4, T2).

Place: Prioritize well-defined market segments to counter the impact of declining middle-class purchasing power (W3, T3).

This strategy aligns TEGUK's internal strengths with market opportunities while addressing external threats and internal weaknesses for sustainable growth.

Table 5. TOWS Matrix Results

S-O Strategies (Leveraging Strengths to Seize Opportunities)	S-T Strategies (Using Strengths to Mitigate Threats)
<b>1. Expand Offline &amp; Online Channels in High-Traffic Areas:</b> Increase the number of kiosks, food trucks, and partnerships with food delivery services to strengthen market penetration. (Related: S2, O4)	<b>1. Differentiate TEGUK from Competitors by Highlighting Product Diversity &amp; In-House Production:</b> Promote TEGUK's broad product mix and cost-efficient operations to stand out from competitors. (Related: S1, S4, T1)
<b>2. Increase Upselling &amp; Combo Deals to Maximize Sales Per Transaction:</b> Promote bundles of snacks and beverages to boost transaction size. (Related: S4, O3)	<b>2. Reduce Reliance on Discounts by Leveraging Brand Equity &amp; Product Value:</b> Focus on product quality and innovation to reduce dependency on discounts. (Related: S3, S1, T2)
<b>3. Strengthen Digital &amp; Influencer Marketing for Brand Awareness:</b> Utilize TikTok trends, influencers, and interactive campaigns to attract Gen Z and Millennials. (Related: S3, S2, O2)	<b>3. Strengthen Supplier Partnerships &amp; Optimize Inventory Management:</b> Secure long-term supplier contracts and improve demand forecasting to prevent supply disruptions. (Related: S1, T4)

W-O Strategies (Overcoming Weaknesses by Utilizing Opportunities)	W-T Strategies (Reducing Weaknesses to Defend Against Threats)
<b>1. Develop a Customer Loyalty Program to Increase Retention:</b> Create membership benefits, cashback, and exclusive offers to improve customer retention. (Related: W2, O2)	<b>1. Develop Alternative Sales Strategies Beyond Price Discounts:</b> Implement referral incentives, exclusive bundles, and experiential marketing instead of relying solely on discounts. (Related: W1, T2)
<b>2. Introduce a Premium Product Line for Higher-Spending Consumers:</b> Offer high-quality, limited-edition beverages for premium customers. (Related: W3, O1)	<b>2. Diversify Raw Material Sourcing to Reduce Supplier Dependency:</b> Establish multiple suppliers and explore in-house production for key ingredients. (Related: W4, T4)

**3. Improve Customer Feedback & Data Analytics for Personalization:** Implement surveys and AI-driven analytics to better understand consumer preferences. (Related: W5, O2)

The strategies developed through the TOWS matrix are designed to align with the internal and external conditions of the company. The strategies generated from the TOWS matrix sometimes have the same goals or objectives. Therefore, to get the best set of strategies that are more focused and actionable by the company according to its priorities, some similar goals or objectives will be combined and merged into certain categories. Below are the strategy categories that represent the combination and merging of strategies from the TOWS matrix using the Marketing Mix/Marketing Tactic approach.

Marketing Mix Category	Strategies	Related SWOT Factors
Product	<b>1. Differentiate TEGUK from Competitors by Highlighting Product Diversity &amp; In-House Production:</b> Showcase unique product offerings like snacks and desserts while emphasizing cost efficiency.	S1, S4, T1
	<b>2. Introduce a Premium Product Line for Higher-Spending Consumers:</b> Offer high-quality, limited-edition beverages to attract Gen Y professionals and premium customers.	W3, O1
Price	<b>1. Reduce Reliance on Discounts by Leveraging Brand Equity &amp; Product Value:</b> Shift focus from discounts to emphasizing product quality, innovation, and unique value propositions.	S3, S1, T2
	<b>2. Develop Alternative Sales Strategies Beyond Price Discounts:</b> Implement referral programs, exclusive bundles, and experiential marketing to maintain profitability while reducing price dependency.	W1, T2
Place	<b>1. Expand Offline &amp; Online Channels in High-Traffic Areas:</b> Increase kiosks, food trucks, and partnerships with food delivery services to grow market penetration to attract gen Z.	S2, O4
Promotion	<b>1. Strengthen Digital &amp; Influencer Marketing for Brand Awareness:</b> Use TikTok trends, influencers, and social media campaigns to engage Gen Z and Millennials.	S3, S2, O2
	<b>2. Develop a Customer Loyalty Program to Increase Retention:</b> Offer membership benefits, cashback, and exclusive discounts to foster customer loyalty.	W2, O2
	<b>3. Improve Customer Feedback &amp; Data Analytics for Personalization:</b> Implement surveys and AI-driven analytics to better understand and respond to customer preferences.	W5, O2

	<b>4. Increase Upselling &amp; Combo Deals to Maximize Sales Per Transaction:</b> Promote snack-beverage bundles with value deals to boost transaction size and revenue.	S4, O3
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3.3 Eisenhower Matrix: Prioritization of Strategies

To address declining sales and profit margins, Marketing Mix framework and Operations & Supply Chain Management techniques were analysed and categorized. The company must choose the prioritized strategy that address essential concerns most quickly and effectively. For this, the Eisenhower Matrix was used to rank strategies by urgency and priority. Aligning strategies in the matrix helps the organization allocate resources for operational and growth goals.

Quadrant	Strategies	Category	Rationale (Alignment with Business Issue)
1. Urgent & Important	<b>1. Reduce Reliance on Discounts by Leveraging Brand Equity &amp; Product Value:</b> Shift focus from discounts to quality, innovation, and unique offerings.	Price	Discount dependency directly erodes profit margins and weakens financial sustainability.
	<b>2. Strengthen Supplier Partnerships &amp; Optimize Inventory Management:</b> Secure long-term supplier contracts and improve demand forecasting.	Operations & Supply Chain Mgmt	Supply chain issues affect raw material costs and availability, impacting sales and margins.
	<b>3. Expand Offline &amp; Online Channels in High-Traffic Areas:</b> Open more kiosks, food trucks, and partnerships with delivery platforms to grow market penetration.	Place	Reaching untapped markets helps boost sales volumes quickly.
2. Not Urgent but Important	<b>1. Differentiate TEGUK from Competitors by Highlighting Product Diversity &amp; In-House Production:</b> Showcase product variety and cost-efficient production.	Product	Differentiation builds a competitive edge but requires strategic focus over time.
	<b>2. Introduce a Premium Product Line for Higher-Spending Consumers:</b> Offer limited-edition, high-quality beverages to target Gen Y professionals.	Product	Captures higher-margin market segments, improving profitability in the long term.
	<b>3. Diversify Raw Material Sourcing to Reduce Supplier Dependency:</b> Establish multiple suppliers and explore in-house production for key ingredients.	Operations & Supply Chain Mgmt	Reduces risk from supply chain disruptions but is less urgent compared to strengthening existing supplier partnerships.

Quadrant	Strategies	Category	Rationale (Alignment with Business Issue)
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<b>3. Urgent but Less Important</b>	<b>1. Develop a Customer Loyalty Program to Increase Retention:</b> Create rewards and cashback systems to improve repeat purchases.	Promotion	Enhances retention but does not directly solve the current margin and sales decline.
	<b>2. Increase Upselling &amp; Combo Deals to Maximize Sales Per Transaction:</b> Promote snack-beverage bundles to boost average revenue per customer.	Promotion	Provides immediate revenue boosts but does not address deeper structural issues.
<b>4. Not Urgent &amp; Less Important</b>	<b>1. Strengthen Digital &amp; Influencer Marketing for Brand Awareness:</b> Use TikTok trends, influencers, and campaigns to increase visibility and engagement with younger consumers.	Promotion	Improves brand recognition but is a longer-term strategy for future growth rather than an immediate solution.
	<b>2. Improve Customer Feedback &amp; Data Analytics for Personalization:</b> Implement surveys and AI-driven analytics to understand and respond to customer preferences.	Promotion	Helps refine strategies over time but does not have an immediate impact on declining sales or margins

Figure 26. Eisenhower Matrix

Based on the QSPM results, the following strategies shorted by the highest TAS (total attractiveness score):

1. Urgent & Important (Immediate Focus)  
Strategies in this quadrant directly address core issues causing sales and net profit margin declines
2. Not Urgent but Important (Strategic Priorities)  
These strategies build long-term resilience and profitability:
3. Urgent but Less Important (Quick Wins)  
These strategies offer short-term revenue boosts but do not fundamentally solve the issue, such as loyalty programs and upselling maximize sales per customer.
4. Not Urgent & Less Important (Long-Term Initiatives)

These are long-term growth strategies that enhance brand and operational intelligence such as strengthen digital influence and data analytic for personalization TEGUK prioritizes Market Development to boost sales and maintain profit margins. This involves expanding through street vendors and food trucks, targeting Gen Z and Gen Y in urban areas to increase brand visibility and market share. Product Development is the second priority, focusing on low-sugar, plant-based boba and snack bundles to attract higher-spending consumers. Implementation is staged, considering budget and market feedback. Customer engagement and loyalty are essential for retention, using creative campaigns while maintaining profitability by avoiding excessive discounts. Pricing strategy remains stable, with a focus on supplier negotiations to lower production costs. Distribution strategy is lower in priority, focusing on supply chain optimization and maximizing offline channels to reach price-sensitive consumers.

### 3.4 Implementation Plan & Justification

This subchapter outlines the TEGUK strategy implementation using the 5W+1H framework and SMART criteria. Six strategic pillars guide the plan: Market Development, Product Development, Customer Engagement, Promotion, Pricing, and Distribution. Market Development expands regions



and segments, Product Development enhances quality and variations, and Customer Engagement strengthens relationships. Supporting strategies include digital promotions, seasonal campaigns, pricing adjustments, and mobile food trucks for distribution. Implementation starts in January 2025 with distribution optimization, followed by a Ramadan campaign in February and price adjustments in Q1 2025, ensuring steady momentum for sustainable growth.

## **5. CONCLUSIONS**

Teguk Indonesia faces significant challenges in maintaining revenue and profit margins despite operating in a growing boba beverage market. The Indonesian boba drink market is predicted growth rapidly, influenced by shifting consumer preference, the globalization that caused international players to increasingly massively enter to Indonesian Market. However, the market become highly competitive, with major players expanding aggressively and employing premium or niche strategies. TEGUK operates in the middle-to-low pricing segment which has key issues identified include inefficient market segmentation and promotional strategies, rising operational costs, and declining customer engagement. The current strategies fail to effectively resonate with target consumer groups, particularly Gen Z and Millennials, who constitute a significant portion of the market.

The research identified misaligned market segmentation as the primary challenge facing TEGUK which become key contributing revenue and profit margin along with inefficient promotional strategies and elevated operational cost especially in marketing expenditures including high commission cost, advertising and online promotions. A comprehensive analysis of consumer preference and behaviours underscored the critical role of alignment between company strategies to the selected market including the affordability, convenience and promotional offers that influence the purchasing decision. Furthermore, a competitor analysis revealed that TEGUK's current market positioning lacks of distinctiveness, making it less competitive against brand with broader market penetration. These findings, highlight the need for a more refine market segmentation and the need of operational efficiencies including managing promotional budgets while capitalizing on its strengths in product development and distribution channel to enhance its market competitiveness.

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## **ETHICAL CONSIDERATIONS**

Not applicable

## **CONFLICT OF INTEREST**

The authors declare no conflicts of interest.

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