



## **PROPOSED MARKETING STRATEGY PLAN FOR NEW HEALTHY SNACKS PRODUCT: CASE STUDY ON LADIFA BITES IN LADIFA COOKIES**

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### **Abstract**

The development of SMEs in Indonesia is increasing. One of the food and beverage industries is the pastry industry. Demand for cookies, especially during the month of Ramadan until Eid al-Fitr is very high, but in other months, it decreases, so that the company's revenue is not stable. Then, there needs to be a new product development to add other revenues and further business development. To ensure the success of new products, an in-depth study is needed to develop an appropriate marketing strategy.

The theoretical approach used is internal and external analysis. Internal analysis uses STP analysis, Marketing Mix 4P Analysis, and BMC analysis. External analysis uses Porter's Five Forces analysis, competitor analysis, and consumer analysis. After using SWOT, then using TOWS matrix to obtain the right marketing strategy for Ladifa Bites. The marketing proposal for the strategy is product development, hiring nutritionists, partnerships and promotion strategies through social media and events.

From these strategies, the conclusions that can be applied by Ladifa Bites are the development of new variants, consignment strategies, partnerships with communities, Go-Food partners, employing Nutritionists, providing products, providing testers, bazaar events, Endorsements, and digital campaigns. This is expected to maximize the business profits of Ladifa Cookies.

**Keywords:** Pastry Products, New Product Launch, Marketing Mix Strategy.

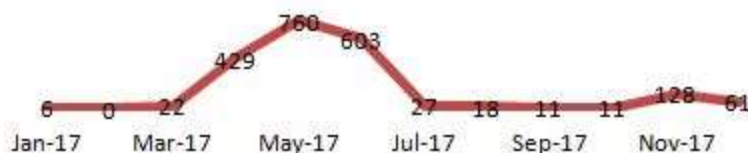
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### **1. Introduction**

The development of SMEs in Indonesia is increasing from year to year. According to data from the SMEs narrative statistic in 2016-2017, the development number of SMEs in the 2017-2018 period is increased by 2.24 percentage points from 57.900.000 units in 2016 to 59.200.000 units in 2017 (bps.go.id).

The uprising of the consuming class in Indonesia and increasing annual spending in food and beverages sectors are the opportunity for SME business in food and beverages sector. One of the food and beverage industries is the pastry industry. PT BonliCipta Sejahtera has more than 20 years of experience and leads the market for pastry dishes on holidays.

### Total Sales of Cookies in Dozen Units



**Figure 1.1**Data On Sales of Ladifa Cookies in Dozen Units

As seen from **Figure 1.2** that demand for cookies, especially during the month of Ramadan until Eid al-Fitr is very high, but in other months, it decreases, so that the company's revenue is not stable. Then, there needs to be a new product launch to add other revenue and further business development.

One way to increase another income is to create new products that can increase income and one alternative new product that can be consumed every day is a *snack product*. Snack consumption is a habit that cannot be separated from everyday life. According to the research entitled "*Snack Habit Report: Indonesia 2017*", conducted by Mondelez Indonesia, that on average 1 in 3 Indonesians falls into the category of heavy snackers. In addition, the results of the study stated that as many as 20% of the Indonesian people are looking for healthier foods with more vitamins and minerals.

Besides, Indonesian consumers are shifting preferences to healthier choices of foods. Due to the rise of middle class and the health awareness itself, Indonesian consumer's starts to have the ability to pay extra for better quality of food. One of the objects of the pastry industry taken by the author is to launch new product of healthy snacks namely *Ladifa Bites*. Ladifa Bites first launched its new product called *Healthy Cookies* in *February 2019*. According to a statement from the owner of Ladifa Bites, the product launched by Ladifa Bites is still in the business development stage for the next one or two years.

Therefore, the purpose of this study is to formulate a marketing strategy plan that is appropriate and effective for Ladifa Bites that leads to other earning income for Ladifa Cookies in the future, and also to find out the market's opinion about Healthy Cookie Product using consumer analysis in Bandung.

## 2. Methods

In this conceptual framework, the author will conduct research using internal and external analysis. Internal analysis is used to analyze the internal conditions of the company and can be done by using STP (Segmentation, Targeting, and Positioning) analysis, marketing mix analysis, and Business Model Canvas. External analysis can be performed using Porter's Five Forces analysis, consumer analysis, and competitor analysis. The author conducts the qualitative and quantitative research. The qualitative research uses focus group discussion and the quantitative research is using a questionnaire.

### A. Internal Analysis

#### a) STP (Segmenting, Targeting, and Positioning)

Ladifa Bites already has their segmentation, but the owner wants to determine market segmentation to be more details by using several aspects such as geographic, demographic, behavioral, and psychographic.

In a Demographic segmentation, Ladifa Bites focused on age between 18-35 years old, gender male and female, the monthly expenses above IDR 4.500.000, and middle up social class. Ladifa Bites also targeted consumer who have a healthy lifestyle.

Ladifa Bites positioned itself as a *healthy product* of snacks. Ladifa Bites has a premium price that is quite competitive and affordable, but cannot be said that these cookies have a cheap price. Why? Because, Ladifa Bites uses quality ingredients that provide a much tastier taste quality than competitors' healthy snacks.

## **b) Marketing Mix**

Marketing Mix is a marketing strategy that explains how to sell a product as effectively as possible so that it suits the goals and targets. This analysis is also done to specify what has been offered by Ladifa Cookies and Ladifa Bites, so it can be known the advantages and disadvantages.

### **2.1 Product**

Ladifa Cookies has two types of packaging variants are jar and regular packaging. Each package has a different variety of flavors. The jar and regular packages offer the same taste, such as chocolate, cheese, red velvet, pineapple bloom, green tea, and blue velvet. Ladifa Bites has 3 types of snacks offered that is Gluten free, energy bar, and weight loss. However, for this energy bar and weight loss, it will still be coming soon and not yet marketed.

### **2.2 Price**

The price of Ladifa Cookies for packaging Jar has a price of IDR 65,000 while for regular packaging has a price of IDR 120,000. The price for healthy snacks, which are gluten free, has a price the same is IDR 89,900 for one box.

### **2.3 Place**

Ladifa Cookies and Ladifa Bites have offices, stores and fabric to operate its business and also as a warehouse as an inventory of products. It is located on Bojongkoneng 8 & 8B, Bandung. The consumers are allowed to shop by visiting the store, but this store joins other PT BCS products such as Ina cookies, Ladifa Cookies, Soonda, and Kukii. Actually, Ladifa Bites is more focused on selling their products online through official websites, social media, and marketplaces (Blibli, Lazada, Bukalapak, Tokopedia, Shopee, and Elevenia).

### **2.4 Promotion**

Promotions by Ladifa Cookies include promotional sales that has 10% discount for the first purchase through the official website of Ladifa Cookies. Besides that, Ladifa Cookies often takes part in food fairs or other exhibitions to market their products. In addition, PT BCS often holds exhibitions that aim to introduce and sell all products from BCS PT such as Ina Cookies, La Difa Cookies, Soonda, Kukii, and Ladifa Bites.

As a new product, Ladifa Bites performs several promotional activities to introduce their products to the market. For its first launch, Ladifa Bites performed a grand launch of their new product in its shopping center in Bandung that are Paskal 23 mall and Bandung Indah Plaza mall.

## **c) Business Model Canvas**

Business models describe the rationale for how organizations are created, delivered and captured in value (Osterwalder and Pigneur, 2010, p14). Here is a business model canvas of Ladifa Bites:

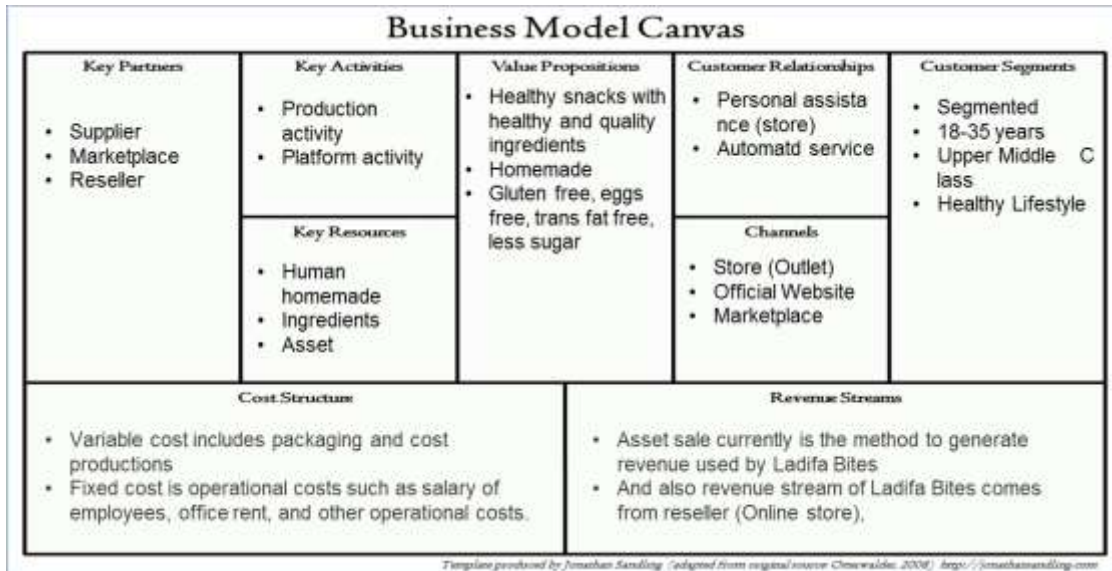


Figure 1.3 Business Model Canvas

## B. External Analysis

The External environment includes the factors outside of the Company that could affect the performance of the company itself to make profit.

### i. Porter Five's Forces Analysis

Strategic analysis is often using Porter's five forces to understand especially for new product or services are potentially profitable. To summarize this analysis using the Porter Five's Forces Model, the situation can be observed in the **Table 1.1**. The threat of new entrants is high, bargaining power of suppliers is low, bargaining power of buyers is medium, a threat of substitute product is medium and rivalry among competitors is medium.

Table 1. 1 Porter's Five Forces

No	Forces Driving Industry Competition	High	Medium	Low
1	Threat of New Entrants	√		
2	Bargaining Power of Suppliers			√
3	Bargaining Power of Buyers		√	
4	Threat of Substitute Product		√	
5	Rivalry Among Competitors		√	

### ii. Competitors Analysis

Framework Marketing Mix analysis can be used as an alternative to analysis the competitors. Competitor's product, price, place, and promotion will be analysis by using *netnography*. Based on the competitor's marketing mix, some conclusions can be drawn as follows:

1. Competitors have a very-well-known brand. Ladang Lima might be the strongest competitor because they already have products that are quite well-known and spread in major cities of Indonesia



2. Competitive selling price. This is possible due the massive production which suppresses the production cost.
3. Very broad distribution channel, which almost reach all regions in Indonesia. Like Ladang Lima and Unis Gluten Free, which already have a fairly wide distribution channel, which has more offline and online resellers than others competitor.
4. Maximum promotion. In point of fact, the competitors look slightly concerned about the development of technology or Internet usage. It can be proved because most of the competitors using common methods such us endorsement, interactive ads, social media, and discount promotion.

### **iii. Consumer Analysis**

Consumer analysis is using two methods. The first method will utilize a qualitative analysis through a Focus Group Discussion, while the second method will utilize a quantitative analysis through Questionnaire.

#### **3.1 Customer Behaviour**

With regards to the snacking habit, both FGD and Questionnaire arrived at the same conclusion that the majority of the middle-class population actually either view snacking as a daily activity or at least do it often and this accounts up to 98% of the respondents. This tendency is consistently shown in all age groups, and only 2% claimed they do not like snacking.

Generally, the objective of snacking at home is to fill the gap between large meals and also to accompany activities at home such as watching TV or reading books/ magazine.

Types of snacks are very diverse from starting snacks that have a sweet, salty, and spicy flavor. Even so, chips, chocolate, and biscuits are the three most chosen snacks when compared to others.

#### **3.2 Channel of Purchase**

There are two channels of purchase, first is offline channel such as Hypermarket, Supermarket, Minimarket, Traditional Market, and Outlet. From 115 respondents of the questionnaire, most of them prefer to buy snacks at the minimarket, which is 41%. In addition, 30% choose to buy in hypermarkets and supermarkets. This indicates that consumer behavior in buying products, especially snacks, is more likely through offline stores, it is rare for people to choose to buy online because one possible reason is the high level of impulsive buying behavior of consumers.

#### **3.3 Healthy Food**

It was not so surprising that educated middle class population has good understanding about the term of “Healthy Food” at 90% and this is consistent with the result of FGD. The behavior of urban people, especially in Bandung, is enough for people to know and understand the importance of healthy food for them. Already, many people have switched to having a healthy lifestyle, one of them by consuming healthy foods.

Most respondents have a view of healthy food as foods that contain nutrients that are beneficial to their bodies that as much as 23% of the vote. In addition, as many as 16% said that healthy food will affect health, one of which can maintain the health and digestion of their bodies. Furthermore, as much as 14% say that healthy food has fewer calories.

#### **3.4 Opinions on Established Healthy Snacks**

The existence of various brands of healthy snacks that are quite well-known among the public makes the level of impulsive consumers to buy these products, because one of them is the curiosity of the product.

The respondents have consumed healthy snacks as many as 93%. Seeing this in general, it is certainly an opportunity that the potential consumer of Ladifa Bites fits the behavior of Bandung people who are already familiar and have consumed this healthy snack.

When viewed from the interests of people in consuming Healthy snacks, out of a total of 115 respondents, 34% said that their interest in consuming healthy snacks was due to curiosity. Further, as many as 27% said that when they were on a diet or were controlling weight they would consume healthy snacks. The third option is 25% stating that their interest in consuming healthy snacks is for health. Then, it can be seen that there are still many consumers who consume healthy snacks because of curiosity.

Of the 115 respondents, 66% chose that this healthy cookie is suitable to be a substitute for breakfast menu. This can be useful for Ladifa Bites who has a goal to sell daily products that can be consumed by the consumer every day.

### **3.5 Consumer Preferences**

The most important considerations according to respondents are products with good taste, products that contain healthy ingredients, and products at low prices. Surely, this is of concern to Ladifa Bites when going to market their product. They must consider the taste, price, and healthy content of the product.

### **3.6 Marketing Mix Preferences**

A Marketer must have knowledge about what their consumer wants and need to maximize product-market fit. To cover all of potential consumer preference, this research uses a marketing mix 4P as the determinant of consumer preference.

#### **3.6.1 Product Preference**

The first point is the taste of the product the author generally divides into four preferences, such as sweet taste, savory taste, fruit flavor and vegetable taste. About 68% of the total respondents chose to agree with products that have sweet taste. Furthermore, 63% of the total respondents chose to agree to products with a savory taste. And the highest is fruit flavored products which has a percentage of 70% of the total number of respondents

The texture of products of these healthy snacks are soft texture as much as 58%, but this percentage is not much different from the fibrous texture choice of 55%. So Ladifa Bites is good enough in releasing its first product healthy snacks with a soft texture.

There are various types of healthy snacks that are tailored to their designation. For the types of products that are healthy snacks that have low calories, high fiber and low fat are the top three according to consumer preferences in having a healthy product.

#### **3.6.2 Price Perception**

Determining this price range is based on the average price of competitors already in the market. This price is adjusted to the product weight and product packaging. For products with a product weight of 25gr and 50gr is to be a higher preference of 73% and 75%. Because these healthy snacks are snack products, it is possible for consumers not to consume in large amounts for everyday consume.

#### **3.6.3 Place Preference**

There are several options for the opportunity to market Ladifa Bites if buy in several places such as Mall, Hypermart, Minimarket, Official Store, Traditional Market, and Online shop. The biggest preference for buying healthy snacks is Minimarket by 90%. But this strategy is not right because it does not target the target market with consumers who have a healthy lifestyle, it would be better to target the market more segmented.

### 3.6.4 Promotion Preference

Promotional preferences that are preferred by consumers are discount, attractive display of social media, buy one get one promo, and product testimonials. Social media is now an important part of promotion because many people are active in social media so that they easily get information through social media.

### C. SWOT Analysis

#### 1. Strength

- Ladifa Bites positioned itself as healthy product of snacks– STP Analysis
- The packaging of Ladifa Bites products is unique – Marketing Mix Analysis
- The price of product is affordable – Marketing Mix Analysis
- Ladifa Bites has an offline store, website and six Indonesian marketplaces – Marketing Mix Analysis
- Have a good strong relationship with supplier – BMC & Porter Five Forces Analysis

#### 2. Weakness

- Limit the scope of the target market because it focuses on target consumers who have a healthy lifestyle – STP Analysis
- Ladifa Bites is a brand that is not yet well-known brand – Marketing Mix Analysis
- Ladifa Bites hasn't promoted through digital marketing such as SEO, online advertising - Marketing Mix Analysis
- Due to the manufacturing process of Ladifa products, they need a Standard Operating Procedure (SOP) – BMC Analysis

#### 3. Opportunity

- Healthy snack industries still rarely found especially in Bandung area – Porter Five Forces Analysis
- Expanding and increasing the channel distribution like other competitors such as Ladang Lima and Unis Gluten Free where they have large wide distribution channels – Competitors Analysis
- Variations in the types of healthy products favored by the population in Bandung are quite diverse, so RnD is needed to create more diverse products – consumer Analysis
- As many as 66% of people agreed that this healthy snacks product becomes a breakfast menu, this is certainly a Ladifa Bites opportunity to sell daily products – consumer Analysis
- Snacking habit and the familiarity of healthy snacks and even have consumed healthy snacks in the Bandung are already high. This is the strength for Ladifa Bites when releasing healthy snacks products – consumer Analysis

#### 4. Threat

- Ladifa Bites wrestle in platform activities are also needed to be able to design Ladifa Bites's website properly so that consumers can order without a hitch – BMC Analysis

- Many sellers are most identical to another so Ladifa Bites should find the strategy to enhance the value of uniqueness that consumers could not find from other competitors – Porter Five Forces Analysis
- Competitive selling price with other competitors – Competitors Analysis

#### D. Root Cause Analysis

Because the research focused on marketing aspect of Ladifa Cookies, the author classified the cause factors depends on marketing mix (Product, Price, Place, and Promotion). The fishbone diagram of Ladifa Cookies is shown below in **figure 1.4** has identified Ladifa Cookies from each dimension. Seeing the problem below, that Ladifa cookies wants to add other revenue through a new product from Ladifa Bites, then it is necessary to know how the market responds to products healthy snacks using consumer preference analysis.

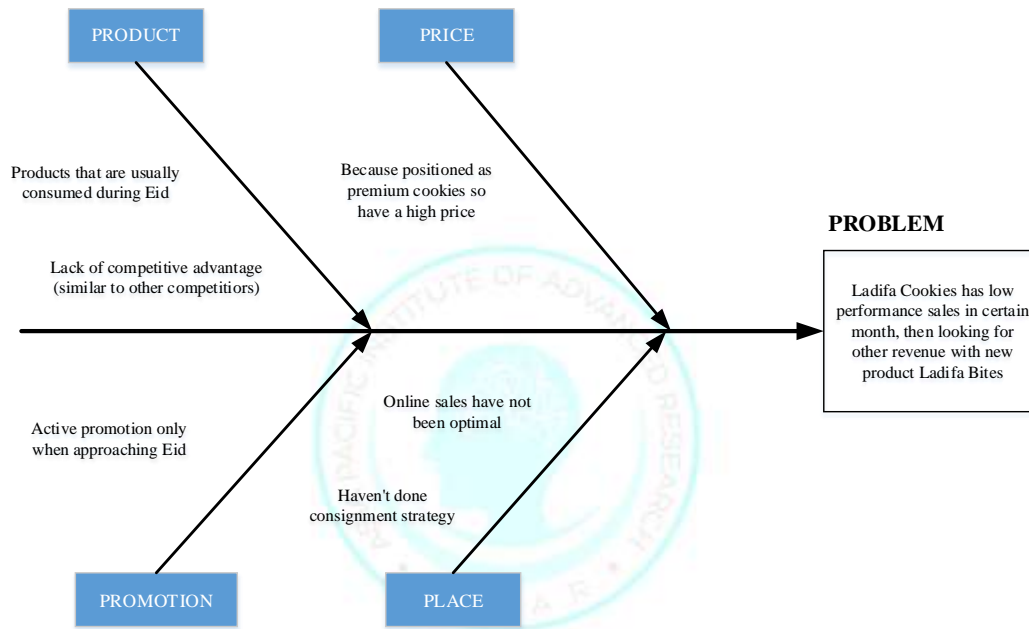


Figure 1.4 Fishbone Diagram

The results of the analysis will be used as data on customer needs and wants for products with healthy snacks.

### 3. Results and Discussion

#### 1) TOWS Matrix

Based on TOWS produced several alternative strategies for Ladifa Bites. This strategy can be used as a solution to solve the company's problems. Hence, there are several feasible strategies obtained from TOWS Matrix for new product of Ladifa Bites.



Table 1.2 Proposed Solutions

ROOT CAUSE		PROPOSED SOLUTION		
Product	Products that are usually consume during Eid	New products of Ladifa Bites can be consumed daily	<b>Product development using innovation</b>	TOWS Matrix
	Lack of Competitive Advantage	Make differentiation	<b>Hiring nutritionist</b>	
Price	High Price	Pricing strategy	<b>Partnership with delivery company</b>	
Place	Online sales have not been optimal	<b>Improvement in digital marketing through social media and website</b>		
	Have not done consignment strategy	<b>Partnership with other parties</b>		
Promotion	Lack of promotion	<b>Promotional strategy through social media and event</b>		

## 2) Marketing Mix Strategy Plan

In order to formulate the marketing strategy, the researcher will conduct surveys based on the potential customer behavior, TOWS matrix and marketing mix preference.

### 2.1 Product

Based on product preferences previously discussed about the taste, texture, form, type, and product packaging, there are new product suggestions for Ladifa Bites. Because Ladifa Bites is focused on healthy products, this product innovation includes products that have an impact on the health of the body.

#### 2.1.1 Granola

The value that will appear on this granola bites product is *high fiber, low calorie* and an *energy source* because another benefit of granola is to increase energy. The packaging innovation of this Granola product based on consumer preference data is a transparent zipper lock.

#### 2.1.2 Dried Fruit

Dried fruits generally contain more fiber. The value offered by Ladifa Bites dried fruit products is *high fiber* and *organic*.

#### 2.1.3 Pita Chips

The value offered on this product is containing *gluten free, low fat* and also *no MSG* or artificial flavoring.

### 2.2 Price

In this case, the choice of pricing strategies that can be used by Ladifa Bites is to use premium prices. *Premium pricing strategy* when they want to charge higher competitors for their

products. Because this healthy food is an unusual product and is considered a product that is indeed worthy of expensive because it has added value. Actually, Ladifa Bites has carried out this premium pricing strategy because the price of the product itself is **89,900**.

### **2.3 Place**

Another strategy that can be done to increase sales from Ladifa Bites is to conduct a *consignment strategy*. This consignment strategy consists of three categories including Cafe or restaurant that provide a healthy food. And also place for sports such as a fitness center and sports class studio.

### **2.4 Promotion**

These several strategies are giving the discount, product giveaway through photo contest, endorsement, media social improvement using paid promotion, testimonial, and bazaar event.

#### **2.4.1 Product Giveaway through Photo Contest**

Product Giveaway conducted as one of the strategies to attract customers. Interesting photos posted by the participants will give added value to the product's response. Customers will feel curious and will increase curiosity to try the product so that sales will increase.

#### **2.4.2 Giving Testers**

Giving testers is one form of promotion strategy to get new customers. When they have already tasted the product directly from Ladifa Bites, they are becoming aware of the product offered by Ladifa Bites.

#### **2.4.3 Bazaar Event**

Bazaars can expand business networks because in the bazaar, the company not only to meet with potential customers but also with other business people. Ladifa Bites also must choose bazaar which in accordance with market segmentation that have been targeted are those who care and have a healthy lifestyle like in *car free day event*.

#### **2.4.4 Endorsement**

The next promotion idea is product endorsement. Indonesia is one of the most internet users in the world. Therefore, many business actors either big or small business uses social media as a media campaign.

The right choice for this endorsement can be either through celebrity Instagram or also with a Vlogger (Video Blogger) as online influencer. Ladifa Bites should choose celebrity endorsement in accordance with the Ladifa Bites customer and in accordance with the brand image of Ladifa Bites who want to show the healthy lifestyle.

#### **2.4.5 Digital Campaign**

In making this digital campaign, it must be adjusted to Ladifa Bites' target market, which people who are concerned about health. The theme of this digital campaign content is about "*Snacking is healthy and healthy by snacking*". To create interesting content, it needs to contain useful information and can add insight from the audience.

### **Conclusion**

Seeing the internal and external conditions of Ladifa Cookies in developing their new product, Ladifa Bites healthy snack made the company evaluate whether they have enough resources to make and develop their products. Seeing how the market response of Ladifa Bites's new products according to consumer analysis results obtained positive and beneficial results for Ladifa Bites, so this is a supporting data that the new product of Ladifa Bites needs to be

continued and continued with the development of other products.

The selection of this marketing strategy is more focused on strategies that aim to increase awareness of the new products from Ladifa Bites. Ladifa Bites need an action plan to precisely execute the new marketing mix strategy. The action plan that can be implemented by Ladifa Bites is based on 4P Marketing Mix consist of Product, Price, Place, and Promotion. After making the action plan for the business solution which had previously formulated, the next stage needed at action plan is evaluation.

The differentiation strategy proposed by the author is with development using innovation products and also by recruiting nutritionists. Hiring Nutritionist functions to be the advantage of resources from companies where it will increase consumer confidence in Ladifa Bites products that their products are in accordance with nutrients and ingredients that are good for the health of the body.



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