

## **CHAPTER II**

### **MARKETING PLAN**

#### **2.1 Market Size**

Conducting research related to consumer behaviour is crucial for businesses to understand their customers' preferences and develop effective marketing plans. The data collected from this research is analyzed to identify patterns in customer behaviour, which can inform businesses about their target audience's purchasing decisions. This information is essential for companies to tailor their strategies to better meet consumer needs and achieve their business objectives.

Maddie Bakes recognizes the significance of understanding consumer behaviour when introducing their Madeleine products to the market. Factors such as mood, environment, and other influences can impact the decision to consume a sweet snack like a madeleine. Maddie Bakes aims to create a positive reception for their Madeleine products, hoping that Maddie Bakes will be popular and well-liked by consumers.

##### **2.1.1 Qualitative Research**

Maddie Bakes recognizes the importance of understanding customer preferences and behaviour when it comes to their Madeleine products. To achieve this, the owner conducted qualitative research, specifically interviews with a customer and a food industry business owner from Tangerang. The goal was to gain insights into the interest levels of customers and adapt Maddie Bakes strategies accordingly. The data gathered from these interviews will be used to inform the company's decisions and adjust to changes in the industry.

**Table 2. 1 Qualitative Research**

No.	Owner	Customer
1.	Demographic and Business Introduction	Demographic
2.	Food and Beverage Trends	Dessert Interest
3.	Sweet Dessert Snack Interest	Products Knowledge
4.	Opinion and Suggestion	

Participant 1: Ms. Jessica Eunice, A worker.

Ms. Jessica Eunice, who has a keen interest in desserts and sweet treats, expressed that sweet snacks have consistently brought her joy. She said that the taste, texture, and aroma are the main points of sweet snacks when it all comes together, it can create a moment of pure delight. In light of this, the owner of Maddie Bakes interviewed her to gain insight into her perspective and opinions regarding the Madeleine products offered by Maddie Bakes.

As someone who enjoys sweet treats, Ms. Jessica Eunice expressed excitement and positive feedback about the products offered by Maddie Bakes. During the interview, she indicated her willingness to purchase Maddie Bakes products, with prices ranging from Rp. 16,000 to Rp. 18,000 per piece for plain flavours and Rp. 20,000 to Rp. 23,000 for those coated with chocolate. She also suggested that Maddie Bakes should consider offering their madeleine products in smaller sizes, as Maddie Bakes could be suitable for special occasions such as Eid Al-Fitr, Lunar New Year, Christmas, and Valentine's Day. During special occasions, people are more inclined to purchase hampers as gifts, which can result in increased revenue for Maddie Bakes from the sale of hampers.

Participant 2: Mr. Djeffry Sutanto, Owner of Food and Beverage Business.

Mr Djeffry Sutanto, a businessman in the food and beverage industry, embarked on his journey with a strong passion for creating enjoyable culinary experiences. He has a sweet tooth and believes that sweets have a universal appeal, as Maddie Bakes can bring people joy and happiness. His goal is to establish a space where customers can indulge their sweet cravings with high-quality products, not just for their delicious taste but also

for the lasting impression customer leave. Due to his passion for creating delightful culinary experiences and his understanding of the appeal of sweets, he was selected by the owner of Maddie Bakes as a qualified person to provide insights into the company's future.

Mr. Djeffry Sutanto, who consumes sweets four times a week, shared his positive experiences with desserts during an interview. He mentioned that sweets can improve his mood and energy levels. He also expressed interest in purchasing Maddie Bakes products, particularly those priced between Rp. 15,000 and Rp. 20,000. From this conversation, the owner of Maddie Bakes gained valuable insights, such as offering a wider variety of madeleine flavours, including those that have been popular in the past and those currently trending. Enhance the branding of Maddie Bakes products, starting with the logo, menu, and packaging, to make them more appealing and attractive to customers. To attract more customers, the owner of Maddie Bakes should increase promotional efforts, particularly on social media platforms and consider endorsements. Collaboration with a food blogger testimonials can significantly influence people's decision to purchase a product. Therefore, collaborating with food blogger experts can help draw in more customers. These suggestions can help Maddie Bakes grow its business by catering to the preferences and needs of customers like Mr Djeffry Sutanto.

In summary, the interview provided valuable insights for the owner of Maddie Bakes to improve the business. Interviewees showed interest in purchasing Maddie Bakes products at prices ranging from Rp. 8,000 to Rp. 15,000. They also emphasized the growing popularity of desserts as everyday food. Some of the insights gained from the interview include:

1. Offering a wider variety of madeleine unique flavours attracts a larger target market.
2. Enhancing the product packaging to make it more appealing and increase revenue on special occasions such as Lunar New Year, Christmas, and Eid Al-Fitr.

3. Developing an online business strategy using social media as the primary platform and promoting through food blogger to create word-of-mouth. These suggestions can help Maddie Bakes grow and meet the preferences of its customers.

### **2.1.2 Quantitative Research**

The owner of Maddie Bakes conducted a quantitative survey to gather more detailed information about the target market. A questionnaire was distributed to 50 respondents, and the results were analyzed to understand the demographics and opinions of the target audience. This survey helped the owner gain insights into the preferences and needs of the target market, which can be used to improve the brand's strategy and offerings.

#### **1. Demographic**

The demographic information is collected to understand the personal data of respondents who represent the projected target market. This includes segmentation based on gender, age, profession, and spending power. Such data provides an overview of market segmentation and highlights key insights to identify the appropriate market for the product.

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**Table 2. 2 Demographic Table**

<b>Question</b>	<b>Answer</b>	<b>Result</b>
Gender	Male	50%
	Female	50%
Age	16-20	44.4%
	21-25	25%
	26-30	13.9%
	31-35	5.6%
	>35	8.3%
Domicile	Kabupaten Tangerang	22.2%
	Tangerang Selatan	41.7%
	Jakarta	22.2%
	Bandung	13.9%
Profession	College student	69.4%
	Employee	19.4%
	Self employed	8.3%
	House wife	2.8%
Spending Power	50.000-200.000	52.8%
	200.000-500.000	22.2%
	500.000-1.000.000	16.7%
	1.000.000-2.000.000	5.6%
	> 2.000.000	2.8%

The survey shows an equal gender distribution, with 50% male and 50% female respondents. Most participants are aged 16–25 (69.4%), indicating the product should target young consumers, particularly students. Tangerang Selatan is the most common domicile (41.7%), followed by Kabupaten Tangerang and Jakarta (both 22.2%), suggesting a focus on suburban areas near Jakarta. A majority (69.4%) are college students, showing the importance of affordability and student-friendly offerings. In terms of spending power, over half (52.8%) spend Rp50,000–200,000 monthly, emphasizing the need for budget-conscious pricing.

## **2. Customer's Interest in Maddie Bakes**

To gain a better understanding of the knowledge and interest of customers towards Maddie Bakes products, the company conducted a survey and asked questions related to their interest and frequency of consumption of madeleine products. This information allows Maddie

Bakes to develop the right promotional strategy to help build brand image and awareness among their audience. By offering a variety of flavours, Maddie Bakes believes that people will enjoy the products and be more likely to share them with their family and friends.

**Table 2. 3 Demographic Table**

Question	Answer	Result
Have you ever try madeleine?	Yes	69.4%
	No	30.6%
Would you like to try Madeline from Maddie Bakes?	Yes	100%
	No	-
What flavour would you like to try?	Matcha (Matchi)	44.4%
	Chocolate (Chococ)	58.3%
	Mint chocolate (Minty)	25%
	Earl Grey (Mr. Grey)	44.4%
	Rose (Rosey)	30.6%
Would you buy Maddie Bakes for hampers or a gift?	Yes	91.7%
	No	8.3%
How much would you like to spend to buy our Madeleine?	8.000-10.000	30.6%
	11.000-13.000	22.2%
	14.000-16.000	27.8%
	17.000-20.000	13.9%
Where do you like to buy our madeleine?	Online	61.1%
	Bazaar	22.2%
	Café	11.1%
	Mall	5.6%

The survey results indicate a strong interest in Maddie Bakes madeleines. While 69.4% of respondents have previously tried madeleines, an impressive 100% expressed interest in trying them from Maddie Bakes, showing clear potential for market acceptance. Chocolate is the most popular flavor (58.3%), followed by Matcha and Earl Grey, both at 44.4%. Other notable flavors include Rose (30.6%) and Mint Chocolate (25%), suggesting that while classic flavors like chocolate dominate, there is also curiosity for unique or premium options. Additionally, 91.7% of respondents would consider



purchasing Maddie Bakes as a gift or hamper, indicating that the product also has strong potential in the gifting market.

When it comes to pricing, most people are willing to spend between Rp8,000 and Rp16,000 per piece, with 30.6% preferring the Rp8,000–10,000 range and 27.8% comfortable with Rp14,000–16,000. This shows that while affordability is key, a portion of the market is open to slightly premium pricing, likely for quality or unique flavors. In terms of purchasing preferences, 61.1% prefer to buy online, followed by bazaars (22.2%) and cafés (11.1%), with malls being the least preferred (5.6%). This highlights the importance of online presence and digital marketing, as well as the opportunity to participate in events or pop-up markets to attract potential customers.

## 2.2 Competitor Analysis

To successfully enter the sweet snack dessert, entrepreneurs must develop a mature plan that includes processes for product development, target market analysis, marketing plans, operational plans, and financial plans. This plan should also involve staffing considerations and competitor analysis, as every company has direct or indirect competitors. Conducting a competitor analysis can help a business understand its competitors, their marketing plans, operational plans, and unique selling points. This understanding can inspire the creation of new product ideas or innovations that differentiate the company from its competitors, allowing it to create value, compete effectively, and increase profits.

### Direct Competitors



**Figure 2. 1 Perceptual Map of Direct Competitors**

Source: Author Data

Among the same players, Maddie Bakes is quite a Micro, Small, and Medium Enterprises (MSME) that focuses on creating and selling Madeleine products. Several companies directly compete with Maddie Bakes, as they offer similar products. The most prominent direct competitors of Maddie Bakes are Stella Bella, Jiro Bakes, and Frais Patisserie, which also sell madeleine-like products.

The first competitor is Stella Bella a new company that was established by Olivia Vanny. They opened their store on 16 April 2023 located at Pisa Grande, Gading Serpong. Stella Bella focuses on selling types of cake products such as whole birthday cake, mille feuille, scoop tiramisu, madeleine, choux, brownies, scones, etc. Stella Bella became the direct competitor of Maddie Bakes because it sells similar products. The second competitor is Jiro Bakes also a direct competitor of Maddie Bakes. Jiro Bakes is a company that sells various types of madeleine products just like Stella Bella, but they are more focused on cake with freshly made fruit jam. Jiro Bakes was established in 2020 during the pandemic.

Another direct competitor despite Maddie Bakes is Frais Patisserie. Frais Patisserie position distribution by online store and their system to order



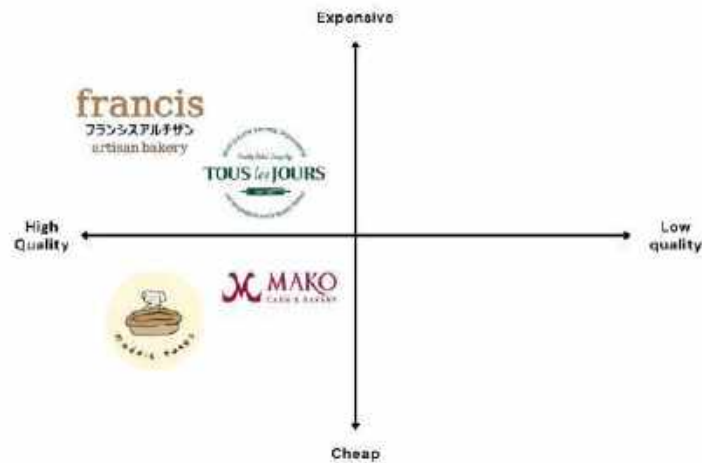
is pre-order. Most of their product is baked, such as cookies, fudgy brownies, tiramisu, New York cheesecake, and madeleine. This makes Frais Patisserie become the direct competitor of Maddie Bakes.

Those three companies, Stella Bella, Jiro Bakes, and Frais Patisserie were categorized as direct competitors of Maddie Bakes because they sell similar products, such as madeleines. To learn more about the direct competitors of Maddie Bakes, there is a list of the brands of the competitors, including their profiles, provided in the chart below.

**Table 2. 4 Direct Competitor**

	<b>Maddie Bakes</b>	<b>Stella Bella</b>	<b>Jiro Bakes</b>	<b>Frais Patisserie</b>
<b>Strategy</b>	Low cost / low price	Low cost / high price	Low cost / high price	Low cost / high price
<b>Core Product</b>	Rose and Earl Grey Madeleine	Whole cake and slice cake	Madeleine and flower cake.	Cookies and madeleine
<b>Customer</b>	General, sweets snack enthusiast	General	General	General
<b>Competitive</b>	Taste innovation	Food innovation	Food innovation	Food knowledge
<b>Advantages</b>	Taste, Packaging	Taste, Dine in experience	Taste	Taste
<b>Revenue</b>	Dessert Product	Dessert Product	Dessert Product	Dessert Product
<b>Cost Model</b>	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost

## Indirect Competitors



**Figure 2. 2 Perceptual Map of Indirect Competitors**

Source: Author Data

Every company must have their indirect competitors. An indirect competitor is a company that can indirectly affect the sales of a business. Meanwhile, Maddie Bakes is a company that sells products and these products are quite easy to make because there are a lot of recipes that spread on the internet. People who want to make their Madeleine at home are also categorized as the indirect competitors of Maddie Bakes. The indirect competitors of Maddie Bakes itself were such as big companies that sell any kind of sweet snacks or pastry products. The companies that were categorized as the indirect competitors of Maddie Bakes were such as Tous Les Jour, Mako, and Francis Artisan Bakery.

Tous Les Jour is a big business that sells a lot of types of desserts and sweet snacks such as brownies, cookies, breads, etc. This business has been established since 1997 and it started to operate from a Micro, Small, and Medium Enterprises (MSME) into a big company. This business has lots of outlets in Indonesia including in every city and they commonly sell their product offline and online delivery such as Gofood, ShopeeFood, and GrabFood. Which looks like the strategy Maddie Bakes going to use. The

other indirect competitor of Maddie Bakes is Mako Mako is new rebranding of Bread Talk, Make is a Japanese-inspired bakery and pastry shop, they have lots of types of bread and they have more than 20 outlets in Indonesia. Another indirect competitor of Maddie Bakes is Francis Artisan Bakery. Francis Artisan Bakery is a business that sells a French-Japanese patisserie with the concept of “*artisan meets modernity*” They sell a lot. The 3 businesses above were categorized as the indirect competitors of Maddie Bakes.

Below is the list of the company for the indirect competitors of Maddie Bakes including their profiles that are provided on the matrix below.

**Table 2. 5 Indirect Competitors**

	<b>Maddie Bakes</b>	<b>Tous Les Jour</b>	<b>Mako</b>	<b>Francis Artisan Bakery</b>
<b>Strategy</b>	Low price	High price	Low cost / affordable price	High price
<b>Core Product</b>	Rose and Earl Grey Madeleine	Bread, pastries, cakes, cookies	Bread, pastries, cakes, cookies	Bread, pastries, baked goods
<b>Customer</b>	General, sweets snack enthusiast	General	General	General
<b>Competitive</b>	Food innovation	Food knowledge	Food knowledge	Food knowledge
<b>Advantages</b>	Taste, Packaging	Taste	Taste	Taste
<b>Revenue</b>	Dessert Product	Food Product	Food Product	Food Product
<b>Cost Model</b>	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost	Variable Cost and Fixed Cost

### 2.2.1 SWOT

Maddie Bakes, a brand that specializes in selling Madeleine as a sweet snack, needs to employ marketing strategies to generate traffic and achieve

sustainability. Despite facing competition from established, larger brands, Maddie Bakes believes in creating innovation for Madeleine's products that can compete with other competitors. The owner of Maddie Bakes is confident that by implementing suitable marketing strategies and providing customers with valid and good information, the brand can build awareness among its target market.

**Table 2. 6 Analysis SWOT**

<b>SWOT</b>	
<b>Strength</b>	<ol style="list-style-type: none"> <li>1. Affordable prices compared to other stores selling similar products.</li> <li>2. Unique and new flavour of Madeleine.</li> <li>3. Attractive and reusable packaging.</li> </ol>
<b>Weakness</b>	<ol style="list-style-type: none"> <li>1. The distribution of Maddie Bakes is still limited.</li> <li>2. Not many people know about Madeleine.</li> </ol>
<b>Opportunity</b>	Wide target market as Madeleine can be consumed as a daily snack.
<b>Threats</b>	<ol style="list-style-type: none"> <li>1. Other bakeries and pastry shops may offer similar products, which could make it difficult for Maddie Bakes to stand out in the market.</li> <li>2. Easy to be copied.</li> </ol>

Maddie Bakes benefits from several strengths that support its position in the market. One of its key advantages is offering affordable prices compared to other stores that sell similar baked goods. This makes their products more accessible to a wider range of customers. In addition, Maddie Bakes distinguishes itself with a unique and innovative range of madeleine flavors, which helps the brand stand out in a competitive dessert landscape. Another notable strength is its attractive and reusable packaging, which not only appeals visually but also adds functional value for customers, encouraging sustainable behavior and potential reuse.

However, there are a few internal weaknesses that Maddie Bakes needs to address. The brand currently has limited distribution, which restricts the availability of its products to only certain areas or platforms. This limited reach can hinder growth and customer acquisition. Furthermore, many people are still unfamiliar with madeleines, meaning the product itself may not

immediately attract interest without additional marketing or consumer education efforts.

On the opportunity side, Maddie Bakes has the potential to tap into a broad target market. Madeleines can be enjoyed as a convenient and delightful daily snack, appealing to both casual consumers and dessert enthusiasts. This flexibility allows the brand to position itself in various segments, from everyday treats to premium gifts. Nonetheless, the business also faces several threats. Other bakeries and pastry shops may begin offering similar products, making it harder for Maddie Bakes to maintain a distinctive presence. Additionally, the product concept is relatively easy to replicate, increasing the risk of imitation by competitors, which could dilute Maddie Bakes uniqueness and slow its momentum in the market.

### 2.3 Sales Goal

Maddie Bakes anticipates that sales will gradually increase over time. Maddie Bakes aims to enhance the brand's image and reputation through online promotions within the first or second month after the product launch. In the first month, Maddie Bakes expects to attract approximately 65 customer per day and generate sales of around Rp. 520.000 per day.

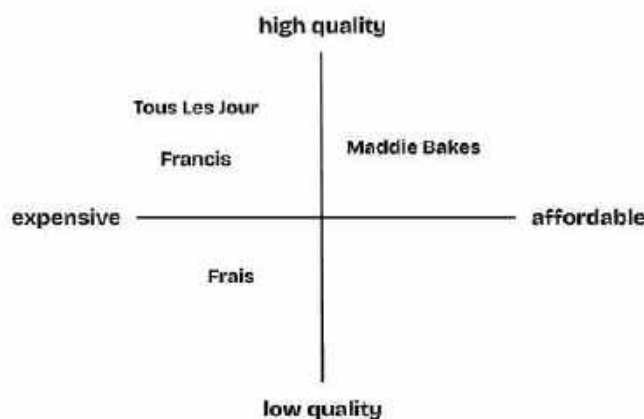
**Table 2. 7 Sales Goal**

<b>Sales Goals</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>
Product	9750	9850	10000	10200
Product Base		100	150	200
Product Growth	0%	1,03%	1,52%	2%
Average Revenue	Rp. 78.000.000	Rp. 78.800.000	Rp. 80.000.000	Rp. 81.600.000
Marketing Expenses	Rp. 200.000	Rp. 300.000	Rp. 400.000	Rp. 500.000
Customer Acquisition Cost	Rp. 615	Rp. 914	Rp. 1.200	Rp. 1.470

## 2.4 Marketing Strategy

### 2.4.1 Product Characteristics

Maddie Bakes is a Micro, Small, and Medium Enterprises (MSME) that specializes in creating innovative and unique madeleine products, enhanced by high-quality packaging for special occasions such as hampers. The unique selling proposition is the wide range of madeleine flavours, which provide a different taste compared to other madeleine products. The primary target market is college students and employees, as determined by survey data. Maddie Bakes aims to offer products that align with the preferences of their target audience. Maddie Bakes aspires to grow in the future, with a strong brand image and increased recognition for their products. They plan to enhance and develop more innovative and unique pastry and bakery products.



**Figure 2.3 Product Characteristic Map**

### 2.4.2 Distribution

Maddie Bakes aims to establish its products as a well-known brand in every city across Indonesia. As a new Micro, Small, and Medium Enterprises (MSME), Maddie Bakes will initially use an online distribution channel by offering pre-orders for their products. In the next 1-2 years, Maddie Bakes hope to open a store in a ruko shophouse located in Blok-M. This shophouse is designed to be compact and functional, making it an ideal choice for Micro, Small, and Medium Enterprises (MSME) looking to establish a presence in a busy urban area.



### **2.4.3 Promotion**

Maddie Bakes is capitalizing on the increasing reliance on technology for business promotion by prioritizing the use of social media platforms, such as Instagram and TikTok, for marketing and branding purposes. To encourage customer engagement, Maddie Bakes will introduce a loyalty program, where customers receive one box free if customer bought 10 stamps purchases of Madeleines. Once a customer accumulates 10 points, customer will be rewarded with a special box containing 6 pieces of madeleines. For the event, Maddie Bakes will offer a 30% discount for every 6 purchases of madeleines. After the grand opening, Maddie Bakes will devise new promotions to entice customers, such as a discount for customers who post on Instagram and tag Maddie Bakes Instagram account for their subsequent purchases. Maddie Bakes will utilize online food delivery services, such as GrabFood, ShopeeFood, and GoFood, as a means to reach and engage with customers.

### **2.4.4 Pricing**

Maddie Bakes is committed to offering affordable pricing for its products, to provide a high-quality product at a lower margin to attract a larger customer base. To retain customer interest, Maddie Bakes will introduce promotions such as discounts and loyalty cards. Customers who have previously purchased from Maddie Bakes will receive a discount on their next purchase. Maddie Bakes will continue to explore various distribution channels, including online food delivery services like GrabFood, ShopeeFood, and GoFood, to reach and engage with customers.