

The Implementation of Segmenting, Targeting, and Positioning in the Marketing of Frozen Peeled Vannamei Shrimp (*Litopenaeus vannamei*) at PT. Dpum Central Java

Penerapan Segmenting, Targeting, dan Positioning dalam Pemasaran Udang Vannamei Kupas Beku (*Litopenaeus vannamei*) di PT. Dpum Jawa Tengah

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Abstrak

Penelitian ini bertujuan untuk mengetahui penerapan segmentasi, targeting, dan positioning (STP) dalam pemasaran udang vannamei kupas beku (*Litopenaeus vannamei*) di PT. DPUM, Jawa Tengah. Sebagai salah satu perusahaan yang bergerak di bidang pengolahan dan pemasaran udang vannamei kupas beku, PT. DPUM menerapkan strategi pemasaran berbasis STP untuk meningkatkan daya saing dan efektivitas pemasaran. Penelitian ini bertujuan untuk menganalisis penerapan STP dalam pemasaran udang vannamei kupas beku di PT. DPUM, Jawa Tengah, dan dampaknya terhadap kinerja perusahaan. Metode penelitian yang digunakan adalah metode deskriptif dengan pendekatan kualitatif berdasarkan observasi, wawancara, dan studi dokumen. Hasil penelitian menunjukkan bahwa segmentasi pasar dilakukan berdasarkan faktor geografis, demografis, psikografis, dan perilaku. Strategi targeting yang diterapkan adalah differentiated targeting untuk menjangkau berbagai segmen pasar, sedangkan positioning diterapkan melalui fokus pada kualitas produk dan harga yang kompetitif. Penerapan STP yang tepat memberikan kontribusi positif terhadap peningkatan volume penjualan dan perluasan pasar.

Kata Kunci: Motivasi, Disiplin Kerja, Kinerja Karyawan.

Abstract

This study aims to examine the implementation of segmentation, targeting, and positioning (STP) in the marketing of frozen peeled vannamei shrimp (*Litopenaeus vannamei*) at PT. DPUM, Central Java. As one of the leading companies in the processing and marketing of frozen peeled vannamei shrimp, PT. DPUM applies an STP-based marketing strategy to enhance competitiveness and marketing effectiveness. This research aims to analyze the application of STP in the marketing of frozen peeled vannamei shrimp at PT. DPUM, Central Java, and its impact on the company's performance. The research method used is a descriptive method with a qualitative approach based on observations, interviews, and document studies. The findings indicate that market segmentation is carried out based on geographical, demographic, psychographic, and behavioral factors. The targeting strategy applied is differentiated targeting to reach various market segments, while positioning is implemented through a focus on product quality and competitive pricing. The proper implementation of STP contributes positively to increasing sales volume and market expansion.

Keywords : Segmentation, Targeting, Positioning, Vannamei Shrimp, Marketing.

Introduction

Vannamei shrimp is one of the most widely produced shrimp species in Indonesia. Scientifically named *Litopenaeus vannamei*, this species originates from the Pacific coastal regions of South America to Asia. It is a high-value fishery commodity, serving as a key product for shrimp farmers and seafood businesses. In 2018, Indonesia recorded vannamei shrimp production of 352,000 tons, equivalent to USD 2.31 billion.

Vannamei shrimp has gained global market interest due to its superior quality and high protein content, making it a preferred choice for healthy food alternatives worldwide. This highlights its potential as a major export commodity, particularly for coastal countries like Indonesia (Sugianto, 2017).

The global market for vannamei shrimp continues to grow, with major importers including the United States, Japan, China, and Europe. This development presents opportunities for entrepreneurs to expand and optimize the vannamei shrimp industry. Technological advancements and innovations in shrimp farming have become crucial in enhancing production efficiency and quality. The use of organic feed, sustainable farming systems, and technological applications for monitoring shrimp health have contributed to improved yields. Given the increasing market potential and adoption of technology, the vannamei shrimp processing industry significantly impacts Indonesia's economy. The continued development of technology and market access further strengthens the global position of vannamei shrimp as a promising business opportunity (Hakim, 2018).

Frozen peeled shrimp processing is a rapidly growing industry in Indonesia. This process involves peeling and freezing shrimp to maintain its quality, making it widely used in the culinary and seafood industries, including restaurants, hotels, and food factories. The growth of this industry is supported by efficient shrimp farming methods and the increasing number of shrimp exporters. The production of frozen peeled shrimp requires specialized technology and equipment, such as peeling machines and packaging systems, to ensure product quality. Proper storage at stable freezing temperatures is crucial for maintaining product quality over time. With a growing market potential and technological advancements, the frozen peeled shrimp industry in Indonesia continues to expand, contributing positively to the national economy (Andreson, 2017).

In a highly competitive business environment, shrimp processing companies must implement effective marketing strategies to enhance competitiveness and expand market share. One effective strategy is Segmenting, Targeting, and Positioning (STP), which helps businesses understand their market, identify potential segments, and strategically position their products to meet consumer needs. This strategic approach focuses on product differentiation, pricing policies, distribution channels, and promotional methods to optimize sales (Indriyani, 2021).

Market segmentation is crucial before implementing promotional activities or marketing approaches. Given the diverse consumer base and varying purchasing preferences, companies cannot serve all market segments equally. Instead, they must identify and target the most suitable market segments. Market segmentation involves grouping a heterogeneous market into smaller segments with similar needs, desires, and purchasing behaviors (Tjiptono, 2018).

The frozen peeled vannamei shrimp market in Indonesia has seen significant growth in recent years due to rising demand from countries such as the United States, Japan, and Europe. Improved processing and packaging technologies have enhanced product quality and competitiveness. Despite its potential, companies face challenges such as intense competition, rapid changes in consumer preferences, and export dependency. By implementing an effective STP strategy, PT. DPUM aims to enhance marketing efficiency, strengthen customer relationships, and expand both domestic and

international markets (Indriyani, 2017). This study aims to analyze how STP strategies are applied in marketing frozen peeled vannamei shrimp at PT. DPUM and their impact on the company's marketing performance.

Literature Review

Segmentation

Market segmentation is essentially a strategy based on a consumer-oriented marketing management philosophy. According to Tjiptono (2017), market segmentation is the division of a market into several distinct groups of buyers. Market segmentation can be described as the division of a heterogeneous market into different groups, where each group can be targeted to market a product according to the needs, desires, or characteristics of the buyers in that market. By implementing market segmentation, marketing activities can be carried out in a more directed manner, and the company's marketing resources can be used effectively and efficiently.

According to Schiffman and Kanuk (2021), market segmentation helps companies identify new market opportunities, tailor product offerings, and develop more targeted marketing communications. Thus, segmentation is a crucial initial step before determining other marketing strategies such as targeting and positioning.

1. Basis of Segmentation

There are several ways to segment a market, but one of the common methods is to differentiate market segments based on four main categories:

a. Demographic Segmentation

Demographic segmentation groups markets based on variables such as age, gender, education level, occupation, income, and family status (Solomon, 2020). In the frozen food industry, this segmentation is often used to identify customer groups based on their purchasing power and consumption habits. For example, premium products are targeted at middle-to-upper-income consumers, while more affordable products are aimed at the mass market. According to Kotler (2019), demographic segmentation divides the market into various groups based on demographic variables such as age, family size, gender, monthly income, occupation, religion, race, generation, nationality, and social status.

b. Geographic Segmentation

Geographic segmentation divides the market based on specific locations or regions, such as countries, provinces, cities, or even specific neighborhoods (Kotler, 2019). Geographical factors influence customer consumption patterns due to differences in climate, culture, infrastructure, and local preferences. In the fisheries and seafood processing industry, geographic segmentation is essential as quality standards and regulations may vary across different export destination countries.

c. Psychographic Segmentation

Psychographic segmentation divides the market based on lifestyle, values, and customer personality traits (Schiffman & Kanuk, 2021). In frozen food marketing, some common segments include consumers who prioritize health, convenience in cooking, and environmental awareness. Consumers concerned about sustainability tend to prefer products from companies that implement environmentally friendly practices. Psychographic segmentation is an approach that complements geographic and

demographic segmentation to gain a deeper understanding of consumer desires. It can be categorized into lifestyle, social class, personality, values, and personal characteristics. By implementing this segmentation, companies can develop more personalized, effective, and targeted marketing strategies to enhance customer loyalty and market competitiveness.

d. Behavioral Segmentation

According to Jamira (2017), behavioral segmentation classifies the market into different groups based on knowledge, attitudes, usage, or responses to a product. This type of segmentation allows companies to understand customer consumption patterns and develop more effective marketing strategies. By grouping customers based on the benefits they seek, usage rates, loyalty levels, purchase situations, and promotional responses, companies can enhance their competitiveness and customer satisfaction. Behavioral segmentation categorizes the market based on consumption patterns, benefits sought, loyalty levels, and purchase frequency (Kotler & Keller, 2019). For example, customers who make bulk purchases regularly, such as restaurants and hotels, will be treated differently compared to retail customers purchasing for household needs.

2. Implications of Segmentation in Marketing

According to Hair (2018), the implications of market segmentation in the marketing of frozen peeled vannamei shrimp can be analyzed through several aspects, including:

a. Product Segmentation

Product segmentation allows companies to provide various types of frozen peeled vannamei shrimp tailored to customer needs. Products can be categorized based on shrimp size, packaging, or processing methods (fresh, frozen, or marinated). This approach is essential for reaching different customer segments, including both retail consumers and the food processing industry.

b. Price Segmentation

Pricing strategies are heavily influenced by market segmentation. For mass markets such as supermarkets and modern retail, competitive pricing is applied to compete with similar products. Meanwhile, for premium segments such as high-end restaurants and five-star hotels, higher prices can be set due to the exclusivity and quality standards of the product.

c. Promotional Segmentation

Segmentation also affects the promotional strategies used by companies. For the domestic market, companies can leverage digital media and promotional campaigns on e-commerce platforms. For the international market, participation in trade fairs and business forums is a more effective strategy for introducing products to importers and global distributors.

d. Distribution Segmentation

In the marketing of frozen peeled vannamei shrimp, distribution is a crucial factor due to the perishable nature of the product. Through segmentation, companies can determine the optimal distribution channels, such as large distributors for export markets or direct sales to retail stores for the domestic market. Segmentation also helps optimize the supply chain to ensure product quality is maintained until it reaches consumers.

Targeting

According to Kotler (2018), targeting is the process of evaluating the attractiveness of each market segment and selecting one or more segments to serve. This step involves assessing the appeal and interest of various market segments and then determining which segment will be chosen as the target market. Target market selection is a continuation of the market segmentation process. After segmenting the market, a company must determine which segment will be the primary target based on factors such as profitability, market size, consumer purchasing power, and alignment with the products or services offered.

According to Walker (2018), targeting is carried out by considering several factors, such as segment size, growth potential, consumer purchasing power, and the level of competition in the market. By implementing the right targeting strategy, companies can more effectively develop marketing strategies that align with consumer needs, including product, pricing, distribution, and promotion.

1. Targeting Patterns in Marketing

According to Kotler and Armstrong (2021), there are several patterns in determining target markets, namely:

a. Undifferentiated Targeting (Mass Marketing)

The company targets the entire market with a uniform marketing strategy without differentiating between specific segments. This strategy is suitable for products with high demand and general needs, such as bottled water or salt.

b. Differentiated Targeting (Segmented Marketing)

The company develops different marketing strategies for each distinct segment. For example, a seafood company provides frozen shrimp in large packages for the restaurant industry and smaller packages for household consumers.

c. Concentrated Targeting (Niche Marketing)

The company selects a specific market segment and focuses entirely on that segment. This strategy is often used by companies with limited resources or specialized products that appeal only to a particular group.

d. Micromarketing (Micro Marketing)

This approach tailors marketing strategies based on geographic locations (local marketing) or even individual preferences (individual marketing). An example is a seafood catering service that customizes its menu according to local tastes in different regions.

2. Targeting Strategies in Marketing

In the fisheries industry, particularly in frozen peeled vannamei shrimp products, targeting strategies play a crucial role in determining marketing success. Companies must consider factors such as global demand, export regulations, consumer preferences, and market competitiveness. According to FAO (2022), the primary markets for frozen peeled vannamei shrimp include the hotel, restaurant, and catering (HORECA) sector, modern retail, and the processed food industry. Companies implement targeting strategies aimed at both export and domestic market segments by considering international quality standards, the needs of the food industry, and consumer preferences in various countries. By gaining a deep understanding of targeting concepts, companies can enhance the effectiveness of their marketing strategies and strengthen

their position in both domestic and international markets.

Positioning

According to Kotler (2018), positioning is the process of arranging a product to occupy a clear, distinctive, and desirable place in the minds of target consumers relative to competing products. Marketers plan a positioning strategy that differentiates their product from competitors' brands and provides them with the greatest advantage in the target market. Kotler (2018) also states that market segmentation (segmenting) involves analyzing the market with the aim of directing marketing efforts toward smaller buyer segments with distinct characteristics or behaviors that may require tailored marketing strategies or mixes.

1. The Concept of Positioning in Marketing

In marketing strategy, positioning is carried out by building a product image based on several key aspects, namely:

- **Positioning Based on Product:** The company highlights the specific advantages of its product, such as premium quality, innovative technology, or unique features that differentiate it from competitors.
- **Positioning Based on Product Benefits:** The product is positioned based on the benefits it offers to consumers, such as ease of use, efficiency, or health value.
- **Positioning Based on Product Users:** The product is targeted at a specific consumer segment, such as premium products for the high-end market or eco-friendly products for consumers who care about sustainability.
- **Positioning Based on Price and Quality:** Some companies position their products as high-quality items with premium prices, while others emphasize affordability while maintaining good quality.
- **Positioning Based on Competition:** The product is directly compared to its competitors, either by highlighting certain advantages or by emphasizing aspects that surpass those of competitors.

2. The Role of Positioning in Enhancing Competitiveness

Strong positioning enables a company to have clear differentiation compared to its competitors. According to Porter (2017), competitive advantage can be achieved through product differentiation that creates added value for consumers. With the right positioning, a company can:

- Attract more specific consumers in line with the targeted market segment.
- Increase customer loyalty through brand awareness and a positive perception of the product.
- Expand market share with a more focused marketing strategy.
- Maintain competitiveness amid global competition in the fisheries industry.

Research Method

Type of Research

The research on the Implementation of Segmentation, Targeting, and Positioning in the Marketing of Frozen Peeled Vannamei Shrimp (*Litopenaeus vannamei*) at PT. DPUM is a quantitative study. The researcher uses a structured questionnaire survey method to obtain specific information from respondents according to the research needs (Ritonga, 2018). The purpose of this study is to develop a questionnaire based on

observations of marketing activities at PT. DPUM. The data sources consist of primary data and secondary data. The researcher collects data through:

1. Observation, to understand the production and marketing conditions at PT. DPUM.
2. Interviews, conducted with company management and marketing personnel.
3. Questionnaires, distributed to consumers to measure their purchase interest and the factors influencing it. The data is analyzed descriptively to identify trends and patterns in consumer responses.

Data processing is carried out using editing techniques to review the collected data. Additionally, tabulating techniques are used, with the data presented in the form of diagrams.

Population and Sample. The population in this study consists of customers or consumers of frozen peeled Vannamee shrimp products at PT. DPUM, who are spread across various regions. The researcher selected a sample of 19 respondents.

Results and Discussion

Segmentation in the Marketing of Frozen Peeled Vannamee Shrimp

In its implementation, a business must be able to identify and select a market that is truly promising for the offered product so that the market can meet its needs and marketing activities can be carried out efficiently (Kotler, 2019). With market segmentation, companies can adjust their marketing strategies more precisely according to the needs and preferences of each segment.

1. Basis of Market Segmentation

PT. DPUM in Central Java segments the frozen peeled Vannamee shrimp market based on several key segmentation variables, namely:

a. Geographic Segmentation

Geographic segmentation divides the market based on geographical location. PT. DPUM in Central Java targets both domestic and international markets with the following divisions:

Domestic Market: Indonesia, with a primary focus on hotels, restaurants, and modern retail such as supermarkets and convenience stores.

International Market: Export destination countries such as the United States, Japan, and Europe. It has been proven that each region has different quality standards and preferences, so PT. DPUM adjusts product specifications, packaging, and distribution strategies based on market location (FAO, 202).

b. Demographic Segmentation

Demographic segmentation is based on factors such as customer type and business scale. PT. DPUM targets:

Food Industry: PT. DPUM supplies frozen peeled Vannamee shrimp as raw materials for food production. This segment typically requires shrimp with specific specifications, such as uniform size, high cleanliness standards, and premium quality to support production efficiency and maintain the consistency of the final product (Trienekens, 2016).

Hotels, Restaurants, and Dining Establishments: This segment at PT. DPUM has diverse requirements for frozen peeled Vannamei shrimp. The products must be available in various sizes and packaging to meet the operational needs of different businesses. Luxury restaurants and five-star hotels, for example, often seek premium peeled shrimp with high-quality standards and specific sizes to maintain the quality of dishes served to customers (FAO, 2021).

Modern Retail: PT. DPUM targets modern retail, including supermarkets and convenience stores, as part of the modern retail segment that provides frozen peeled Vannamei shrimp directly to end consumers. The products offered must have attractive packaging, clear nutritional information, and food safety certifications that comply with both domestic and international regulations. Consumers in this segment tend to look for convenient, easy-to-cook products, so the available packaging is generally in small to medium sizes suitable for household consumption (Chandra & Fajar, 2019).

c. Psychographic Segmentation

By understanding psychographic factors, PT. DPUM can tailor its marketing strategies to be more effective in reaching the desired target market. Some of the main targeted segments are:

Quality-Conscious Consumers: Customers at PT. DPUM typically choose frozen peeled Vannamei shrimp based on high-quality standards, such as freshness, cleanliness, and consistent size. They are often from luxury restaurants, five-star hotels, and the food industry, which demand premium raw materials to ensure the final product maintains its quality (FAO, 2021).

Convenience-Oriented Consumers: This group consists of individuals or families who prioritize convenience in meal preparation. Frozen peeled Vannamei shrimp from PT. DPUM is highly preferred because it has already undergone cleaning and cutting processes, making it easier to cook. Consumers in this segment typically include busy professionals, homemakers, students, and modern retail customers who seek ready-to-use products (Chandra & Fajar, 2019).

Environmentally Conscious Consumers: This segment consists of consumers who care about environmental sustainability and choose products based on sustainable fishing practices. They are more likely to purchase shrimp from eco-friendly fisheries or those with sustainability certifications. Additionally, consumer preferences in this segment also include locally sourced products that support the domestic economy and reduce the carbon footprint associated with importing food (Global Aquaculture Alliance, 2023). The data collected by the researcher regarding customer preferences in this segment can be found in the questionnaire results, as shown in the following image.

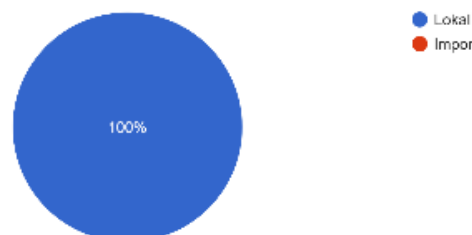


Figure 1. Questionnaire on Choosing Peeled Shrimp Products
d. Behavioral Segmentation

By understanding customer behavior, PT. DPUM can tailor its marketing strategies to be more effective in meeting market demands.

Purchase Frequency: PT. DPUM identifies two main categories based on purchase frequency: Regular Customers, such as restaurants and distributors. This segment consists of customers who make large purchases on a regular basis. Restaurants, hotels, and distributors usually have stable and continuous demand to maintain their product stock (Trienekens, 2016). Household Consumers, which include individual or family customers who tend to buy in smaller quantities and less frequently. They typically purchase products based on daily needs or available promotions in modern retail stores. Their preferences can be further analyzed through the questionnaire results, as shown in the following image.

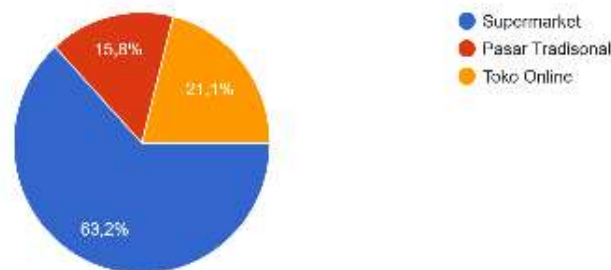


Figure 2. Usual Purchase of Vannamei Shrimp

Benefits Sought: Each customer segment has different reasons for choosing frozen peeled Vannamei shrimp from PT. DPUM. Some of the main benefits sought by customers include: **Premium Quality:** Customers who prioritize quality tend to look for shrimp with high cleanliness standards, uniform size, and optimal freshness. This segment typically consists of hotels, high-end restaurants, and the food industry with strict standards (FAO, 2021). **Competitive Pricing:** Customers in this segment are more price-sensitive and seek products that offer a balance between price and quality. They often include large distributors and retail consumers who compare prices across supermarkets or convenience stores before making a purchase (Chandra & Fajar, 2019).

Brand Loyalty: Customer loyalty to a brand is an important factor in behavioral segmentation. PT. DPUM has customers who continue using its products for several reasons: **Trust in Quality:** Loyal consumers choose this product because it has consistently met their expectations in terms of quality and cleanliness. **Satisfaction and Long-Term Relationships:** Customers who have established long-term business relationships with PT. DPUM tend to be more loyal and continue purchasing from them rather than seeking alternatives (Global Aquaculture Alliance, 2023).

2. Implications of Segmentation on Marketing

Based on the market segmentation carried out, PT. DPUM Central Java implements a marketing strategy that is tailored to each segment such as Segments for Products PT. DPUM provides various variants of frozen peeled vannamei shrimp to meet the needs of various customer segments so customers can choose in terms of price PT. DPUM Central Java implements a competitive pricing policy for the mass market segment and premium prices for the exclusive segment. Furthermore, there is a

promotional segment PT. DPUM Central Java Using digital marketing channels, international trade shows, and partnerships with distributors to reach a wider market. Furthermore, PT. DPUM's distribution segment provides efficient distribution channels, both through domestic and export markets, to ensure products are available on time Hair (2028).

Targeting in the Marketing of Peeled Frozen Vannamei Shrimp

1. Market Targeting Pattern

This targeting pattern can be observed through the product differentiation strategy, where PT. DPUM offers various shrimp size variants to match market demand. The available shrimp sizes vary and are offered at relatively different prices, in accordance with the company's quality standards and the targeted market demand. Additionally, PT. DPUM implements a pricing strategy based on customer segmentation, where industrial customers such as hotels, restaurants, and modern retail outlets have different price standards compared to the household consumer segment. Through this strategy, PT. DPUM can reach a broader market and ensure product availability aligns with demand in each market segment (Chandra & Fajar, 2019).

2. Market Targeting Strategy

The primary target group in the marketing of peeled frozen Vannamei shrimp at PT. DPUM, as identified by the researcher, consists of consumers aged 19 years and above with a middle-to-upper economic level. This segment includes several customer groups, such as:

- Students and Office Workers.
- Entrepreneurs and Culinary Industry (Hotels, Restaurants, and Dining Establishments).
- Middle-to-Upper Income Household Consumers.

Positioning in the Marketing of Peeled Frozen Vannamei Shrimp

The success of a product is largely determined by a company's ability to provide added value to its customers. In establishing its positioning, PT. DPUM utilizes the following positioning variables:

1. Product Positioning Based on Price and Quality

One of the advantages of peeled frozen Vannamei shrimp at PT. DPUM lies in its price and product quality. Despite being offered at a relatively economical price, making it accessible to both upper and middle-class consumers, the product maintains a premium quality. The high quality of peeled frozen Vannamei shrimp produced by PT. DPUM can be observed through several aspects. According to Trienekens (2016), the production process follows hygienic and certified standards, such as HACCP and ISO 22000, ensuring food safety.

2. Positioning Based on Competitors

In addition to emphasizing price and quality, PT. DPUM also implements a positioning strategy based on competitors. This strategy aims to ensure that the peeled frozen Vannamei shrimp products offered can compete with other producers in Central Java in terms of quality, price, and distribution (Kotler, 2019). To maintain its market

advantage, PT. DPUM consistently provides high-quality processed products and adjusts pricing to remain competitive.

Conclusion

The results of this study can be concluded as follows

1. Segmentation

PT. DPUM applies a market segmentation strategy based on several key variables Geographic: The company divides the market into domestic (Indonesia) and international (United States, Japan, Europe), with product specifications and distribution strategies tailored to each region. Demographic: Targeting the food industry, hotels, restaurants, modern retail, and customers requiring high-quality raw materials. Psychographic: Focusing on customer segments that prioritize quality, convenience in preparation, and environmental sustainability. Behavioral: Adjusting marketing strategies based on customer consumption patterns, desired benefits, and product loyalty levels.

2. Targeting

PT. DPUM targets the food industry, hotels, restaurants, and dining establishments, as well as modern retail, with price and quality differentiation based on specific needs. The company also focuses on customer groups with medium to high purchasing power, who prioritize premium quality and food safety certifications. Additionally, PT. DPUM caters to loyal customers who regularly purchase products in large quantities, both in domestic and export markets.

3. Positioning

PT. DPUM positions its peeled frozen Vannamei shrimp as a high-quality product with competitive pricing. It is also marketed as a convenient product that aligns with modern consumption trends, backed by a trusted brand in the seafood industry with a strong export reputation and compliance with global regulations.

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