

MARKETING STRATEGY DEVELOPMENT FOR GREEN HOUSE KARAMBA HYDROPONIC VEGETABLES

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Abstract: Green House Karamba, as a hydroponic vegetable producer, faces fluctuating sales volume and difficulty in reaching the end consumer. Therefore, Green House Karamba needs strategy formulation. This study aimed to: (1) analyze the existing marketing strategy of Green House Karamba based on marketing mix 4C; (2) analyze the competitive advantage of Green House Karamba based on competitive conditions; and (3) formulate a marketing strategy that can be applied by the company. This study focused on the products of hydroponic vegetables of Green House Karamba. Marketing mix 4C analysis, Porter's five forces model, and marketing genius approach were employed for this study. Based on marketing mix 4C analysis, there were rooms for improvement in co-creation, communal activation, and conversation. According to Porter's five forces model analysis, Green House Karamba's potential competitive advantage were in terms of price and quality, relative independent production, and differentiation. The results of the previous analyses were considered for strategy formulation using a marketing genius approach. Based on marketing genius analysis, comprehensive marketing strategy and value proposition development were recommended for Green House Karamba. This study is expected to help Green House Karamba in facing competition.

Keywords: hydroponic, marketing genius, marketing mix, marketing strategy

Abstrak: Green House Karamba, sebagai penyedia sayuran hidroponik, menghadapi permasalahan volume penjualan fluktuatif dan kesulitan dalam menjangkau konsumen tingkat akhir. Oleh karena itu, Green House Karamba membutuhkan formulasi strategi pemasaran yang tepat. Penelitian ini bertujuan (1) menganalisis strategi pemasaran eksisting berdasarkan atribut bauran pemasaran 4C; (2) menganalisis keunggulan kompetitif Green House Karamba berdasarkan kondisi persaingan menggunakan porter's five forces model; dan (3) merumuskan strategi pemasaran yang dapat diterapkan oleh perusahaan. Penelitian ini fokus pada produk sayuran hidroponik Green House Karamba. Pendekatan bauran pemasaran 4C, Porter's five forces model, dan marketing genius digunakan untuk penelitian ini. Berdasarkan analisis 4C, terdapat ruang untuk perbaikan dalam aspek co-creation, communal activation, dan conversation. Berdasarkan analisis model lima kekuatan Porter, keunggulan kompetitif potensial Green House Karamba terdapat pada aspek harga dan kualitas, produksi yang bersifat relatif independen, dan diferensiasi. Hasil-hasil dari analisis sebelumnya dipertimbangkan dalam formulasi strategi menggunakan pendekatan marketing genius. Berdasarkan analisis marketing genius, strategi pemasaran komprehensif dan pengembangan proposisi nilai direkomendasikan untuk Green House Karamba. Penelitian ini diharapkan membantu Green House Karamba dalam menghadapi persaingan.

Kata kunci: sayuran hidroponik, marketing genius, bauran pemasaran, strategi pemasaran

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INTRODUCTION

The Era of volatility, uncertainty, complexity, and ambiguity (VUCA) is a very abstract era for business people, both consumers, and producers. In general, VUCA is a phenomenon that describes a world situation that changes very quickly and tends to be unpredictable. In this increasingly dynamic, complex, and uncertain business environment, the company's ability to adapt and handle abstract situations is certainly more important than ever. One form of uncertainty and environmental change that has a lot of influence on business lines is the Covid-19 pandemic. The Covid-19 pandemic has affected various sectors, from the economic sector to the food sector, both positively and negatively. Food is a basic need because it affects human survival. One of the food commodities that become the daily needs of the community is vegetables. Vegetables are a source of vitamins, fibre, and minerals that are important for the fulfilment of community nutrition.

The Covid-19 outbreak has increased public awareness of a healthy lifestyle. Based on a survey conducted by the Alvara Research Center (2020), consumption of health needs increased during the Covid-19 pandemic. The results of a study conducted by Kantar (2020) showed that there were changes in the lifestyle of the Indonesian people during the Covid-19 pandemic. The results of the study showed that as many as 90% of respondents started trying to eat a healthy diet. The results of an online survey conducted in the period from September to October 2020 showed that people tend to consume healthy foods to maintain body immunity during the Covid-19 pandemic (LIPI 2020). The results of research conducted by Ulfa and Mikdar (2020) show that there are changes in healthy lifestyles that are carried out in everyday life. One of the most widely applied healthy lifestyle actions is a healthy diet (Ulfa and Mikdar 2020). This will be an opportunity for the development of the Green House Karamba hydroponic vegetable business because more and more people want a healthy lifestyle.

Hydroponic cultivation is also increasingly in demand by people in urban areas. This trend appears along with the increasing public awareness of living a healthy lifestyle by consuming hygienic vegetables and fruit. With the increasing public awareness in Indonesia to adopt a healthy lifestyle, the need for hygienic and quality food is increasing. The increasing number of requests for hydroponic vegetables has resulted in

increased competition in this field. Business competition in this field tends to be competitive. The hydroponic vegetable business has experienced significant growth, especially during the Covid-19 pandemic. This can be seen from the many brands of hydroponic vegetables on the market so that consumers have many choices.

Green House Karamba experienced several problems in marketing its products. The marketing strategy that has been implemented is considered not optimal, resulting in sales that have not been maximized. Until now, Green House Karamba has experienced difficulties in reaching end consumers and fluctuating sales volumes. The advantages of any product will not be able to increase sales as expected without effective and efficient marketing activities. Thus, a study on marketing strategy formulation is deemed important for Green House Karamba.

Studies concerning the marketing strategy for hydroponic vegetables have been conducted by Noviani et al. (2016), Sami et al. (2017), and Umam (2020) using diverse methods. However, studies that formulate marketing strategy using marketing genius are still limited, especially for hydroponic vegetable products.

The purposes of this study were to: (1) analyze the marketing strategy of hydroponic vegetables that have been carried out by Green House Karamba and accepted by consumers based on the attributes of the 4C marketing mix; (2) analyze the competitive advantages of Green House Karamba based on the competitive conditions faced using; and (3) formulate a marketing strategy for hydroponic vegetables that can be implemented by Green House Karamba. This study only focused on the hydroponic vegetable products of Green House Karamba.

METHODS

This study used a qualitative approach. The data used in this study consisted of primary and secondary data. Primary data were obtained through direct observation and in-depth interviews. Primary data is needed to determine the 4C marketing mix that has been carried out by the company, to evaluate the performance of Green House Karamba based on the 4C marketing mix according to actual consumer perceptions and the competitive advantage of Green House Karamba based

on the competitive conditions faced. Secondary data were obtained from various relevant sources such as articles, journals, and books on marketing strategies and hydroponic vegetables.

The respondents in this study were determined through non-probability sampling using purposive sampling. This method was used because it was considered capable of answering the research objectives with the specified respondents. The terms and criteria used to determine internal respondents were respondents must master the information needed and have knowledge and expertise in issues related to marketing Green House Karamba. Internal respondents in this study were assistant managers of Green House Karamba and marketing managers of Green House Karamba. External respondents in this study are the actual consumers of Green House Karamba obtained through the list of consumers owned by Green House Karamba. External respondents amounted to 30 respondents.

Data analysis in this study were carried out in a qualitative descriptive. In the identification of marketing strategies that have been carried out by Green House Karamba and accepted by actual consumers, in-depth interviews and direct observation methods were used. The results of the identification will later produce an evaluation of the 4C marketing mix, which is one of the indicators for strategy formulation using marketing genius. The identification of competitive advantages based on the competitive conditions faced by Green House Karamba is done by using the documentation method against the competitors of Green House Karamba. Meanwhile, at the strategy recommendation stage, an analysis was carried out using marketing genius tools. The formulation of strategies using marketing genius tools is based on internal conditions obtained through in-depth interviews regarding the 4C marketing mix that has been carried out by the company as well as external conditions obtained from the identification of marketing strategies received by actual consumers which will later result in an evaluation of the 4C marketing mix. In addition, the results of the identification of competitive advantages based on competitive conditions using Porter's five forces model are also indicators in formulating strategies using marketing genius.

The selection of Porter's five forces model method was chosen because it has been used quite a lot in previous studies and can analyze the industry under study. Sandhika (2020) conducted research using

this method in the food industry, while Tahir (2021) conducted this research on the Syar'i clothing industry. while the 4C marketing mix was used because the tool is considered more able to adapt to the current VUCA era. The marketing 4C proposed by Kotler (2017) allows customers to participate more in the creation of the company's products. This method has also been widely applied to research in other industries such as that of Khairunnissa (2020) in the general trading industry, Larasati (2021) in the cosmetic industry, and Wahyuning (2020) in the service provider industry. While Marketing genius is used because it is considered capable of becoming a relevant marketing strategy, especially in the VUCA era which is very abstract and the changes that occur are very fast.

RESULTS

Green House Karamba

Green House Karamba is one of the business lines of the parent company of Desa Karamba which is engaged in the hydroponic farm which always prioritizes quality and continuity in its services. Green House Karamba was established in 2019 under the auspices of Endang Hidayatullah. Green House Karamba is located in the Bogor, precisely on Jl. Hujung Stone No. 7 Margajaya, Bogor District, West Java. The business activities carried out by Green House Karamba include Business-to-Business B2B and Business-to-Consumer (B2C). Green House Karamba offers several products and services, including hydroponic vegetables, hydroponic training services, nutrition for hydroponic planting patterns, and hydroponic starter kits. The main products that are a priority for Green House Karamba are hydroponic vegetables with variations such as bok choy, kale, choy sum, green salad, and red salad. Green House Karamba has three greenhouses with a total of approximately 5050 holes ready to use.

Market segmentation conducted by Green House Karamba is based on geographical, demographic, psychographic, and behavioural segmentation aspects. The selected geographical segmentation is consumers who are in the Greater Jakarta. Demographic segmentation is household and non-household segments. Psychographic segmentation consists of upper-middle-class people who have a healthy lifestyle. Meanwhile, segmentation based on behaviour is consumers who are looking for benefits and product

quality. Green House Karamba positions its products as a premium hydroponic vegetable product that prioritizes quality at an affordable price and as a hydroponic vegetable educator.

Ekisting Marketing Strategy based on 4C Pemasaran Marketing Mix

The marketing mix used as a framework in this research is the 4C marketing mix (co-creation, currency, communal activation, and conversation) which is a transformation of the 4P marketing mix (Kotler et al. 2017). The 4C marketing mix is considered more appropriate to this research because this research focuses on marketing formed by consumers which of course involves the consumers themselves. The 4C marketing mix is considered more in line with today's changing times. In this study, the 4C marketing mix was used at the stage of identifying the marketing strategy that has been carried out by Green House Karamba and the marketing strategy accepted by consumers.

Co-creation

Co-creation is a marketing mix concept that focuses on product development or renewal that involves consumers in updating their products. Green House Karamba is committed to making improvements and innovations to create superior value propositions. At the beginning of the business, the products produced by Green House Karamba for the hydroponic vegetable category only amounted to two variations, namely bok choy and choy sum. In 2020, Green House Karamba also launched a new type of hydroponic vegetable variation, namely kale, green salad, and red salad. The product development carried out is based on an internal view of the trend of hydroponic vegetables that are currently in huge demand in the market with data analysis through Google Trends. Therefore, Green House Karamba implements co-creation where the company involves consumers in developing their products. Green House Karamba also implements a hydroponic vegetable purchase system by request. Where the company is ready to serve consumers who want to order with the desired quantity. This is categorized as co-creation, namely co-creation in which creates space for product personalization.

Based on the results of the analysis, it was found that: 1) 100% of respondents admitted that the quality of the hydroponic vegetables offered was according to their wishes, 2) 88% of respondents admitted that the variety of hydroponic vegetables provided was according to their wishes, 3) 35% of respondents claimed to have given suggestions for improvement related to adding variety 4) 80% of respondents answered that Green House Karamba needs to involve consumers in the process of product creation or development, and 5) 70% of respondents admitted that Green House Karamba had not sufficiently involved them in the process of product creation or development, while the remaining 30% answered that they were sufficient because Green House Karamba implemented a message by request system. Based on these results, Green House Karamba needs to involve consumers in the process of product creation or development to develop a variety of products offered to reach more consumers in the future.

As for some suggestions, namely Green House Karamba is expected to provide a more varied variety of hydroponic vegetables. Consumers claim to be more interested in buying products from brands that provide many choices. Some respondents also suggested that Green House Karamba can involve consumers by asking for reviews, criticisms, and input related to variety, and quality, so that products offered can be by the wishes and needs of consumers.

Currency

Currency is one of the marketing mix concepts where companies can differentiate prices on different consumer profiles. Green House Karamba does several ways in optimizing profits from its business activities, one way is to differentiate prices on its B2B and B2C activities. In B2B activities, Green House Karamba differentiates the selling price of products for resellers. Whereas, in B2C activities, there is no price differentiation or membership level for the end consumer.

Respondents evaluated several things as follows: 1) 100% of respondents admitted that the price of hydroponic vegetables offered by Green House Karamba was affordable, 2) 100% of respondents admitted that the price offered by Green House Karamba was directly proportional to the quality offered, 3) 80% of respondents claimed to have compared the price of Green House Karamba with other brands and got the results that Green House Karamba hydroponic vegetables

offered a cheaper price with good quality, and 4) 30% of respondents answered that Green House Karamba had given a promo in the form of free shipping. Based on these results, respondents are satisfied with the price offered by Green House Karamba because the product is in the cheap category and is directly proportional to the quality offered.

As for some suggestions, namely, 1) As many as 14% of respondents gave suggestions that Green House Karamba can implement the membership feature, 2) 26% of respondents gave suggestions that Green House Karamba give discounts to old consumers, and 4) 60% of respondents gave suggestions that Green House Karamba should House Karamba can provide free shipping discounts.

Communal Activation

Communal activation is a marketing mix concept in which a company can utilize consumer resources to meet the demands of other consumers. Green House Karamba has collaborated with sales partners such as resellers. These sales partners are used to reach consumers in various regions. Reseller Green House Karamba is currently domiciled in Bintaro, Jakarta and Bekasi, West Java. Green House Karamba has not distributed its products to supermarkets or restaurants, this is because Green House Karamba is still looking for ways to produce in large quantities.

Based on the results of the analysis, it is known that 1) As many as 100% of respondents had no difficulty in buying Green House Karamba hydroponic vegetables, 2) 80% of respondents said that Green House Karamba hydroponic vegetables were easy to find or obtained online, 3) 60% of respondents said that they felt comfortable with the product ordering process via WhatsApp and the remaining 40% of respondents answered not comfortable yet because the products are not yet available in e-commerce such as Shopee or Tokopedia.

As for some suggestions, namely, Green House Karamba can add distribution channels through Tokopedia and Shopee.. Several respondents also suggested that Green House Karamba could implement an order booking schedule system, so consumers can pre-order before harvest time. Therefore, consumers do not run out of stock of fresh hydroponic vegetables.

Conversation

The conversation is one of the marketing mix concepts where companies can increase two-way interactions, both between companies and consumers and between consumers themselves. Green House Karamba utilizes WhatsApp and Instagram chat features to reach and interact with potential consumers and potential customers. Green House Karamba always responds well to questions and testimonials from consumers personally. WhatsApp is used to communicate directly when consumers want to buy hydroponic vegetables. WhatsApp is also used when Green House Karamba wants to share information regarding product availability. Consumers who have previously made a purchase will be offered priority if there is product availability.

Based on the results of the analysis, it is known that: 1) 60% of respondents admitted that the communication implemented by Green House Karamba was good and the remaining 40% of respondents answered that it was not good because Green House Karamba's Instagram has not been consistent in uploading content, 2) 93% of respondents answered that they had never discussed with other consumers on Green House Karamba social media, 3) 70% of respondents said that Green House Karamba needs to provide a forum or media for consumers to discuss with each other, 4) 70% of respondents think that the information shared by Green House Karamba on Instagram is not well understood because the content presented is not much, informative and interesting, and 5) 80% of respondents claim to have sent reviews or testimonials to Green House Karamba via WhatsApp.

As for some suggestions, 80% of respondents gave suggestions so that Green House Karamba can provide a place for consumers to discuss with each other in the form of WhatsApp groups. 90% of respondents gave suggestions for Green House Karamba to be consistent in uploading content on Instagram. The content suggestions are in the form of interesting product photos, information related to promotions, the advantages of Green House Karamba hydroponic vegetables compared to other brands, the benefits of each variation, and various processed recipes from hydroponic vegetables. Respondents also provided suggestions for the form of communication that should be carried out in the form of informative and interesting communication via IG story and feed, and friendly and fast communication via WhatsApp.

Competitive Advantage of Green House Karamba based on Competition Conditions

The industrial conditions faced by Green House Karamba were analyzed using Porter's five forces model. This model was used to identify the conditions of competition, profitability, and attractiveness of the industry so that companies can build competitive advantage and competitive advantage (Porter 1980). Porter's five forces model is a widely used approach to developing strategy in many industries. This model was chosen in this study because researchers wanted to explore the potential that can be used as a competitive advantage for the company from the external side of the company, namely the competitive environment that exists in the hydroponic vegetable industry.

The Porter's five forces consists of the threat of new entrants, competition between companies in the industry (rivalry among existing firms), the threat of substitutes, bargaining power of buyers, and bargaining power of suppliers.

The threat of New Entrants

The hydroponic vegetable business does not require a large amount of capital to start. It is enough with a capital of hundreds of thousands or millions of rupiah to buy a hydroponic start-kit. Production costs are also low because with a hydroponic starter kit that has been purchased, cultivators only need to buy plant seeds and hydroponic planting nutrients as production variables. In addition, routine maintenance carried out daily does not require large costs; it only takes perseverance from cultivators. Building distribution channels in the hydroponic vegetable business is quite easy to do. This is due to the emergence of online marketing channels (e-commerce, social media, websites) that exist today. Delivery services have also reached remote cities so that they have no problems related to distribution. Green House Karamba's competitive advantage compared to competitors is that the product differentiation offered. Green Hose Karamba has succeeded in offering great value that distinguishes it from other brands of hydroponic vegetable providers. The value is to provide consulting and educational services related to hydroponic vegetables.

Competition between Companies in the Industry (Rivalry Among Existing Firms)

There are many competitors in the hydroponic vegetable industry, for example, Amazing farm, Cari Sayur, Tanihub, BeLeaf Farms, and Shopee Segar. The hydroponic vegetable industry is also in an increasing trend, marked by an increase in demand for hydroponic vegetables by 10-20% in recent years. In addition, the trend of hydroponic searches on google trends analytics increased in 2020. Fixed costs in this industry consist of starter kit costs, electricity costs, and labour wages and other costs. Due to the small investment to enter this industry, the cost of exit (barrier to exit) in this industry is also small. The investment required to enter this industry is only small farmland, employees (who can be replaced by the owner), and simple hydroponic equipment.

Based on the analysis of competition between companies in the industry, the factor that can become a competitive advantage for Green House Karamba is product differentiation in the form of products and services offered. Green House Karamba is also superior in terms of price, which is in this case Green House Karamba manages to offer a more affordable price compared to similar competitors.

The threat of Substitute Product

Compared with substitute products (eg non-organic vegetables), hydroponic vegetables have several advantages. These advantages include being more hygienic, longer shelf life, being healthier, and being free from pesticide substances. However, lower prices and the ease of obtaining competitors' products are a serious threat to this industry. In addition, because this is a food product, the need for substitute products is high. Hence, the threat of substitute products from hydroponic vegetables is at a high level.

Bargaining Power of Supplier

The main raw materials for hydroponic vegetables are vegetable seeds and packaging. Based on the analysis, the number of suppliers of hydroponic vegetable raw materials for Green House Karamba is not much. However, the supplier is predicted to grow in line with increasing demand. The availability of hydroponic vegetable raw materials is also widely available and easy to obtain from existing suppliers. The switching costs required by Green House Karamba when they want to switch suppliers are also small and almost non-existent. This is because there is no contract between

Green House Karamba and suppliers. The prices offered between suppliers are also not much different from each other. Based on these facts, the bargaining power of suppliers in this industry is at a low level.

Bargaining Power of Buyers

Buyers of hydroponic vegetable products are many and tend to increase due to increased public awareness in living a healthy lifestyle. People's purchasing power for healthy products such as organic vegetables has also increased since the COVID-19 pandemic. The majority of consumers buy hydroponic vegetable products in small sizes due to the short shelf life of the product. However, consumers buy with an average purchase intensity of about two to four times a month. On the other hand, information about products is already widely available on social media, allowing them to easily compare between products and making their bargaining power high. As a result, the bargaining power of buyers for hydroponic vegetables is at a moderate level.

Based on the results of the analysis of Porter's five forces model analysis, the competitive advantages possessed by Green House Karamba include affordable prices with excellent quality, product differentiation in the form of consulting and educational services as well as an order by request system, and the company does not depend on suppliers because Green House Karamba can produce hydroponic vegetables independently. In addition, the current condition of the hydroponic vegetable industry is still favourable. It can be seen from the three factors of Porter's strength: competition in the industry, the bargaining power of suppliers, and the bargaining power of buyers. The three factors are still low/weak.

The hydroponic vegetable product industry is attractive to potential newcomers. Therefore, this is a high threat for producers who already exist in the industry because potential new entrants are quite easy to enter the industry. Nevertheless, potential new entrants still have to think about strategies to compete because the threat of substitute products is quite high/strong. Strategies that can be carried out by hydroponic vegetable producers include expanding demand, increasing product differentiation, doing good marketing, improving services, and creating products according to consumer needs and desires.

Marketing Strategy Formulation

After obtaining the 4C marketing mix analysis based on internal conditions, evaluating the performance of Green House Karamba according to consumers, and analyzing the competitive conditions faced by Green House Karamba using Porter's five forces model. We formulate marketing strategy for Green House Karamba to compete VUCA era.

Defining Business Context

The business context of Green House Karamba is as a hydroponic vegetable provider brand that offers value in the form of excellent quality vegetables and consulting and educational services related to hydroponic vegetables. The focus of Green House Karamba's marketing is through social media such as Instagram and WhatsApp. Green House Karamba has a vision of "being the leading and superior hydroponic farm in providing quality vegetables". The priority of marketing objective for Green House Karamba is to increase sales volume to strengthen positioning and branding.

Market Evaluation

The market evaluation results based on actual consumer perceptions show that three important considerations for consumers in buying hydroponic vegetables. These are product quality with a percentage of 100%, price with a percentage of 87%, and ease of asking the seller with a percentage of 87%. The consumer perceptions show a good opportunity for Green House Karamba. The company offers hydroponic vegetable products that have high quality at affordable prices and provides consulting or educational services related to hydroponic vegetables in which not yet owned by competitors. Based on the results of the market evaluation, Green House Karamba has the potential to compete in the market and reach wider consumers if they maximize their advantages and take advantage of existing opportunities.

Determining Market Focus

The market focus of Green House Karamba is people in the Jabodetabek with middle and upper financial capabilities who have a healthy lifestyle and seek the benefits of a product. Based on the results of the identification and evaluation, the market focus should

be more specific who are the female community in the Greater Jakarta who are looking for benefits from a product, namely vegetables that are more hygienic and healthy with a monthly income in the range above two million five hundred thousand rupiahs.

How to Reach the Market

The actual and potential consumers of Green House Karamba can be reached through direct communication and social media such as WhatsApp and Instagram. Based on the results of market evaluations, actual and potential consumers of Green House Karamba can be reached by developing sales channels through e-commerce such as Tokopedia and Shopee.

Comprehensive Marketing Strategy

A comprehensive marketing strategy used the 4C marketing mix framework (co-creation, currency, communal activation, conversation) that obtained from the interviews, market evaluations, and validation to the internal parties of Green House Karamba. The market strategy is formulated as a form of developing a marketing strategy that has previously been implemented by the company. This marketing strategy was formulated to overcome problems and achieve the marketing objectives of Green House Karamba (Table 1).

Identification of Competition

Based on the identification of the competitive conditions between companies in the industry, there are five brands of hydroponic vegetable providers that are competitors for Green House Karamba. The five brands include Amazing Farm, TaniHub, BeLeaf Farms, Shopee Segar, and Cari Sayur. The brand selection is based on internal views of similar competitors for the company as well as the preferences of customers. The five competitors had used the promotion channel quite well, offered higher prices, and had various variations of hydroponic vegetables.

Profiling Strategic Positioning

Existing business actors can prepare the right strategy to survive and excel in the market. One way that the company can do is to strategically position Green House Karamba to position its products as hydroponic vegetable products that prioritize quality at affordable prices and as hydroponic vegetable educators. Thus, Green House Karamba is considered capable of filling the best position in price competition and offering value in the form of education and consulting services.

Table 1. Marketing strategy comparison matrix

Marketing strategy Greenhouse Karamba	Marketing Strategy Recommendations for Green House Karamba
Co-creation	
Product development through google trend data analysis	Involving consumers in the product and service development process
Order by request system (product personalization)	Strengthen positioning
Currency	
Distinguishing selling prices in B2B and B2C activities	Adding an e-wallet-based payment method Add membership features
Communal Activation	
Collaborate with sales partners	Develop online sales channels through e-commerce (Tokopedia and Shopee) Public figure endorsement
Conversation	
Utilize two social media (Instagram and WhatsApp)	Content creative through social media as a marketing optimization effort Provide a forum for discussion between product consumers

Profiling Consumer Needs

The needs and desires of consumers for hydroponic vegetables is more product variant, the availability of order by request and booking schedule system, the availability of discussion forum both between consumers with consumers and between consumers with sellers, more informative and interesting communication through Instagram stories and feeds, fast and friendly communication channel via WhatsApp, membership features, and more sales channels including e-commerce.

Developing Value Propositions

The value propositions that can be developed by Green House Karamba are to be committed to providing value in the form of excellent quality hydroponic vegetables, affordable prices, product differentiation in the form of consulting and educational services related to hydroponic vegetables, order by request system, and order booking schedule system.

Managerial Implication

Based on the results of comprehensive marketing strategy and competitive positioning, Green House Karamba could consider the following activities: (1) Providing an active forum for improving both co-creation and conversation (discussion) activities, as well as facilitating membership; (2) Utilizing e-commerce platforms for improving the communal activation and currency aspects; (3) Optimizing the use of social media by consistently creating creative and informative contents; (4) Positioning itself as the producer of quality and affordable hydroponic vegetables and provider of hydroponic vegetable education and consultation services; (5) Providing more product variants; (6) Facilitating order by request and booking schedule system; and (7) Providing fast and friendly responses through WhatsApp.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

On the co-creation attribute, Green House has involved consumers in developing product variations and product personalization. However, Green House Karamba is expected to involve consumers in the process of

innovation variations in the future. In the currency attribute, Green House Karamba has differentiated prices for its B2B and B2C business activities and consumers are satisfied with the prices offered because they are directly proportional to the quality provided. In the communal activation attribute, Green House Karamba has collaborated with sales partners in the form of individual resellers. However, the company needs to add sales channels through e-commerce such as Tokopedia and Shopee. And finally, on the conversation attribute, Green House Karamba has utilized social media such as Instagram and WhatsApp as a medium to interact with its consumers. Evaluation on this attribute is that consumers need a forum for mutual discussion with the seller and between consumers.

Based on the results of the identification of competitive advantages using Porter's five forces model, the factors that can become a competitive advantage for Green House Karamba are the prices are affordable and the quality is very good, the company do not depend on suppliers because they can produce hydroponic vegetables independently. The company also have differentiation products in the form of consulting and educational services for hydroponic vegetables and a hydroponic vegetable purchase system by request.

The marketing strategy formulated for Green House Karamba is the comprehensive marketing strategy and value proposition development. The comprehensive marketing strategy derived from the 4C marketing mix framework includes involving consumers in the product and service development process, strengthening positioning, adding e-wallet-based payment methods, implementing membership features, developing online sales channels through e-commerce, conducting public figure endorsements, implementing creative content through social media as an effort to optimize marketing and provide a platform for consumers. While the value offering that can be developed is the order booking schedule system.

Recommendations

According to this study, Green House Karamba need to prepare the required human resources if it considers to implement the activities suggested in managerial implications. Therefore, future studies could conduct research concerning the human resources aspect needed for the marketing activities.

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